UNIVERSITY OF CANBERRA

ACADEMIC GOVERNANCE HANDBOOK

ACKNOWLEDGEMENT OF COUNTRY

The University of Canberra acknowledges the Ngunnawal people, traditional custodians of the lands where the Bruce Campus is situated. We wish to acknowledge and respect their continuing culture and the contribution they make to the life of Canberra and the region. We also acknowledge all other First Nations Peoples.

2023

WELCOME

Welcome to Academic Governance at the University of Canberra (UC).

The information provided in this Handbook is intended to help you understand UC's Academic Governance Framework and to assist you to discharge your responsibilities.

If you have any questions about Academic Governance matters, please contact the Academic Governance Team at academic.governance@canberra.edu.au.

The University of Canberra has a devolved Academic Governance structure comprising of:
- Academic Board, the peak academic governance body of the University of Canberra;
- Academic Quality and Standards Committee;
- Curriculum Committee;
- University Research Committee;
- Graduate Research Committee:
- Faculty Boards; and
- Faculty Assessment Boards.

The information provided in this Handbook is intended to help you understand the University of Canberra's Academic Governance Framework and to assist you to discharge your membership responsibilities.

Academic governance is the framework of policies, structures, relationships, systems and processes that collectively provide leadership to and oversight of a higher education provider's academic activities (teaching, learning and scholarship, and research and research training if applicable) at an institutional level. Traditional functions of academic governance include rigorous scrutiny and peer review of academic activities, carried out independently and separately from the staff who are directly involved in those activities. (TEQSA Guidance Note: Academic Governance 2017)

The Higher Education Standards Framework (Threshold Standards) 2021 detail the requirements of Academic Governance in Standard 6.3. They are:

1. Processes and structures are established and responsibilities are assigned that collectively:
    a. achieve effective academic oversight of the quality of teaching, learning, research and research training
    b. set and monitor institutional benchmarks for academic quality and outcomes
    c. establish and maintain academic leadership at an institutional level, consistent with the types and levels of higher education offered, and
    d. provide competent advice to the corporate governing body and management on academic matters, including advice on academic outcomes, policies and practices.
2. Academic oversight assures the quality of teaching, learning, research and research training effectively, including by:
    a. developing, monitoring and reviewing academic policies and their effectiveness
    b. confirming that delegations of academic authority are implemented
    c. critically scrutinising, approving and, if authority to self-accredit is held, accrediting or advising on approving and accrediting, courses of study and their associated qualifications
    d. maintaining oversight of academic and research integrity, including monitoring of potential risks

e. monitoring and initiating action to improve performance against institutional benchmarks for academic quality and outcomes

f. critically evaluating the quality and effectiveness of educational innovations or proposals for innovations

g. evaluating the effectiveness of institutional monitoring, review and improvement of academic activities, and

h. monitoring and reporting to the corporate governing body on the quality of teaching, learning, research and research training.

3. Students have opportunities to participate in academic governance.

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1. THE UNIVERSITY OF CANBERRA

Our Strategy

The University's decadal strategy, *Connected*, sets out the long-term ambitions and objectives for our university. It has at its core, explicit commitment to our staff and students, to our place in Canberra and the region, and to the Ngunnawal people.

Our ambition is to be a global leader in driving equality of opportunity. A commitment that ensures we are the most accessible university in Australia; building an international identity for UC that celebrates, and is built upon, the importance of our place, one of national and international decision making. We proudly embrace our role as the University of the nation's Capital.

Our Purpose and Values

Galambany

Together we work to empower, connect, and share knowledge with our people, cultures, and places.

History of the University

The University of Canberra was established by the Commonwealth Government in 1967 as the Canberra College of Advanced Education. The first students were enrolled on a part-time basis in 1968 and full-time teaching began the following year. The College became the University of Canberra with effect from 1 January 1990. Jurisdiction for the University was passed to the Australian Capital Territory on 1 December 1997, and the University is governed under the *University of Canberra Act 1989* (ACT) (the Act).

The functions of the University are defined under Section 6 of the Act. These functions include:

- to transmit and advance knowledge by undertaking teaching and research of the highest quality; and
- to encourage, and provide facilities for, postgraduate study and research; and
- to provide facilities and courses for higher education generally, including education appropriate to professional and other occupations, for students from within Australia and overseas; and
- to award and confer degrees, diplomas and certificates, whether in its own right, or jointly with other institutions or as otherwise determined by the Council; and
- to provide opportunities for persons, including those who already have post-secondary qualifications, to obtain higher education qualifications; and
- to engage in extension activities.

In the performance of its functions, the University must pay special attention to the needs of the Australian Capital Territory and the surrounding regions.

2. GOVERNANCE AT THE UNIVERSITY OF CANBERRA

Introduction

The University of Canberra's governance model follows the traditional model of Australian universities, with the primary strategic level decision makers being the University Council, Academic Board and the Executive, led by the Vice-Chancellor.
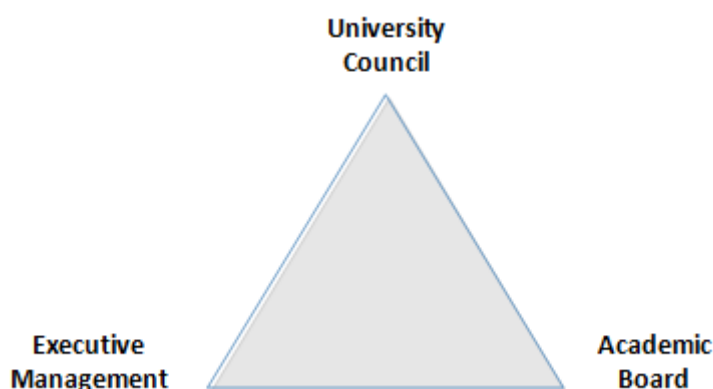
Figure 1: A tripartite governance model of Australian universities (Dooley, 2006)

Council is the overarching governing body at the University; its principal role is to set overall strategic direction and policy framework. The Academic Board is responsible for academic governance; its main role is to approve academic policies, set academic standards, and maintain an oversight of the academic activity of the University. Senior management implements policies, programs, and processes including staffing, budgets and infrastructure.

These three governance structures have shared responsibilities with interdependent and overlapping functions. The definition of functions is achieved by formal delegations from Council.

University of Canberra Council

The University Council was established under the *University of Canberra Act 1989*. While the Act provides that the Council has the entire management of the University, Council has delegated the majority of these functions. The Delegations of Authority Policy articulates the delegated functions and any associated limits to the delegated authority. At its meeting on 7 April 2004, Council adopted a Council Governance Charter setting out the role and responsibilities of Council and its members. The Council reviews the Charter every two years to ensure it remains relevant and effective. Additionally, the University must comply and function within existing local, national and international legal frameworks.

The University Council relies on a framework of supporting committees and relationships, internal and external legislation, policy and processes to conduct its business. The University's Statutes, Rules and Policies are publicly available online. The detailed schedule of the University delegations is also available.

Council creates the basis for management excellence by developing the University's mission statement and setting the strategic direction, as well as approving the annual budget and business plan. It is responsible for ensuring the systems and processes to direct and control the University's operations are in place and working effectively, including the overseeing and monitoring the University's academic activities through its Academic Board. In addition, Council fosters a culture which allows the University to deliver to all of its stakeholders outcomes in line with its mission and strategic goals.

Council has 15 members, nine external to the University and six internal, enabling a range of perspectives to be considered and encompassing a range of knowledge, skills and expertise. Eight of the external members are appointed by the Chief Minister of the ACT on the advice of the University. External members are nominated on the basis of their expertise and experience in senior management in areas such as finance, commerce, law, information technology, education and corporate governance. At least two members will have financial expertise and at least one will have commercial expertise.

The Chancellor is appointed by the Council. The Deputy Chancellor is appointed by Council from one of its members. Normally the appointee will be an external member of Council.

Internal members include the Vice-Chancellor, the Chair of Academic Board and others elected by the University's internal stakeholders, including undergraduate and postgraduate students, academic staff and professional staff. These and all Council members must act in the interest of the whole University rather than that of their constituencies. Members are appointed for terms between one and five years to allow for continuity and a balance between ideas and corporate memory.

Council members must:

- always exercise their functions with the best interests of the University as a whole paramount rather than simply as a delegate or representative of a particular constituency;
- act in good faith, honestly and for a proper purpose;
- exercise appropriate care and diligence;
- not improperly use their position to gain an advantage for themselves or someone else or cause detriment to the University or someone else; and
- disclose and avoid conflicts of interest.

Executive management

Council appoints the Vice-Chancellor and approves the appointment of senior management. Management is responsible for the day-to-day running of the organisation within the policies and strategic guidelines established by the Council.

3. ACADEMIC BOARD

The Academic Board (the Board) is the principal policy-making and advisory body on all academic matters relating to and affecting the University's teaching, research and educational programs. It also advises Council on matters of academic policy and the formulation of the academic objectives of the University and the actions necessary to sustain and develop such objectives.

The Academic Board carries out its functions in partnership with executive management and is separate from but accountable to Council.

The Board was established under the *University of Canberra Act 1989 (ACT).* The *University of Canberra Academic Board Rules 2021* (Rules) provide details of the Board's responsibilities, powers and membership.

Academic Governance

Academic governance is concerned with ensuring that the higher education activities of teaching, research and scholarship, are reputable, of high quality, comply with institutional policy requirements, deliver expected outcomes for students and that qualifications awarded meet the requirements of the Australian Qualifications Framework. Academic Board is responsible for the approval of Academic policies. All policies, including Academic policies are available in the Policy Library.

Academic governance is broader than the Board with responsibility being distributed amongst several supporting committees and multiple stakeholders, including executive management structures.

The academic governance committees advise the Board and provide leadership in policy formulation and development of strategies within their terms of reference.
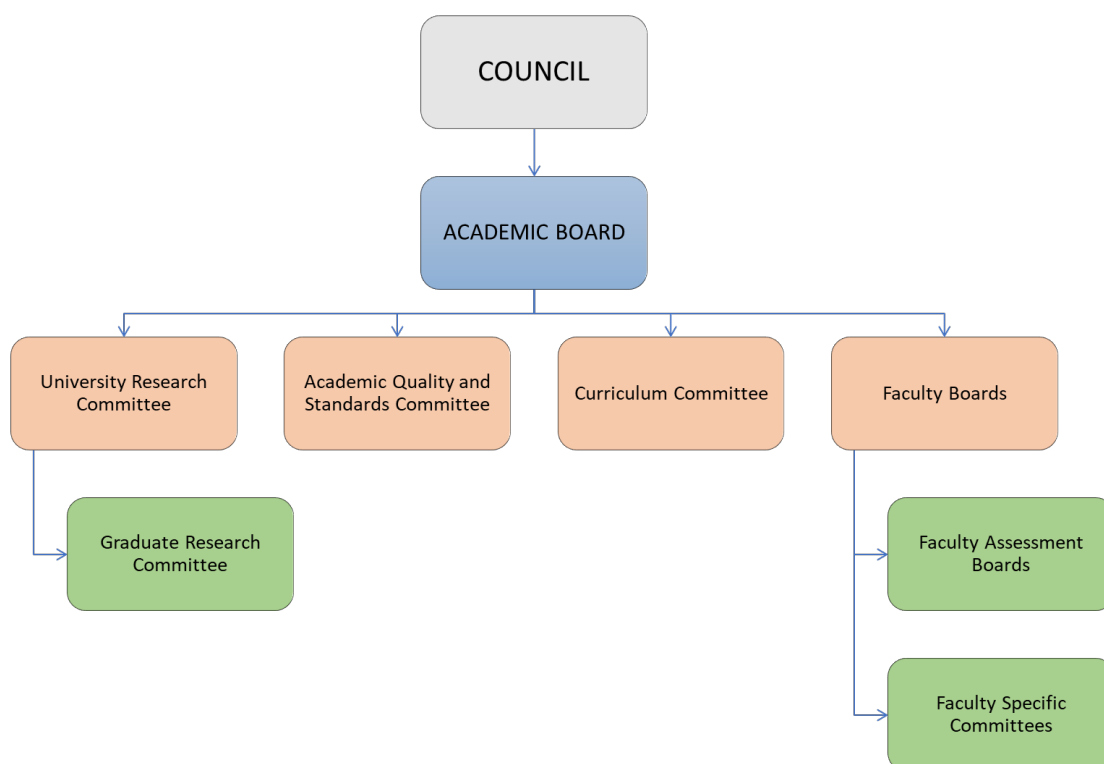

Figure 2: Academic Governance Structure

The Chair of the Board, currently Professor Elisa Martinez-Marroquin, must be a Professor of the University and is appointed by the University Council after consideration of recommendations by the Vice-Chancellor. The membership of the Board and its committees include representation and skills from the University's academic and professional community to effectively meet their responsibilities.

Mission of the Academic Board

The Academic Board is responsible for assuring academic standards and quality in accordance with the [Higher Education Standards Framework (Threshold Standards) 2021](#) and the [University's policy and procedures](#). In fulfilling this function, Academic Board ensures academic freedom, academic integrity and high standards in research, assessment and admissions. Although it is separate from and accountable to the Council, it works alongside Council, the Vice-Chancellor, and University Executive in pursuit of the shared goals of the University and the creation and dissemination of knowledge.

The Board is composed primarily of academic staff members, who are representative of academic diversity in the University. It also includes students as colleagues in the academic enterprise, providing an important venue for student involvement in academic decision making; and professional staff as key partners in the operationalisation of its mission.

The Board model of academic governance is founded upon consultation, collegiality and broad-based representation. This model has its origins in the historical tradition of a university as a community of scholars and remains of crucial importance in contemporary knowledge-based organisations in which ideas need to be continuously scrutinised and re-evaluated by experts, and in which governance is measured according to the extent to which it fosters education and free inquiry.

Free and open debate fosters moral authority within the academic community, and the Board provides a forum to promote deliberation and information flow on a wide range of issues affecting research and higher education. The Board provides cross-functional and collegial mechanisms to address and resolve complex problems that cut across academic and administrative policy.

Quality assurance and continuous improvement through the embracing of innovative change is imperative at the University to ensure the delivery of a motivating and successful academic program, particularly considering the context of the changing higher education environment and the University's strategic directions. The Board and its standing and sub-committees have oversight of several key areas that potentially have a high-risk impact on the reputation of the University. To this end, a high level of commitment is expected from its members, both in terms of attendance and participation.

Responsibilities of Academic Board

The responsibilities of the Academic Board are identified in the Academic Board Rules and the Academic Board Standing Orders. The Academic Board, subject to the Act and Statutes is responsible to Council for all academic matters relating to the University and, in particular, is responsible for:

(a) providing oversight and monitoring of the University's compliance with legislation relevant to the provision of higher education as related to matters of academic governance, quality and risk, including (but not limited to) the Higher Education Standards Framework (Threshold Standards) 2021;

(b) the approval of University policy, and the effective exercise of delegated authority, related to

academic matters, including:

    (i)   teaching and learning;

    (ii)   admission of students;

    (iii)   assessment;

    (iv)   credit for prior learning;

    (v)   academic progress;

    (vi)   research;

    (vii)   research training; and

    (viii) approving policies and principles for the granting of medals, awards, prizes, scholarships that are not solely based on academic merit or as designated by the Council;

(c) monitoring the effectiveness of, and compliance with, those policies and delegations referred to in section 10(1)(b);

(d) establishing and monitoring institutional standards for academic quality and outcomes and the monitoring of improvement actions;

(e) critically scrutinising and approving the accreditation and reaccreditation of all courses of study offered by the University and the award to which the course leads;

(f) approving revisions to courses including changes to learning outcomes, admission standards, location of offering and the award to which the course leads;

(g) maintaining oversight of current and emerging risks to academic integrity and academic quality, and monitoring the effectiveness of controls and treatment actions to ensure risks are being managed appropriately;

(h) monitoring the quality of teaching and learning, courses, unit sets, and units and the student experience including where third party partnership arrangements are in place;

(i) monitoring the quality of the University's academic program, including where third party partnership arrangements are in place, for matters including but not limited to:

    (i)   the teaching and learning strategies;

    (ii)   curriculum and programs;

    (iii)   learning support services;

    (iv)   the University's research and research training strategies and programs; and

    (v)   fostering the development and maintenance of high standards;

(j) providing a forum to facilitate communication on issues within the higher education sector, and encouraging discussion and dissemination of information within the University regarding good practices in scholarship and research;

(k) evaluating the effectiveness of processes, structures, and responsibilities that support the academic

activity and institutional monitoring, review and improvement of academic activities;

(l) evaluating the quality and effectiveness of educational innovations or proposals for innovations;

(m) competently advising the Council and Vice-Chancellor on any matter relating to education, learning, research, or the academic work of the University, including:

    (i) the academic aspects of the University's strategic plans;

    (ii) academic priorities and objectives;

    (iii) academic implications of changes to organisational structures;

    (iv) the conferring of degrees, diplomas and certificates;

    (v) the discipline of students in the University, as relevant to academic misconduct; and

    (vi) academic freedom; and

(n) undertaking other responsibilities as directed by Council.

Relationship with Council

Academic Board provides regular reports to Council, who oversee and monitor specific academic matters in accordance with Council's Reserved Powers. For matters related to Academic Board, this includes:

- approving guidelines for the award of University medals;
- approving the form of the testamur; and
- authorising the conferring of awards.

Membership

The composition of the Academic Board is determined by section 4 (*Membership of Board*) of the *Academic Board Rules*.

The Academic Board approved two Expert Advisors to Academic Board who do not have voting rights:
- The Pro-Vice Chancellor Education
- The Pro-Vice Chancellor Future Students

To facilitate communication channels between the Board and its committees, all committees have an Academic Board member amongst their membership, and in most instances, the committee chair is also a member of Academic Board.

To support broader communication with the student body, Undergraduate and Postgraduate Student Members on Academic Board will also be concurrent members of the Student Representative Council (SRC).

Methods of appointment

Members are appointed to Academic Board and its committees through a variety of mechanisms, including:
- by virtue of position held (*ex-officio*);
- by formal election according to the University of Canberra (Election of Staff and Student Members to Academic Board and Council) Rules 2022; or
- by nomination, as detailed in the relevant terms of reference.

Student members of Academic Board are elected for a one-year term, and staff a two-year term. The election cycle normally commences in October and closes in early November, with the new members' term of office commencing 1 January of the year following.

Special Guests

Special guests may be invited to present at Academic Board on topics of relevance. Special guests can be members from within the University community and people with specified expertise external to the University. Members of Council and/or staff from the University are invited to attend, where appropriate.

Committees of Academic Board

Academic Board is supported to undertake its responsibility by several committees:

Academic Quality and Standards Committee

The Academic Quality and Standards Committee Charter states that the purpose of the Academic Quality and Standards Committee is to provide recommendations to Academic Board on institutional standards for academic quality, admissions and student outcomes; academic policy and procedure, academic risk and integrity, academic quality at educational partners and teaching innovation initiatives. The Academic Quality and Standards Committee is also the Admissions Committee under the University of Canberra (Admission) Rules 2022.

The Committee may also advise the Academic Board and/or Vice-Chancellor on any areas of concern it identifies.

Curriculum Committee

The Curriculum Committee Charter states that the purpose of the Curriculum Committee is to provide recommendations to Academic Board on the alignment of the academic program with University strategy, the academic quality of proposals related to courses and course components, and the compliance of proposal for courses and course components with University legislation, policy and external legislation. The Curriculum Committee will also ensure the continuous monitoring and improvement of course quality through active engagement with the course monitoring, review and improvement cycle.

The Committee may also advise the Academic Board and/or Vice-Chancellor on any areas of concern it identifies.

University Research Committee

The University Research Committee Charter states that the purpose of the University Research Committee is to advise the Academic Board and the Vice-Chancellor on research objectives and strategies, the University's research performance, research and research training policy and practice and research degrees program.

The Committee may also advise the Academic Board and/or Vice-Chancellor on any areas of concern it identifies.

The URC has one sub-committee, the Graduate Research Committee.

Faculty Boards

Each Faculty has a Faculty Board. The Faculty Board Charter states that the Faculty Boards play a crucial role, working within the University's regulations, policies and guidelines to provide quality assurance for teaching, learning and research activities within the Faculty, monitoring impact, engagement and other aspects of these activities to support continuous improvement. The Faculty Boards also play a crucial role in setting strategic academic and research directions for the Faculty and advising the Academic Board and the Vice-Chancellor on strategic institutional directions.

The Faculty Boards may also advise the Academic Board and/or Vice-Chancellor on any areas of concern it identifies.

Each Faculty Board has the power to create sub-committees to support it in its function, and these vary between Faculty's and the requirements of each Faculty Board. However, every Faculty Board has a Faculty Assessment Board as a sub-committee.

Advisory groups

Course Advisory Panel

The Course Advisory Panel (CAP) is not a governance committee; however, it has a significant role in providing objective academic scrutiny for major curriculum proposals. The Course Advisory Panel Terms of Reference states that the CAP applies academic scrutiny to new course proposals, and major course revisions, and the comprehensive review of a course undertaken by a faculty to support the reaccreditation of a course and recommend to faculties whether a course is ready to proceed to Curriculum Committee for endorsement for reaccreditation and approval by Academic Board.

Communities of Practice

The Academic Governance Community of Practice (CoP)

The purpose of the Academic Governance CoP is to build capability in the faculties in academic governance, particularly for those managing items through Faculty Boards and into Curriculum Committee. The CoP is run by the Academic Governance Team and meets every six weeks.

The Education Managers' meetings

The Education Managers' meetings run as a monthly networking event and regularly discuss academic governance topics. The Academic Governance Team attend these meetings to answer questions about academic governance from stakeholders.

Student Representative Council

The Student Representative Council (SRC) is enacted under Council and information about the SRC is managed through the internally student facing intranet.

The SRC is comprised of the following members:

- a faculty representative from each of the facilities
- a Ngunnawal Centre representative
- a Higher Degree Research representative
- the two Student members (Undergraduate and Postgraduate) elected to Council

- the two Student members (Undergraduate and Postgraduate) elected to the Academic Board
- one international Student representative

There are student representatives on the sub-committees of Academic Board that are not on the SRC:

- Each Faculty Board includes an Undergraduate and Postgraduate Student Member
- The AQSC has an Undergraduate, Postgraduate and Higher Degree by Research (HDR) Student Member
- The Curriculum Committee has a Postgraduate Student Member and an Undergraduate Student Member
- The URC has a Higher Degree by Research (HDR) Student Member
- Under the URC, the Graduate Research Committee (GRC) has two HDR Student Members

The above members are required to be endorsed by the SRC and maintain that endorsement through their appointment.

Where a member of a committee is a 'Student Member', they hold the same responsibilities and rights as other members of that committee. Student Members of Academic Board hold the same rights for responsibility of other members of Academic Board. All Student Members are required to provide regular reports to the SRC summarising the meeting(s) they have attended, specifying any action items for the SRC that arose from that meeting(s).

Recognition of students' contribution to Academic Governance includes a statement in the AHEGS (Australian Higher Education Graduation Statement), a letter of recognition from the DVCA, and recognition in UC social media.

4. ROLES AND RESPONSIBILITIES

Conduct and Values

All members of the University must uphold the University's Charter of Conduct and Values for all matters related to their work, including committee business. The Charter "sets out the values and standards of conduct, constituting the basis of decision-making and behaviour in the University".

Role of the Chair and Deputy Chair

The Chairs and Deputy Chairs of the Academic Board and its committees play a strategic role in academic leadership and Reconciliation, including that related to teaching, learning, research, inclusion and quality assurance. Each Chair and Deputy Chair have a responsibility to:

- provide mentoring and support for Student Members;
- represent the vision and purpose of the University;
- ensure the committee functions as per its terms of reference and any relevant procedures;
- ensure that matters of relevance are discussed, and effective decisions are made;
- facilitate the meetings and ensure objective decision making;
- provide leadership and support to members within their representational role; and
- facilitate change, where appropriate.

Role of the Academic Board Secretary

Secretariat support is provided by the Office of the General Council and University Secretary. The role of the secretary is to ensure Board and/or committee members are provided appropriate governance advice and administrative support to enable them to undertake their duties. This includes:

- managing all Board/committee meeting logistics, including records management;
- supporting committee business administration;
- providing advice on members roles and responsibilities;
- facilitating the induction of new members;
- maintaining membership records and arranging elections, as appropriate;
- monitoring member action points; and
- ensuring communication between the Board/committees.

The Secretariat can be contacted by email at academic.governance@canberra.edu.au.

Role of Members

Members of the Academic Board and its standing and sub-committees are expected to understand and observe the legal requirements of the *University of Canberra Act 1989*, the requirements of the Higher Education Standards Framework and the University Statutes, Rules and Policies. They play an important role in contributing to academic decision making at the University through their participation in academic committees. Members have a responsibility to:

- act in the best interests of the University;

- exercise reasonable care and diligence, including ensuring appropriate preparation for meetings by reading the agenda and associated papers, offering their full attention during all proceedings, engaging in discussion, asking questions related to the responsibilities of Academic Board and providing constructive feedback;
- avoid conflicts of interest and disclose to the Academic Board any conflict between the members interests and the University's interests;
- not improperly use their position, or information obtained because of their position, to gain an advantage for themselves or someone else; or cause detriment to the University or someone else;
- contribute to decision making through active participation, exchange of ideas, and provision of expert insights into topical discussions;
- be the point of contact between the area they represent and the committee; and
- share and feedback relevant information with the area they represent (e.g. report to faculty board, unit meetings, Student Representative Council and student body).

Elected members who fail to comply with their duty as a member or fail to attend more than three meetings without an approved leave of absence may be removed as members. Member attendance is recorded in the minutes of each meeting and reported in the Annual Report.

The calendar of Academic Governance meetings for the year is published on the Academic Board website and in the Academic Governance Portal. Members will be sent meeting invitations for all scheduled meetings at the beginning of each year.

Induction

Following the election cycle, new members of Academic Board will be invited to attend and observe the last meeting of the year in the year of the election. An Induction session for new members to Academic Board is held prior to the first meeting of their membership. The Induction is hosted by the Chair of Academic Board.

Continuing members of Academic Board may be asked to provide support for new members through the provision of guidance and mentorship.

Induction of Student Members

Student Members on Academic Board and its sub-committees are greatly valued for the important contribution they make. To ensure that Student Members can be effective in their roles as early as possible, specific student-focused induction provides appropriate training.

The induction of Student Members includes:

- additional induction sessions initiated by the Chair;
- ongoing mentoring by the Chair, as needed;
- support from the Academic Governance team, as needed; and
- support from the Student Representative Council.

Conflict of Interest

The Charter of Conduct and Values states that a conflict of interest arises from a situation where an individual has a private interest which may influence, or appear to influence, the impartial, objective and effective performance of their official duties. The interest can extend beyond themselves to their family, friends and persons or organisations with whom they have a relation with.

Members are required to bring to the Chair's attention any potential conflicts of interest. Where there is a conflict of interest identified, the Chair may request that a member leave the meeting room for the duration of that item, or request that they excuse themselves from discussion and decision.

Disclosure of a conflict of interest must be recorded in the minutes of the Academic Board or committee meeting at which the disclosure was made.

5. ADMINSTRATIVE PROCESSES AND MEETING PROTOCOLS

Administrative Processes

Standing Orders

Standing Orders are an agreed process that are permanently in force until such time as there is agreement to change or cancel them. The Academic Board Standing Orders align with the University Council Standing Orders and provide direction on the conduct of Academic Board meetings and the duties of members.

Meeting schedule and Annual Workplan

Academic Board and each committee have a meeting schedule and Annual Workplan. Progress against the workplan is reviewed at each meeting. The Academic Board annual workplan was revised in 2023 to ensure each meeting has a specific academic focus. Workplans of Academic Board and its committees were also aligned. Invitations to all members and invited observers for scheduled meetings are sent out at the commencement of the year.

Meeting apologies

Members are required to attend all Board/Committee meetings. Members who are unable to attend are requested to advise their apology to the Secretary of the relevant Board/Committee at least 24 hours in advance, where possible.

Virtual attendance

A member who is available but unable to attend a face-to-face meeting may participate through video conference.

Academic Governance Portal

The Academic Governance Portal provides access to meeting papers, minutes, actions and important documents related to the Academic Board and its Standing Committees. It is accessible by all committee members and UC Staff Members.

Agenda

The agenda for the Academic Board and its standing committees is normally divided into the following parts:

1. Meeting Opening

This section contains welcome and apologies, a request for any member to declare an interest in any items on the agenda and a review of the agenda.

2. General Business

This section contains confirmation of minutes of the previous meeting; review of the action list, and Annual Workplan.

3. Matters for Decision and/or Discussion

This section contains regular reports such as those from the Chair, Vice-Chancellor, updates from working parties and standing committees. It also contains items requiring discussion and resolution, such as major strategic issues, new or substantially revised policy, policy exceptions and exploration of concepts and issues or the provision of feedback.

4. Matters for Noting

This section contains items for noting without discussion.

5. Consent agenda *(Academic Board only)*

A consent agenda was introduced to the Academic Board agenda in 2023. Items on the consent agenda have been submitted by committees of Academic Board, and as such, these items have received rigorous academic scrutiny by the time they reach Academic Board. Members of Academic Board are expected to review all items on the consent agenda and may request an item be moved to Matters for Decision and /or Discussion if they consider this is warranted. This request can be made in advance of the meeting or during the meeting when the agenda is reviewed.

6. Closed Session

This section contains any confidential items.

7. Matters without Notice

This section is for items approved for discussion by the Chair that have not been included on the published agenda.

8. Meeting Finalisation

This section contains the closure of the meeting and the details of the next meeting.

The agenda, including associated meeting papers, is uploaded to the [Academic Governance Portal](#) one week prior to the meeting. Members and invited observers will receive an email advising when papers are available.

Submissions to the Board or committee

Submissions to Academic Board and/or other committees may be made by any member of the University community. Submission must be within the scope of the relevant terms of reference and should be provided before the closing of the agenda, two weeks prior to the meeting. Where an individual not normally associated with committee wishes to submit an item, they must provide an overview of the item and receive permission from the Chair for it to be included in the agenda.

All submissions should be made on the approved template, in MS Word, to academic.governance@canberra.edu.au. Submission templates are available on the [Academic Governance Portal](#).

Confidential agenda items

Generally, Academic Board/Committee matters are not confidential and open discussion of academic matters amongst colleagues is encouraged, however occasionally confidential matters will be discussed by the Academic Board or a Committee. In this instance, these matters should not be discussed with non-members.

Confidential matters normally include those that pertain to an individual staff member, student or any other matter as determined by the Chair. When submitting an item as such, the documents must be clearly marked with 'confidential'. They will be placed on a separate agenda and circulated only to voting members of the Board or committee.

Should a member have any queries regarding whether an item is confidential, they should contact the Academic Governance Secretariat.

Recording of meetings

Meetings are generally recorded by the Secretary to support the preparation of minutes. Should a member have any concerns with recording of meetings, they should contact the Academic Governance Secretariat.

Minutes

Minutes are an official record of the meeting, providing a true and correct account of the Board/Committee's discussions and decisions. The minutes are confirmed at the following meeting. Minutes of previous meetings are available on the Academic Governance Portal or by contacting the Academic Governance Secretariat.

Communication and liaison

Normally, within two weeks of the Board or committee meeting, the resolution register, located on the Academic Board and Committees Portal, will be updated with the draft resolutions. The unconfirmed minutes and updated action list will be provided once the Chair has approved the unconfirmed minutes for release to members.

Special meetings

Where there are matters of importance that require decisions that cannot wait until the next scheduled meeting, an additional meeting (referred to as a special meeting) may be convened on request of the Chair. Alternatively, the Chair may approve that the matter by considered by Flying Minute. In general, a special meeting will only consider the matters for determination.

Flying Minutes/Circulating Resolutions

Where there is an urgent matter requiring decision, that cannot wait until the next meeting, but is unlikely to generate discussion, the Chair may approve the matter to be considered by Flying Minute. Flying Minutes are distributed to members via email with a request to provide approval or otherwise within a given timeframe. Flying Minutes require support from 2/3 of the membership, thus it is **vital that all members respond.**

Meeting Protocols

Where there is any doubt regarding meeting protocols, reference will be made to the latest edition of Horsley's Meetings: Procedure, Law and Practice.

Meeting room venue and seating

Academic Board and committees are currently being held in person and by videoconference (Zoom or Microsoft Teams). These are held in the Council Room or fully online if face to face is unachievable. Academic Board/Committee members will be seated at the Council table, with invited observers and other guests seated in the gallery. Where a non-member is required to address the committee they e may be asked to come forward to enable members to hear clearly.

Confirmation of the agenda

Members will be requested to confirm the order of the agenda. A member may request an agenda item be added to or removed from the agenda or that an item be moved from one part to another of the agenda. Where there is a request to add an item, the Chair will make the decision to place the topic on the agenda, defer it to the next scheduled meeting or recommend discussion out of session. Wherever possible, the Chair should be advised prior to the meeting if a request to add an item is to be made.

Quorum

A quorum is the minimum number of members needed to be present for the committee to legally conduct its business. The Act describes the quorum as consisting of a "majority of the people for the time being holding office as members". The quorum for flying minutes is two-thirds.

Confidential agenda items

A confidential agenda item will be discussed after all non-confidential agenda items have been concluded. Generally, only members and the Secretary may be present at this discussion. However, the Chair may invite non-members to the discussion, as deemed appropriate. The matter will be identified as confidential in the formal minutes of the meeting. Discussion and/or the outcome of the confidential matter may be redacted from publicly available minutes.

6. QUALITY ASSURANCE

Quality and Standards Framework

The Quality and Standards Framework is the University's central quality management and enhancement process. It aligns with the Higher Education Standards Framework (Threshold Standards) 2021.

Higher Education Standards Framework (Threshold Standards) 2021

The Higher Education Standards Framework (Threshold Standards) 2021 identifies the matters that a higher education provider would ordinarily be expected to address in the course of understanding, monitoring and managing its higher education activities and any associated risks. The Standards establish a baseline for operational quality and integrity from which all providers can continue to build excellence and diversity and provide a framework which higher education providers can apply themselves for the internal monitoring, quality assurance and quality improvement of their higher education activities. Standard 6.3 identifies the expectations for Academic Governance.

Education Services for Overseas Students (ESOS) Framework

ESOS legislation ensures training providers meet nationally consistent standards in education delivery, facilities and services, and provides tuition fee protection for international students. It includes the National Code of Practice for Providers of Education and Training to Overseas Students 2018.

Academic Committee Reporting

Academic Board provides an annual report to Council and Academic Governance committees provide an annual report to Academic Board The report is a detailed description of the work of the Board/Committee, and includes:

- a report from the Chair of the Board/Committee;
- membership, meetings and attendance;
- a detailed summary of the work of its standing and sub-committees;
- a detailed summary of the Board's activities; and
- anticipated areas of focus for the upcoming year.

Regular member surveys and reviews of the Academic Board and Committees are conducted, to ensure its ongoing effectiveness. Members are expected to fully engage with this process.

7. DEFINITIONS

Types of Committees

The University identifies the following committee structures:

	Type of committee	Definition
1	Advisory panel/group	A body made up of a select group of people with specific skills and/or expertise that provides non-binding strategic advice to the management of the University.
2	Committees by regulation	A committee that is required under regulation to ensure that all activities undertaken by the University in designated areas are compliant with the relevant law.
3	Steering Committee	A committee that provides guidance, direction and oversight of a specific project within the University.
4	Sub-committee	A committee, which includes some members of the parent committee or Board. Sub-committees are responsible to, and work within the guidelines established by the parent committee, and are generally formed to further divide the workload of its parent committee. Sub-committees report directly to their parent committee.
5	Working party	Working parties are established *ad hoc* and are convened by other committees where their terms of reference allow, and when required. Such groups will often include members of the parent committee, and may also include other University staff members with specific skills and/or expertise. A working party is generally formed to oversee a specific task or objective and is dissolved after completion.

Forms of Membership and Attendance

Attendees at the meetings of Academic Board and its committees fall into several categories. These include:

	Type of member	Definition
1	*Ex-officio* member	A member appointed to a committee by virtue of their position. *Ex-officio* members have the rights of audience, debate and voting.
2	Elected members	A member elected to their position by an identified constituency. Elected members have the rights of audience, debate and voting.
3	Appointed members	A member appointed to the Board or Committee either by the Board/Committee itself or another person or body. Appointed members have the rights of audience, debate and voting.
3	Expert Advisors	Expert advisors are identified by the Board or Committee. They have the right of attendance and debate, but do not have voting rights.
4	Invited guests	People from within the University community or external to the University specially invited to attend a meeting to present either a special topic or speak to a submitted paper (e.g. course proponent).
5	Observers/non-members	A person who attends to observe a meeting or requests attendance to present their views on a particular issue. Observers do not have right of debate unless invited by the Chair, nor do they have voting rights.

Procedural Definitions

The following provides an understanding of the key procedural related to meetings:

	Process	Definition
1	Accept	Formal receipt of a report
2	Action List	A list documenting tasks that are to be managed by specific member(s) of the Board or committee. The action list is updated post meetings and disseminated to members and relevant staff with the unconfirmed minutes.
3	Approve	Approval given by the position of committee with the delegated authority to make the decision. The Delegations of Authority Policy details UC delegations.
4	Endorse	Support given by a relevant position or committee without authority to make the decision. Often accompanied by a recommendation to the approver.
5	Note	For information, not a decision.
6	Recommendation	Formal advice given to a position or committee
7	Resolution	A resolution is a binding record of the decision made.
8	Resolution Register	A consolidated list of the resolutions made.

Feedback

Feedback on the conduct of Academic Board and Academic Governance Committees is welcome and can be provided to Governance by email at academic.governance@canberra.edu.au. If the issue is of a confidential nature, then direct contact with the Chair is appropriate.

Contacts

Academic Board	Academic.Governance@canberra.edu.au
Academic Quality and Standards Committee	Academic.Governance@canberra.edu.au
University Research Committee	Academic.Governance@canberra.edu.au
Curriculum Committee	Academic.Governance@canberra.edu.au
Faculty of Arts and Design Faculty Board	Alana.Harwood@canberra.edu.au
Faculty of Business, Government and Law Faculty Board	BGLFacultyboard@canberra.edu.au
Faculty of Education Faculty Board	Kylie.Reece@canberra.edu.au
Faculty of Health Faculty Board	foh.facultyboard@canberra.edu.au
Faculty of Science and Technology Faculty Board	Scitech-facultyboard@canberra.edu.au

8. IMPORTANT DOCUMENTS

The following documents provide direction on the roles, responsibilities and membership of the Academic Board and Academic Governance Committees.

Board/Committee	Details
Academic Board	University of Canberra Act 1989, in particular Division 2.3 The board University of Canberra Academic Board Rules 2021 Academic Board Standing Orders
Academic Quality and Standards Committee	Charter
Curriculum Committee	Charter
University Research Committee	Charter
Faculty Boards	Charter
Faculty Assessment Boards	Charter
Academic Governance Portal	Academic Governance Portal (SharePoint site)