University of Canberra Corporate Governance Review

APRIL 2025

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1 University of Canberra Corporate Governance Review overview

Background and objectives

The University of Canberra (UC) is committed to ensuring its governance structures, policies, and practices are effective, transparent, and aligned with best practices.

Ian Chubb (former Vice Chancellor Flinders University, and ANU; former Chief Scientist of Australia) with the assistance of Sue Chapman (former Registrar and Deputy Principal University of Sydney and former Council member and Deputy Chancellor at University of Wollongong) and Nous Group, was engaged in March 2025 to undertake the University of Canberra Corporate Governance Review (Terms of Reference, Appendix A).

The Review focuses on the University's corporate governance, defined by the Terms of Reference as the task of steering the entity, setting strategic direction, priorities, and targets (including financial), setting policy, establishing delegations, monitoring and responding to risks, and monitoring the performance of the company and its management team.

In the context of higher education, corporate governance also includes the establishment of an academic governance framework that ensures integrity in the award of qualifications, compliance with higher education regulatory requirements, and appropriate protections and supports to students.

The Review's objectives were to:

- assess the effectiveness of the current governance framework,

- examine how the University's governance processes align with the University's goals,

- identify areas for improvement and recommend changes,

- ensure compliance with relevant laws, regulations and standards,

- enhance transparency, accountability, and stakeholder engagement,

- and position the University to respond well to changing laws, regulations, and standards.

This report presents findings under each of the Terms of Reference. The Review added an additional area of focus – culture –as this is an important aspect of a successful organisation. Our research questions are set out in Appendix B.

Method

The Review involved:

1. **A thorough documentation review** including the University's governance documentation, policies and reports evidencing the activities, effectiveness and performance of the University's corporate governance structures, policies and practices, relevant legislation, rules and statutes, and previous reports submitted as part of past audits and reviews. A summary of the documentation reviewed is provided in Appendix C.

2. **Interviews, focus groups and roundtables** with key internal and external stakeholders including Council members, senior management, staff, students and external partners or associates. A summary of the stakeholders engaged is provided in Appendix D.

3. **Benchmarking** against universities selected for their similarity to UC in terms of institutional profile. The Review also considered the Voluntary Code of the Best practice for the Governance of Australian Public Universities and Australian Institute of Company Directors Not for Profit Governance Principles. A summary of the benchmark institutions is provided in Appendix E.

2 Recommendations

UC has gone through significant change in the last 18 months and responded strongly. The Review believes the right foundations are in place, but there are five key areas the University should focus on to ensure its governance structures, policies and practices are effective, transparent, and aligned with best practice:

- **Clarify the role and focus of the Council.** Now that leadership is settled, and the financial situation is being managed, the focus of Council can lift out of the operational detail and return to measuring performance against its strategic priorities. Neither the Council nor any of its members (unless there by virtue of the position they hold within the University) manages the University or any part of it. To be clear, Council's role is not to manage but to ensure that the Vice Chancellor, as the Chief Executive Officer, is doing so in line with expectations.

- **Revise delegations to push decision making to where it is needed.** Council has one direct report – the Vice Chancellor. It should delegate to the Vice Chancellor all that is needed for the management of the University. The Vice Chancellor will then delegate authority to the appropriate level, supported by a rigorous system of reporting against expectations that align with the University's and business units' goals.

- **Set up and use strategic KPIs to track performance.** There are currently too many KPIs, and they are too focused on operational metrics. Council should develop a set of strategic KPIs that are serious, measurable and just enough in number – the focus being on measuring what matters, not everything that can be measured. Active performance monitoring should flow down to business unit and faculty levels and stakeholders. Accountability should be clear, unambiguous and be the responsibility, ultimately, of and to the Vice Chancellor.

- **Improve transparency.** Information must flow in both directions. Information provided to Council in papers should be transparent and concise, focusing on strategic issues with clearly identified recommendations. Similarly, decisions made by Council must be communicated clearly and consistently to stakeholders, outlining key discussions and decisions. Feedback loops should be established at each layer of governance to encourage engagement.

- **Embed a culture of confidence and trust.** Notwithstanding the recent turbulence there is a high level of support and strong commitment among staff – they want the University to succeed. However, challenges remain, including underlying issues of trust. Clarifying Council's role (distinct from management), revising delegations, monitoring performance and holding individuals accountable, and improving transparency are all critical to rebuilding confidence and trust across the University.

A paper was provided to the review late in the piece outlining suggestions for how the Act could be amended to support effective governance at UC (see Appendix F). We believe these suggestions are sensible.

UC could consider getting the Act amended or, more expeditiously, should use non-legislative mechanisms to achieve the same outcomes.

A comprehensive list of recommendations discussed throughout the report is provided in Appendix G.

3 Detailed findings

Council and senior management personnel

The University's governance structures (see Appendix H) largely align with structures found across the sector (see Appendix E). However, roles should be clarified and delegations changed – starting with the Council – to push responsibility for making decisions to where they take effect (see **Accountability** for further discussion).

Role of Council

There should be a clear understanding that the Council is accountable to UC stakeholders: staff, students and the wider community.

The UC Act describes the Council as being responsible for the management of the University. If this were taken literally it would be bad practice.

Neither the Council nor any of its members (unless there by virtue of the position they hold within the University) manages the University or any part of it; but Council is responsible – through the Vice Chancellor – for **how** it's managed. The distinction must be clear.

Accordingly, the Review sees the Council's role being to ensure that the Vice Chancellor, as the Chief Executive Officer, is effectively doing their job.

To be clear: Council has one direct report – the Vice Chancellor. It should delegate to the Vice Chancellor all that is needed for the management of the University, which the Act allows. That is, delegate all except what it cannot (see **Accountability**).

Council composition

Council's size is comparable to that of other universities, albeit at the higher end. While many Australian universities have only one student representative, UC includes both an undergraduate and postgraduate representative. The Review agrees that this inclusion benefits UC by elevating student voice in Council deliberations (see more in **Stakeholder rights and responsibilities**).

However, the University should take opportunities to strengthen the mix of skills in the Council. In particular, there should be at least one member with a finance background, one with risk management experience and one familiar with senior university management. These changes should be introduced as part of the normal process of renewal; the Council should not be enlarged.

Council's committees are configured similarly to peer institutions. Most included in the Review's benchmarking have Audit and Risk, Finance and Nominations committees. UC's standing Planning and Development Committee should be converted to an ad hoc committee, convened as required; as should the Nominations and Senior Appointments Committee. It is not clear why the latter Committee should monitor and make recommendations to Council regarding the University's KPIs. This role is one for the Vice Chancellor acting on advice.

Academic Board

The Academic Board is appropriately constituted; but the relationship of the Chair to the Council, the Vice Chancellor and the Chancellor does not appear to be well-understood.

The Academic Board plays a crucial role in the University's academic matters. It should facilitate strategic discussions on academic quality, program offerings, and the standards needed to ensure the recognition of UC degrees. The Chair must emphasise issues relevant to Council, so that Council can fulfill its role in overseeing academic standards and programs. While the Board has focused on standards, KPIs, and processes for TEQSA registration, it is now time to address broader issues. Detailed reviews of specific academic standards or KPIs should be conducted in sub-committees and reported to the Academic Board as required.

The Academic Board has a critical role to advise the Vice Chancellor on UC's course offerings and strategies to ensure provision of quality education. This responsibility should be clearly defined as distinct from the role of management and the distinction respected by both the Board and management. The Chair and the Vice Chancellor must work closely together.

The Chair of the Academic Board should sit on Council and speak to matters arising in the Academic Board. Their accountability is to the Vice Chancellor.

Faculty Boards

Deans should be assisted by well-functioning Faculty Boards, which have clear Terms of Reference. These boards should be responsible for maintaining the quality of teaching and learning, and reporting through to the Academic Board on teaching and learning indicators. They should also ensure that the faculty contributes to the strategic direction of the University by discussing strategic issues and monitoring relevant KPIs.

Senior management structures

Academic staff welcomed the decision by the previous Vice Chancellor to bring Executive Deans into the senior executive; they are seen as 'clear boots on the ground' to test strategic targets and ensure they are achievable.

The 'Vice Chancellor's Group' should be a source of advice for the Vice Chancellor and a place where ideas can be tested and developed - sometimes decided or sometimes taken to Council for endorsement before implementation – i.e. what falls within the remit (not delegable) of Council.

The Vice-Chancellor should have regular face-to-face meetings with the Chief Financial Officer, regardless of reporting lines. The Vice-Chancellor needs direct knowledge of key financial measures, and the Chief Financial Officer must ensure the Vice-Chancellor is informed about the University's financial health. This practice is common in many universities and is considered good governance.

Support for Council members

New Council members receive onboarding and general governance training (including participation in AICD development). There is room for more university-specific training, however, to ensure members understand the specifics of how universities are run and governed.

Performance management

Now that leadership of UC is more settled, and the financial situation is being managed, the focus of Council can lift out of the operational detail and return to its primary role – oversight of the University's performance. The Council is, after all, responsible to all stakeholders for the performance of the University – but not for managing it.

Strategic management

The Connected Decadal Strategy 2023-2032 is in place. However, given the scale of recent changes, both within and external to UC, it is time for the University to rearticulate what it wants to be, what it stands for and how it will deliver.

The Vice Chancellor has consulted widely on a strategy, driving an inclusive development process within the University.

This Review of governance creates an opportunity for direct alignment between these refocused strategic priorities, KPIs and performance management.

KPIs

Moving away from the complex balanced scorecard, towards KPIs aligned to TEQSA's risk indicators is a small step in the right direction. However, the current proposed approach includes too many measures, and focuses on operational and business-as-usual activities. This is not suitable for Council-level decision making and will create unnecessary workload for management.

Instead, high level KPIs should be carefully designed, measurable, even aspirational, and few in number – measuring what matters is more important that measuring everything and anything you can.

Examples of KPIs for Council could include:

- the budget and finance movements
- enrolments by course; attrition; students (e.g. applications, admissions through special programs)
- student support services – demand, and unmet demand
- staff numbers, location; attrition
- academic quality standards.

Whatever the final collection, it should remain relatively stable, allowing all areas to track progress as close to real time as possible – critical to identifying emerging risks and designing actions.

Once the strategic KPIs are locked in, following clarification of key strategic goals, there should be a consultative process to provide the basis for subsidiary indicators at the faculty and business unit level. Again, these should only be what is necessary to identify strengths, weaknesses and trends. Not so many that they become an industry in themselves, but enough to show what is happening and where.

In aggregate, they will inform the Vice Chancellor about the University, and so the Council.

Similarly, KPIs for the Academic Board and other committees should derive, at least in part, from the University's strategic KPIs. There may be a few additional ones for the specifics of a particular committee or board (or TEQSA requirements), but the key principle is that they can be aggregated to reflect university performance.

Discipline will be key – it is easier to measure everything than to be disciplined. It is better to feel good than challenged. But the University can be better than that.

Budget

The financial position of the University will always be a focus of senior management and the Council, and members have appreciated the improvements in financial reporting over recent months. However, it is important that the Council not stray into areas of financial management that are beyond its remit.

It is the job of the Finance Committee to monitor the situation and advise Council accordingly.

Council members should remain informed, particularly on emerging risks, but deal with specific issues by exception rather than use Council meetings for more general information sharing and updates.

Performance management

Mechanisms to manage Council and senior management performance are in place; Council assesses its performance, the performance of its members and the performance of its committees at least once every two years. Additionally, Council members complete self-assessments and hold yearly one-on-one interviews with the Chancellor to discuss individual and collective performance.

That said, the Review heard that accountability systems across the University are weak. Performance is not well-managed and not aided by limitations to the current accountability mechanisms (see **Accountability**).

The IT and data systems make it challenging to monitor performance at all levels of the University. The details of these limitations are beyond the Review's scope but should be investigated, including with a view to improving capability to provide more comprehensive and timely reporting against KPIs. There needs to be closer to real-time reporting to demonstrate performance trajectories – on a year-to-date basis.

Further, the state of progress on strategic KPIs should be visible to the broader University management and leaders, ideally through dashboards, with performance highlights and lowlights featuring in Vice Chancellor communications. Faculty and business unit-level managers accessing these dashboards should be able to drill down into university-wide data to understand how their business unit's performance is contributing to the broader strategic goals of UC.

Risk management

The challenges in the last 18 months have rightly seen emphasis placed on financial risks. This appears to have diluted attention to other areas, such as academic risks (noted by the Wells Review even prior to the last eighteen months as an area requiring greater focus).

Risk management approach

Risks are front of mind for Council members, executive management and faculty leadership and take a prominent place in some, if not all, meeting agendas.

Risk registers and similar tools are used across the University. However, the approach could be simplified and better aligned across each level of governance (from Council through to faculties and business units). There should also be a sharper focus on risk by the Council.

The Review sees it as important that the Vice Chancellor meet with Executive Deans, and business unit heads regularly, to understand the issues and risks they are managing, and how they are tracking against agreed KPIs.

In addition, one Executive Dean should report to Council at each meeting (see proposed Council meeting agenda in **Transparency and disclosure**). The Dean should focus on how the Faculty is progressing against its targets and the key risks they are managing, amongst other highlights.

Risk management should be linked to the KPIs, ensuring Council is focused on what is most important. The Review endorses consideration of performance-related risks as part of each Council meeting, with the addition of a simple traffic-light tracking report. This agenda item should be early in the meeting, in the Vice Chancellor's report, to provide context for later strategic discussions (see proposed Council meeting agenda in **Transparency and disclosure**; see **Performance management**).

Faculty Boards must also play a role in a distributed model of responsibility for the monitoring and management of key risks relating to teaching, learning, and research. This ensures that risks are monitored at an appropriate level, with only strategic risks being monitored by the Council, underpinned by a framework for monitoring more operational risks.

Risk appetite

There is a very low appetite for risk across the University. This means that bold, but somewhat risky ideas are not progressed, because the risk reporting required and associated governance processes are simply too difficult (see **Culture**). This might mean that the University misses an opportunity to be a leader in a new area.

As an example, a minor change to the combination of units in a course (as opposed to a significant new offering or change in content) required approvals from six levels of governance. Stakeholders noted particular challenges in the Academic Board's committees, specifically the Curriculum Committee and a perception that these are dominated by non-academic voices (see **Culture**). An alternative approach for new course approvals could be as set out in Table 1.

Table 1 | Proposed new course approval process

There are some principles which could be applied to consideration of new courses to enable a more streamlined process, and one that aligns proposals to strategic objectives. It would see a 'first-pass' (one-page template) proposal based on relevance and likely demand, cost and staffing requirements, and whether it replaces an existing course.

If the proposal satisfies the first-pass assessment it can be developed into a formal approach to Academic Board and the Academic Board should be clear on what it needs – enough to make a judgement. Academic Board meetings lasting many hours is extraordinary. There is plenty of room to get better: trust delegates, monitor performance and build a culture in which accountability counts because of outcomes, not because of weight of papers, or number of words, or hours spent in a room.

Progress

Steps were taken to update the risk management framework and implement a new management system. But work stalled when the team responsible was disbanded because of staff reductions.

Risk-related activities should be re-reviewed and adequately resourced. There are grounds for the temporary appointment of a Chief Risk Officer to sort out the risk framework and put in place effective monitoring and reporting arrangements. The Review does not see this as an ongoing role; identifying, assessing, and managing risk is part-and-parcel of every manager's responsibility.

For effective risk management, an audit and risk specialist should be appointed to chair the Audit and Risk Management Committee.

Ethics and integrity

Consistent with the 2023 Wells Review, the Review finds UC's governance practices to be compliant with the University's legislative requirements.

University processes for managing potential conflicts of interest are thorough. Declarations of interest are clearly documented and raised as one of the first agenda items of every Council and Committee meeting.

The University's academic integrity processes have been recently reviewed, and escalation processes are well defined and appropriately utilised. Breaches are reported through Faculty Boards into the Academic Board and are brought to Council as required. Stakeholders engaged throughout the Review consistently expressed confidence in these processes, and more broadly in the University's approach to ethics and integrity.

Students shared concerns about teaching and course quality at UC. Some students feel the education they receive is not preparing them for employment (with employers requesting further study or micro-credentials). The concerns are not new and have been raised through Faculty Boards and the Student Representative Council previously. Acknowledging such recommendations (from staff as well as students) and closing the feedback loop is essential to maintaining faith in the integrity of the University's governance and management. (See also the sections on **Stakeholder rights** and **Transparency and disclosure**).

Accountability

Accountabilities are clearly documented, but authority to make decisions needs to be shifted to the appropriate level, supported by a rigorous system of reporting against performance expectations that align with the University's and business units' goals.

Delegations

There are two issues with delegations: what is formally assigned to one position or governance body; the extent to which those delegations are honoured in practice.

Council has delegated much of its responsibilities (as it can under its Act) but, as discussed earlier, it is not always operating in the spirit of those delegations. It is encroaching too much on the management decision-making authority of other staff.

Council should be explicit about the delegation of its power for management of the University to the Vice Chancellor. It should be equally explicit about the powers it retains. The Review recommends that Council's non-delegated powers are to:

1. appoint the Chancellor and Vice Chancellor

2. approve the University's strategic plan

3. approve the University's annual budget

4. approve the University's annual report

5. approve the University's KPIs

6. monitor the management of the University through the Vice Chancellor.

Council should operate within this scope, setting an example for others by showing trust in those to whom it has delegated responsibility.

Accountability

From the Council down it needs to be crystal clear who has responsibility for what, how delivery is consistently monitored and how accountability is real. It should be easy to identify where targets have not been met.

Staff with delegated authority must be allowed to exercise their delegation.

The Review notes that this is sometimes honoured more in the breach than is desirable or prudent. Stakeholders raised concerns about the lack of monitoring to uphold accountability, across all levels of the University. Faculties have no real consequences for overspending or making decisions that conflict with UC's priorities or that affect other schools and faculties. Processes for addressing staff underperformance are not well understood or consistently applied.

Transparency and disclosure

Transparency is an issue.

Information is provided to inform decision-making but important details can be (will be and is) buried in voluminous papers.

Information provided to Council is too long, delivered too late, and lacks strategic focus. Meanwhile, Council's operations and outcomes are opaque to most University stakeholders. Even though Council has sessions that are 'open' it is rare for staff and students to attend.

Information provided to Council

Council papers are overly detailed. Key issues are lost in dense documentation, and decisions that should be made at lower-level committees and boards are too often passed up to Council.

Council papers need to be concise, focused on strategic issues, and clearly indicating confidential content. Committee reports (no more than two pages) should be sent to Council no less than one week before its meeting. Financial matters may need an attached table or two. But Council should appoint a Finance Committee Chair, entrust them with responsibility to work with the CFO, listen to them when they report, and hold them accountable.

Senior leaders similarly should ensure that their relationships to those with delegated authority and their established reporting arrangements support informed and effective governance. The Vice Chancellor should set the example and oversee the process, holding senior staff accountable for their performance. Data quality issues have to be improved to enable timely and effective decision-making.

Meeting agendas

The agendas for Council meetings should also be streamlined. Meetings should not take six hours or require 500 pages of material to be read. The Review proposes a standing agenda for Council to consider below.

The priority here is:

1. **Discipline.** Those presenting to Council must ensure that they emphasise key points. It could reasonably be assumed that members have read the papers.

2. **Trust**. Council will have delegated to the Vice Chancellor all that it can. The Vice Chancellor will, in turn, have delegated to relevant staff the powers they need to do their job – at the level where the decisions take effect. Council has to be prepared to trust delegates, and to be reassured by appropriate processes and monitoring.

Proposed 2-3-hour standing agenda

1. **Meeting commencement:** Acknowledgement of country, meeting opening, apologies, confirmation of previous meeting minutes, declarations of interest

2. **Vice Chancellor report** including:

   a. **Strategy:** Progress on strategic KPIs

   b. **Environment:** Operational and contextual change – implications for the University's strategic objectives

   c. **Risks** (traffic light)

   d. **Financial KPIs**

   e. **Performance:** Overall institutional health

3. **Confidential items:** In camera sessions (if required)

4. **Standing reports:** 2-page reports to be provided from relevant committees and business units including clear recommendations to Council – or for noting. Committees meet at least 2 weeks prior to Council, and the written report provided to Council no less than one week before Council meets. Report from:

   a. Academic Board

   b. Council Committees – finance; audit and risk. Some other sub-committees are management-related and may report to Council rarely.

   c. Key business units (e.g. student services)

5. **Executive Dean faculty report:** One faculty to present to each meeting

6. **Any other business**

If it takes longer than 2 - 3 hours, you could ask why governance has been turned into an industry.

Communication

Information must flow in both directions. Staff are calling for more substantive and timely communication from the Vice-Chancellor and senior leadership. Faculty boards, for example, feel disconnected from the University's wider strategy and goals.

The Council Standing Orders require the Secretary to make a copy of the Council agenda, excluding matters to be considered in closed session, available on the University website at least three business days prior to the meeting. This requirement should always be met.

Decisions made by Council must be communicated clearly and consistently to stakeholders.

A post-Council communique should outline key decisions and the reason for them. Each update should address previously raised staff or student input or recommendations, explaining their adoption or otherwise.

The Vice Chancellor should ensure that Council outcomes and strategic priorities are well understood. Council members should also be made aware of what information is confidential and what can (and should) be shared.

Meeting frequency and committee alignment

Council should meet four times a year. Finance and Audit and Risk Committees should meet more frequently, ideally six times a year. Other Council Committees should meet as needed.

Committee schedules should align with Council's timeline. Their meetings should occur at least two weeks before each Council meeting to provide timely input. Committees must consistently report their business to the following Council meeting and provide annual summaries, as detailed in their Terms of Reference.

Stakeholder rights and responsibilities

Stakeholders have rights – and responsibilities.

In summary:

Politicians have a right to expect that the University they enact will do what is expected of it. They have a responsibility to provide a policy environment that enables the University to deliver its promise to the community generally.

Staff have rights – to a fair and supportive working environment – and the responsibility to meet their obligation to the university and its strategic directions and management.

Students have rights – a quality education in a supportive environment – and a responsibility to raise issues that will improve the student experience at the University.

Representation in decision-making

The Review found strong support for student and staff representation on Council. Elected student members and staff are essential for understanding stakeholder perspectives – as are members from the community more broadly.

Meaningful engagement with students and staff during strategic planning has been beneficial. Council and executive levels have appreciated recent planning efforts that included university-wide consultation.

On the other hand, consultations highlighted a concern about the level of broader engagement with students and staff about changes that affect them.

Students would like to see more consultation with them, especially on significant decisions like course reductions or changes. They would also appreciate being able to take issues regarding their academic studies to the Faculty Board, which may allow more to be addressed locally before issues are escalated.

Staff representative Council members should be encouraged to engage with the community they represent, seeking their input on key topics ahead of Council meetings. More generally, the point was made that the Council would benefit from more regular access to diverse academic perspectives. Council should reinstate rotational faculty reporting in Council meeting and better understand the local contexts.

There is also an opportunity for greater First Nations representation in decision-making, particularly at senior levels across the University. UC would benefit from at least one First Nations Council member in one of the staff or external roles. Additionally, the Vice Chancellor may consider an Associate Dean Indigenous role, or similar, in faculties to ensure representation in Faculty Board decision-making. This role would also provide career progression opportunities for First Nations staff members.

Awareness of channels for input

While a complaints process exists, including by email to the Vice Chancellor's office, complaints are few and unrelated to corporate governance. Similarly with the recurring Voice survey, comments were unrelated to corporate governance. The Student Representative Council Annual Report suggested a clear framework for

policy engagement to ensure structured consultation with students. Enhancing these mechanisms will improve trust and engagement.

Staff would benefit from a similar framework.

Feedback loops

Mechanisms for addressing stakeholder concerns and closing feedback loops need improvement, as noted in the previous section (see **Transparency and disclosure**). Student Representative Council members reported insufficient support and a lack of feedback on their recommendations. Ensuring clear, open communication about decisions will help bridge the gap between the Council and the university community.

Culture

There is a high level of support and strong commitment among staff to the University's success.

Council members and staff have appreciated the Vice Chancellor's active engagement with the University community in relation to UC's strategy. Staff are generally optimistic about the future and have confidence in executive leadership to return the University to financial stability.

Challenges remain, however. This period of significant change has surfaced (and resurfaced) underlying issues of trust between Council, management, business unit and faculty staff.

Council and management

The initial breach of trust between Council and management relating to UC's finances resulted in Council – quite reasonably – requesting greater assurance about the University's position and trajectory. Management have worked to provide that assurance. However, now that the University is tracking back towards financial sustainability, management are feeling the effects of an increased workload, including (what they see to be) excessive reporting. An adjustment is required.

As noted earlier, it is time for Council to return its focus to its strategic remit, allowing the Vice Chancellor and senior management space to manage the University (see **Council and senior management personnel**).

Staff input

Faculty and management staff in faculties said they felt they were 'shut down', invalidated or told to put up with things "because TEQSA required it". This sentiment was apparent in conversations with a range or people and with reference to faculty, committee and Academic Board meetings. These experiences have created an impression that contrary perspectives are not welcome, and that less weight is given to academic or professional contributions compared to those of people in central administration.

Staff meanwhile have felt under-appreciated and as though they have no channels to solve the challenges they face. Staff feel reticent to speak up for fear of being shut down or negative consequences for their careers. This means the University decision-makers miss out on important perspectives and insights. If this continues, the University runs the risk of losing good staff.

Chairs of committees, at all levels of UC governance, should be provided sufficient training in how to foster inclusive meeting environments where contributions are encouraged equally, and each member feels comfortable to express dissenting perspectives. Chair performance should be reviewed annually, with specific attention given to this area. Indeed, all individuals elected or appointed to governance and leadership positions across the University (including the Student Representative Council) should receive training to promote productive and inclusive decision-making at all levels of University governance.

Accountability and trust

High levels of risk aversion are evident across all levels of the University's governance (see **Risk management** on course approval requirements) and contributes to a downward spiral of trust. Discussions

in lower-level committees are not sufficiently robust because contributors are not held accountable for the quality of their proposals and reports, which will be reviewed regardless by higher-level committees.

At the same time, higher-level committees are overwhelmed with papers but reticent to delegate responsibility because lower-level committees have not provided the level of assurance or quality required.

The Review's earlier discussion around delegation and accountability is central to addressing this issue. In streamlining delegations and strengthening accountability and transparency mechanisms, the University should default to an attitude of trust.

Accountability should start at the lowest levels, with each layer of governance focusing on only the decisions that cannot reasonably be delegated down (see **Accountability**).

Continuous improvement

In the spirit of continuous improvement, UC faculties should undergo regular independent reviews of courses, research and community engagement - to demonstrate the effectiveness of their contribution to UC's strategic direction - or determine where performance needs to improve.

It is recommended that one faculty be reviewed each year in a continuous cycle. Two independent reviewers, with corporate and academic (ideally discipline-relevant) experience, should be forwarded a self-assessment from the faculty no less than two weeks before the review commences. Typically, reviewers will spend 3 days assessing, checking and interviewing before producing a succinct report within the week. The report with comments and recommendations, should be presented to the faculty and Vice Chancellor.

An independent review cycle should also be used to assess the effectiveness of the major business units supporting the academic directions of the University.

Change management

The University has some work to do strengthening transparency to bring people along on the journey, particularly amid such significant organisational change. It is not too late to develop a change management communication plan. Clear, transparent communication from senior University staff and executive will be critical to helping remaining staff move forward following the redundancies.

Appendix A   Terms of Reference

Terms of Reference (ToR) for Corporate Governance Review

1. Introduction

This document outlines the Terms of Reference for a comprehensive corporate governance review at the University of Canberra. The review aims to ensure that the University's governance structures, policies, and practices are effective, transparent, and aligned with best practices.

The review is aligned with the scope of works from the 2023 corporate governance review undertaken by the University (Wells Review) and is consistent with the current Senate Education and Employment Legislation Committee inquiry into the quality of governance at Australian higher education providers. This comprehensive corporate governance review will also strongly position the University in preparation for its TEQSA and CRICOS reaccreditation submission this year.

2. Definition of Corporate Governance

Corporate governance is the task of steering the entity, setting strategic direction, priorities, and targets (including financial), setting policy, establishing delegations, monitoring and responding to risks, and monitoring the performance of the company and its management team.

In higher education, it also involves some special responsibilities, including establishing an academic governance framework, ensuring integrity in the award of qualifications to graduands, ensuring all reasonable steps are taken to protect and support students, and ensuring compliance with higher education regulatory requirements.

3. Objectives

The primary objectives of the corporate governance review are to:

- Assess the effectiveness of the current governance framework.

- Examine how the University's governance processes align with the University's goals.

- Identify areas for improvement and recommend changes.

- Ensure compliance with:

    o The *University of Canberra Act 1989* (ACT):

    o The *Financial Management Act 1996* (ACT): and

    o relevant laws, regulations, and standards, particularly the Higher Education Standards Framework (Threshold Standards) 2021, Domain 6: Governance and accountability

- Enhance transparency, accountability, and stakeholder engagement.

- Position the University to respond well to changing laws, regulations, and standards.

4. Scope of Work

The review will cover the following areas:

- **Council and Senior Management Personnel**: Structure, roles and skills, responsibilities, and performance.

- **Performance Management:** Establishing, monitoring and managing performance of the organisation against strategy and key performance indicators.

- **Transparency and Disclosure**: Policies and practices related to financial and operational reporting.

- **Accountability**: Mechanisms for holding management accountable for their actions and decisions.

- **Ethics and Integrity**: Ethical standards and practices within the University.

- **Stakeholder Rights**: Protection and respect of the rights of students, staff, and other stakeholders.

- **Risk Management**: Processes for identifying, assessing, and managing risks.

- **Culture**

5. Methodology

The review will be conducted through:

- **Document Review**: Analysis of existing governance documents, policies, and reports. Documents to include:

  o University of Canberra Act (1989), the Council Governance Charter, Reserved Powers of Council, the University of Canberra Standing Orders for Council and the Charters of Committees of Council and minutes of governance bodies.

  o University rules and statues, delegations schedule, annual council and subcommittee workplans.

  o Previous reports submitted as part of past audits / reviews, in particular the 2023 Wells Review.

- **Interviews**: Discussions with key internal and external stakeholders including Council members, senior management, staff, students and partners / associates (including the NTEU).

- **Benchmarking**: Comparison with governance practices at similar institutions and alignment with the Voluntary Code of the Best practice for the Governance of Australian Public Universities and Australian Institute of Company Directors (AICD) Not for Profit Governance Principles.

6. Deliverables

The review will result in the following deliverables:

- **Interim Report**: A preliminary report outlining initial findings and areas for further investigation.

- **Final Report**: A comprehensive report detailing findings, analysis, and recommendations.

7. Timeline

The review will be conducted over a period of eight weeks, with key milestones as follows:

- **Kick-off Meeting**: 10 February 2025

- **Interim Report Submission**: 28 March 2025

- **Final Report Submission**: 02 May 2025

8. Resources and Support

The review team will be provided with access to all necessary documents, data, and personnel. The team will have full and direct access to the VC and Chancellor as needed. Introductory interviews will be with VC and Chancellor.

The Chief Operating Officer, University of Canberra, will be the designated point of contact to facilitate communication and coordination.

9. Confidentiality

All information obtained during the review will be treated as confidential and used solely for the purpose of this review.

10. Approval and Amendments

This ToR is approved by the University Council. Any amendments to this ToR must be approved by the Council.

Appendix B   Key lines of enquiry

Review area	KLE	Research questions
Council and senior management personnel	**How effectively do the roles and composition of Council and senior management support best-practice governance at the University?**	- How is governance structured at the University, and what are the relationships between governance bodies? Is there any redundancy or overlap? - How do the University's governance structures compare with best-practice university governance? - What are the roles and responsibilities of Council and senior management? - How effectively are these roles and responsibilities being fulfilled? - How well does the composition of the Council members and senior management support the ambitions of the University? - How well are Council members, Academic Board members and senior management personnel supported to deliver their roles?
Performance management	**How effectively does the University establish, monitor and manage its performance against the strategy and key performance indicators?**	- What are the University's strategic goals and KPIs? - How are the University's strategic goals and KPIs established and monitored? - What are the performance management policies and processes at the University, and how effective and aligned are they? - How effectively does Council monitor the performance of the University? - What mechanisms exist for evaluating the performance of Council members, Academic Board members and senior management? And how effectively are they monitored? - What are the University's complaint processes and what are the most common issues raised?
Transparency and disclosure	**How effectively do the University's policies and practices support transparency?**	- What data and information are provided to the Council and is this sufficient? - What information about decisions taken by Council is shared with the University community? - How do staff and students rate the transparency of information from Council and senior management? - How effectively does the University communicate governance-related information to its external stakeholders?
Accountability	**How effectively are Council and senior management held accountable for their actions and decisions?**	- To what extent are lines of accountability for decision-making and resource allocation clear and well understood? - What mechanisms are in place for Council to hold senior management accountable for their actions? - To what extent does the Council reflect on its own performance? - How effectively does the University address non-compliance or underperformance within its broader governance structures?
Ethics and integrity	**How effectively is academic integrity and ethical standards and practices promoted within the University?**	- What are the legislative requirements that the Council and senior management must comply with? - What ethical standards and codes of conduct govern the behaviour of Council and senior management? - To what extent do the University's governance practices promote a culture of integrity and ethical behaviour?

		• How effectively is the University's academic governance framework applied to ensure the integrity of awards, protection of students and compliance with regulatory requirements? • How well are ethical or integrity breaches monitored, reported and assessed?
Stakeholder rights	**How effectively does the University protect and respect the rights of students, staff and other stakeholders?**	• How effectively does the University protect and respect the rights of students, staff and other stakeholders? • To what extent are the interests of students, staff and other stakeholders represented in decisions made by Council and senior management? • How well does the Council engage with external stakeholders to inform their strategic deliberations? • How effectively are stakeholders' concerns and feedback addressed by the governance structure?
Risk management	**How effectively does the University identify, assess and manage risks?**	• How is risk management integrated into the overall governance framework? • To what extent are Council and senior management presented relevant and timely information relating to risk management? • How effective is Council and senior management's approach to identifying, assessing and managing risks? • How well have risks been managed historically? And how might policies and practices be improved in the future?
Culture	**To what extent does the University's culture support best-practice governance approaches?**	• How effectively is the culture of the University aligned with its stated values and strategic objectives? • To what extent do governance practices promote a positive, inclusive and collaborative environment? • To what extent do ways of working promote a culture of accountability, transparency and high performance at the University?

Appendix C   Documents reviewed

This Review considered publicly available documents and documents shared by UC, including:

Legislation and regulation:

- Financial Management and Accountability Act (1996)
- Higher Education Standards Framework (Threshold Standards) 2021
- University of Canberra Act (1989)

Council and committee charters:

- Council Governance Charter
- Audit and Risk Management Committee Charter
- Finance Committee Charter
- Nominations and Senior Appointments Committee Charter
- Planning and Development Committee Charter

Council documents:

- Annual workplan (2025)
- Council and Committee Resolutions Register 2023 and 2024
- Council Member attendance at Council meetings and Committee meetings (2023 and 2024)
- Council Skills Matrix (2024)
- Declaration of Interests 2023-25
- Reserved Powers of Council
- University of Canberra Standing Orders for Council

Academic Board documentation:

- Academic Board Statute (and explanatory note)
- Academic Governance Handbook 2023
- Academic Quality and Standards Committee Charter
- Curriculum Committee Charter (Jan 2025)
- Faculty Board Chair Election Procedures
- Faculty Board Charter 2024
- University Research Committee Charter

2023 and 2024 Meeting papers and minutes for:

- Council
- Audit and Risk Management Committee
- Finance Committee
- Investment Committee
- Legislation Committee
- Nominations and Senior Appointment Committee
- Planning and Development Committee

University documents:

- 2024 Mission Based Compact Between the Commonwealth of Australia and University of Canberra
- Senior executive organisational structure
- UC Change Implementation Consultation Document (University Structure)
- University of Canberra 2023 Annual Report
- University of Canberra Decadal Strategy 2023-2032

UC rules:

- University of Canberra (Election of Staff and Student Members of Council) Rules 2024
- University of Canberra (Obligations) Rules 2022
- University of Canberra (Student Conduct) Rules 2023
- University of Canberra Academic Board Rules 2021

Other reviews:

- Wells Advisory Report (2023)
- Submissions to the Parliamentary Inquiry into the quality of governance at higher education providers (2025)

UC policies and procedures:

- Academic Integrity Policy
- Charter of Conduct and Values
- Conflict of Interest Policy
- Controlled and Related Entities Policy
- Controlled and Related Entities Procedure
- Council Remuneration Policy
- Finance Governance Policy
- Internal Audit Charter
- Investment Policy
- Performance Expectations Policy
- Policy Framework Policy
- Policy Framework Procedure
- Research Conduct and Complaints Procedure
- Research Conduct and Governance Policy
- Respect at Work (Prevention of Bullying) Policy
- Risk Management Plan
- Student Charter
- Student Grievance Resolution Policy
- Student Representative Council Election Procedure
- Student Representative Council Policy
- Student Representative Council Procedure
- Support for Students Policy
- Treasury Policy
- Treasury Procedure
- UC Delegations of Authority Policy (2024)
- University Corporate Survey Policy

TEQSA submission documents:

- University of Canberra Renewal of Registration Self-Assurance Report Higher Education Provider
- University of Canberra Renewal of Registration Self-Assurance Report - Research and Research Training
- UC Academic Governance Review Final Report 2020
- UC Academic Governance review actions and status
- UC Corporate Governance Review Final Report 2023
- UC Corporate Governance review actions and status
- UC Independent External ESOS Audit Final Report 2024
- UC ESOS External Audit actions and status
- University of Canberra ELICOS self-assurance report
- University of Canberra Foundations self-assurance report
- UC Foundation & ELICOS Audit Final Report 2024
- UC ELICOS and IFS External Audit actions and status

Appendix D   Stakeholders engaged

The Review comprised:

- **Interviews with:**
  - Council Members
  - Council and Academic Board Committee Chairs
  - Vice Chancellor
  - Deputy Vice Chancellor
  - Chief Operating Officer
  - Chief Financial Officer
  - Chief People Officer
  - Director Education and Student Experience
  - Executive Deans
  - Quality Assurance Team
  - University Secretary
  - Corporate Performance, Institutional Research and Compliance
  - Former Chief Financial Officer
  - University Governance Team
  - First Nations student and staff representatives
  - National Tertiary Education Union
  - ACT Audit Office
- **Round tables with:**
  - Heads of Departments
  - Academic staff
  - Professional staff
  - Student Representative Council
  - Alumni

Appendix E   Institutional benchmarking

The Review's benchmarking identified three indicative higher-education governance typologies, see Table 2. A complete benchmarking is provided overleaf.

Table 2 | Higher education governance typologies

Typology	Council size	Stakeholder representation	Typical academic governance	Example universities
Small, skills-based council *(corporate governance model)*	12–15	• Minimal *(typically VC, academic board chair, 1 staff, 1 student)* • Majority external appointed for expertise	• Advisory academic board • Chair usually sits on council • Council retains oversight	AUT, La Trobe
Medium, representative council *(hybrid governance model)*	16–21	• Moderate to high *(2–4 staff, 1–2 students, academic board chair)* • External majority but includes multiple elected staff/students	• Academic board has consultative role • Academic staff sit on council alongside advisory chair	JCU, Murdoch
Large, constituent council *(representative model)*	22–36	• Extensive *(high internal and external diversity)* • Multiple stakeholder groups *(staff, students, alumni, industry, church)*	• Distinct academic board with formal authority • Academic and corporate functions clearly delineated	Winnipeg, Strathclyde

University	University of Canberra	Auckland University of Technology	Bond University	Flinders University	Griffith University	James Cook University	La Trobe University	Lincoln	Monash	Murdoch University	Northumbria	QUT	St George's University of London	University of Strathclyde, Glasgow	University of Winnipeg	UTAS	Victoria University	Western Sydney University
Location(s)	ACT	Auckland NZ	QLD (core is Gold Coast)	SA and TN (core is Adelaide)	QLD (core is Gold Coast)	QLD (core is Far North Queensland)	VIC, NSW (core is Melbourne)	Lincoln UK	VIC (core is Melbourne)	WA (core is Perth)	Newcastle UK	QLD (core is Brisbane)	London UK	Glasgow UK	Winnipeg, Canada	TAS	VIC, NSW, QLD (core is Melbourne)	NSW
Students (#)	18000	26000	6000	26000	45000	20000	34000	15000	86000	25000	36000	52000	5500	30000	9000	29000	40000	48000
Staff (#)	1600	3900	900	2000	3700	4100	2700	1800	27000	2400	3500	12000	900	3500	1000	3000	2100	3300
Governance	Council	Council	Council	Council	Council	Council	Council	Board of Governors	Council	Senate	Board of Governors	Council	Council	University Court	Board of Regents	Council	Council	Board of Trustees
Board size	15	12	10	16	18	16	15	13	14	17	19	16	21	24	36	14	15	18
Sub-committees	4	7	2	4	3	5	7	6	8	5	6	3	5	6	5	5	5	5
Audit / risk	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Executive		•		•		•				•					•			
Finance / resources	•	•		•	•	•	•	•	•	•	•	•	•		•	•	•	•
Honours / ceremonies		•					•		•	•						•		
HR / WHS		•			•	•	•			•	•			•				•
Infrastructure					•		•		•	•							•	
Investment				•					•	•				•			•	•
Membership										•				•				
Nominations	•	•	•		•		•	•	•		•		•	•	•	•	•	•
Planning / strategy	•										•			•				
Remuneration				•	•		•	•	•		•	•	•	•		•	•	•
Philanthropy							•									•		
Other		2					1	1						1	1			1

University	University of Canberra	University of Technology	Auckland University of Technology	Bond University	Flinders University	Griffith University	James Cook University	La Trobe University	Lincoln	Monash	Murdoch University	Northumbria	QUT	St George's University of London	University of Strathclyde, Glasgow	University of Winnipeg	UTAS	Victoria University	Western Sydney University
Academic body	Academic Board	Academic Board	Academic Senate	Academic Senate	Academic Committee	Academic Board	Academic Board	Academic Board	Academic Board	Academic Board	Academic Council	Academic Board	Academic Board	Senate	Senate	Senate	Academic Senate	Academic Board	Academic Senate
Board size	28	-	30	29	61	-	-	100	-	92	-	-	43	36	-	93	-	31	-
Sub-committees	4	-	4	4	4	8	3	4	2	4	3	-	3	9	5	15	8	4	16
Admissions			●	●							●						●		
Courses					●	●					●						●	●	●
Curriculum / standards	●			●			●	●	●		●		●	●	●	●	●		●
Education	●			●	●	●	●	●		●		●	●		●		●	●	●
Faculties	●					●							●	●					●
Graduate research	●				●	●		●	●	●						●			●
Misconduct / appeals						●							●			●	●		●
Steering						●		●		●							●	●	●
Student experience											●			●			●	●	
Research	●			●	●	●	●	●	●	●			●		●	●	●	●	●
Other						1								4	1	10	1		9

Appendix F   Comprehensive list of recommendations

Council and senior management personnel

1. Establish that the Council is accountable to stakeholders and the wider community

2. Ensure Council understands their responsibility to ensure the Vice Chancellor is effectively managing the University (as opposed to directly managing the University)

3. Convert the Planning and Development Committee to an ad hoc committee

4. Clearly define the Academic Board's advisory role separate from management

5. Include at least one Council member with a finance background and one with senior university management experience

6. Provide more university-specific governance training to new Council members

Performance management

7. Agree on a few genuine key performance indicators (KPIs) aligned with strategic objectives and monitor progress

8. Focus Council's attention on strategic financial oversight and avoid detailed financial management

9. Investigate data system limitations impacting performance reporting

10. Make progress on strategic KPIs visible to the boarder University management and leaders

Risk management

11. Simplify and align risk management approach across governance levels

12. Consider risks holistically (rather than finance alone), with performance-related risks addressed in each Council meeting

13. Streamline course approval processes and reduce the governance burden on minor changes

Accountability

14. Explicitly delegate management responsibilities to the Vice Chancellor

15. Ensure clear accountability and monitoring of performance at all levels

Transparency and disclosure

16. Provide concise Council papers focused on strategic issues

17. Streamline Council meeting agendas to a proposed 3-hour standing agenda

18. Improve substantive and timely communication from senior leadership

19. Increase transparency of Council decisions and ensure information flow in both directions

20. Establish clear feedback mechanisms at each layer of governance
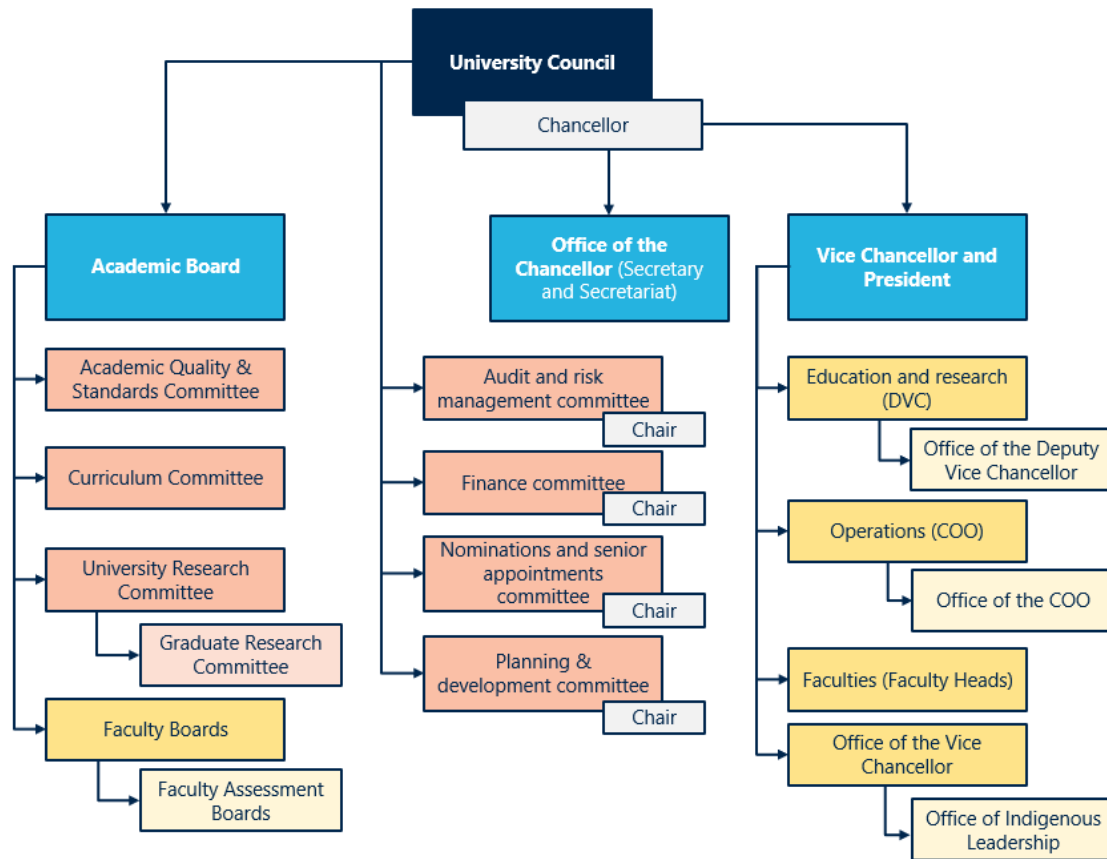
Stakeholder rights

21. Maintain student and staff representation on the Council

22. Strengthen engagement and feedback mechanisms with stakeholders

Culture

23. Provide training for meeting chairs to support a culture of transparency and trust

24. Introduce regular independent faculty reviews

Appendix G Governance structures

Figure 1 | University of Canberra Governance Structures (2025)

The University Council

Council Committees

Audit and Risk Management Committee		
Purpose: Provides independent assurance and advice to the Council on the University's control environment including audit, risk, compliance and governance. Jointly, with the Finance Committee, oversees the financial reporting requirements of the Institution.	**Responsibilities** • Oversee and make recommendations to Council regarding strategic risks • Monitor control environment frameworks • Make recommendations with respect to compliance activities (including WHS, Delegations of Authority Policy, security, infrastructure, legislative and regulatory obligations etc.) • Oversee and make recommendations with respect to audit activities • Jointly with the Finance Committee, review and recommend annual financial statements and audit reports, including monitoring financial and compliance reporting	**Membership** • Committee Chair (selected from Council's external members) • Up to four additional members of Council • Chair of the Academic Board • Up to two independent external members
Finance Committee		
Purpose: Monitors, advises and reports to the Council on matters relating to the financial performance and sustainability, management of capital and funds, staff employment or diversity proposals or reports.	**Responsibilities:** • Monitor, advise and make recommendations to Council regarding the University's financial and operational performance (including annual budget, financial forecast, financial plans, financial performance) • Monitor and advise on university funds and controlled entities/major capital expenditure projects • Review and report on university staff employment and diversity as well as workforce profile and prioritisation of resources	**Membership:** • Committee Chair (selected from Council's external members) • Up to four additional members of Council • Vice-Chancellor • President (ex officio) • Chair of the Academic Board • Up to two independent external members

Nominations and Senior Appointments Committee

Purpose:	Responsibilities:	Membership:
Monitors, reviews and makes recommendations to the Council in relation to nominations, membership, performance and remuneration of the Council and executive positions identified in the Reserved Powers. Also makes recommendations to the Council for the award of honorary degrees, titles or naming.	• Make recommendations to Council with respect to Council nominations and membership (including establishing processes and identifying candidates) • Make recommendations to Council with respect to Council and senior executive performance and remuneration • Conduct searches for governing bodies • Make recommendations to Council with respect to honorary degrees or naming	• Chancellor (acting as Chair -this may be delegated to another externally appointed Committee member) • Deputy Chancellor (acting as Deputy Chair) • Vice-Chancellor • President • Chair of the Academic Board • Up to three external members of the Council

Planning & Development Committee

Purpose:	Responsibilities:	Membership:
Monitors and advises the Council on matters relating to the planning and development of the University's major property and infrastructure.	• Monitor, review and make recommendations to the Council in respect to the Campus Master Plan, land and developments • Review and approve recommendations from the Design Review Panel in relation to design proposals and updates on capital works	• Chair of the Finance Committee • Deputy Chancellor (acting as Deputy Chair) • Vice-Chancellor • General Counsel • University Secretary • Chair of the Design Review Panel • Up to two external members of the Council • Up to three external members with relevant experience

The Academic Board

Academic Quality & Standards Committee		
Purpose:	**Responsibilities:**	**Membership:**
Provides 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.	• Approve, amend, revoke academic procedures • Recommend policies to the Academic Board and assess policy effectiveness and compliance • Handle admissions and misconduct-related decisions • Advise on course quality, admission standards, academic quality, outcomes, and legal compliance • Monitor and recommend actions on academic quality, student performance, risks, integrity, and partnerships	• Deputy Vice-Chancellor, Academic • Chair, Academic Board • Pro Vice-Chancellors • Associate Dean, Education (or nominee) from each Faculty • Associate Director, Quality Assurance • Director, Student Life • Director, Student Connect • Director, Learning and Teaching • Director, Future Students • Deputy Director, Educational Partnerships • One Level D or E Academic Staff member who is also a member of the Academic Board • One Level A – C Academic Staff member who is also a member of the Academic Board • One HDR student • One postgraduate coursework student • One undergraduate coursework student • Other members as required

Curriculum Committee

Purpose:	Responsibilities:	Membership:
Provides recommendations to the 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.	• Scrutinise and make recommendations to Academic Board on new and revised courses, unit sets, and units • Oversee course closures and reaccreditation • Maintain oversight of internal and external course accreditation • Advise on alignment of academic programs with UC strategy • Oversee continual course monitoring and improvement • Approve new non-award courses and their changes • Advise on matters referred by Academic Board or Vice-Chancellor	• Director Education and Student Experience • Associate Dean, Education (or nominee) of each Faculty • Associate Director, Quality Assurance (or nominee) • Associate Director, Global Admissions (or nominee) • Director, Student Connect (or nominee) • One Level D or E Academic Staff member who is also a member of the Academic Board • One Level A – C Academic Staff member who is also a member of the Academic Board • Associate Director, Library and Study Skills (or nominee) • One postgraduate student • One undergraduate student • Other members as required

University Research Committee

Purpose:	Responsibilities:	Membership:
Advise the Academic Board and the VC on research objectives and strategies, the University's research performance, research and research training policy and practice and research degree programs. Also contains the Graduate Research Committee (sub-committee) which makes recommendations on HC's HDR strategy and profile.	• Advise on research objectives, strategies, standards, KPIs, and compliance • Recommend policies and approve research management procedures • Monitor research and HDR program quality and outcomes • Advise on research quality, training programs, risks, integrity, and treatments • Advise on proposals with significant research components • Facilitate communication on research issues • Advise on policy implementation and effectiveness • Recommend improvements for research and HDR support services	• Deputy Vice-Chancellor • Vice-President (Research & Enterprise) who will act as Chair (ex-officio) • Director, Research Services, who will act as Deputy Chair (ex-officio) • Pro Vice-Chancellor, Enterprise Development and Partnerships (ex-officio) • Associate Dean (Research) from each Faculty (ex-officio) • Three University Research Institute or Centre Directors • One academic staff member who is also member of Academic Board • One academic staff member elected by and from teaching and research and • One research-only staff across the University, for a period of two years • Dean, Graduate Research • One HDR student endorsed by the Student Representative Council • Other members as required