

Introduction – Council minutes 2019 onwards

The following documents provide the minutes and associated resolutions from the University Council for the period of 2019 to 2022.

Some details have been redacted in accordance with the Right to Information Act (Tas), such as the full names and contact details of UTAS employees and information prepared in draft.

Strictly Confidential

COUNCIL

A meeting of the University Council was held by circular in January 2019.

Student Accommodation

19/circ0/1 Council:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Council

The University Council met in the Council Room, Sandy Bay Campus and via video conference from 9:00am.

PRESENT: The Chancellor (The Honourable Michael Field) in the Chair, Vice-Chancellor (Professor Rufus Black), Mrs Sue Chen, Mr Harvey Gibson, Mr Paul Gregg, Professor Jamie Kirkpatrick, Professor Kwong Lee Dow, Ms Pip Leedham, Professor Natalie Brown, Mr James Groom (via video conference), Ms Ella Hilder, Ms Jenny Burgess, Ms Leanne Topfer and Mr Corey Peterson.

[REDACTED] attended for all items other than members only.

Mr Alastair McDougall attended as Secretary.

[REDACTED] attended for 2018 Annual Financial Statements and Student Accommodation.

[REDACTED] attended for 2018 Annual Financial Statements.

[REDACTED] attended for Marketing & Recruitment - Performance Session.

[REDACTED] attended for Southern Futures Consultation and Student Accommodation.

[REDACTED] attended for University Foundation - Operating Model

[REDACTED] attended for Southern Futures Consultation.

Members were joined by Mr Peter Davis, Mr David Button and Professor Elaine Stratford, as external representatives of the Build Environment & Infrastructure Committee for the Southern Futures Consultation.

Introductory Items

1.1 *Introductory Items

The Chancellor welcomed all to the first Council meeting for 2019 and the new members of Council being Professor Brown, Ms Hilder, Mr Groom and Ms Burgess to their first meeting of University Council. Mr Groom extended his apologies for not being able to attend in person due to long standing and urgent business commitment requiring his attendance internationally.

1. Apologies

Nil

2. Declarations of interest

The following declarations were made prior to the meeting and will be included in the members' register of interests:

[REDACTED]

3. Minutes

14-02-2019_UC_3738-4928

Council confirmed the minutes of the meeting held on 14 December 2018.

14-02-2019_UC_3738-4929

Council confirmed the minutes of the circular meeting held in January 2019.

4. Actions

14-02-2019_UC_3738-4930

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

The Chancellor asked members to indicate any unstarred items for discussion.

The Chancellor put motions relating to the unstarred items in a block –

2.4 Council Member Survey Feedback - Progress

3.2 Contact approval for the Rural Health Multidisciplinary Training Program (RHMT)

6.1 2019 Council Meetings Framework

Members Only

2.1 *Members Only

Members of Council met in closed session and the following matter was raised:

The timing of the Audit & Risk Committee meeting and this Council meeting in February have been to meet the extremely tight financial statements reporting deadline. The timing of the initial Finance Committee meeting, which immediately followed the Audit & Risk Committee meeting this year, placed increased and unnecessary pressures on the Financial Services team who are finalising the annual financial statements. The timing of the Finance Committee should be reconsidered for future years.

2.2 * Appointments to Council and Appointments made by Council

Mr Gibson left the meeting at 10.13am

It was noted that that there is an absence of a sufficiently transparent, detailed and prescriptive process to support the appointment of the Deputy Chancellor.

14-02-2019_UC_4684-4995

Council resolved that this matter be referred to the Remuneration & Nominations Committee to make recommendation to Council on the clear and transparent process to appoint the Deputy Vice-Chancellor in the future.

Mr Gibson re-joined the meeting at 10.20am.

With the Chancellor's term concluding on 31 December 2020, there is a need for urgency in the progressing Council succession planning activities to identify and install the next Chancellor. Discussion included the need for a robust process to define Council's shared view of the desired characteristics of the University's next Chancellor. It was noted that:

- Council members were involved in defining the desired characteristics of the Vice-Chancellor when recruitment for this role was initiated and a similar process would be desirable in election of the next Chancellor
- During the 2018 Council member survey, members were requested to provide feedback on the desired characteristics for our next Chancellor and identify potential candidates. This information was reported in summary form to the September 2018 meeting.

14-02-2019_UC_4684-4996

Council resolved feedback on the desired characteristics for our next Chancellor and identification of potential candidates collated during the 2018 Council member survey be circulated to members and that the desired skills and attributes for the role of Chancellor be scheduled for discussion at the next meeting of Council.

The appointments to Built Environment and Infrastructure Committee were discussed, and it was noted that external advice will be sought to develop a framework to address risks which may arise due to any apparent or actual conflicts of interest due to [REDACTED] being appointed to that Committee.

14-02-2019_UC_4684-4916

Council increased membership of the Built Environment and Infrastructure Committee to 5 other members appointed by Council.

14-02-2019_UC_4684-4917

Council appointed:

- Professor Elaine Stratford for a 1-year term concluding on 31 December 2019
- Mr Corey Peterson for a 2-year term concluding on 31 December 2020

- [REDACTED]

14-02-2019_UC_4684-4918

Council noted the appointment of Ms Jennifer Burgess by the Minister for Education and Training for a term concluding on 31 December 2020.

14-02-2019_UC_4684-4919

Council noted the interim arrangements in respect to the role of Chair of Academic Senate.

2.3 * Student Accommodation – Members Only

In introducing this item, it was noted that the accommodation market, particularly in the Hobart area, has evolved rapidly and this has placed significant pressure on students requiring accommodation, constraining the ability of the University to meet this demand. Acknowledging the complexities in addressing this issue, the key themes raised and discussed included:

- Recognising that the University has significantly expanded its accommodation and has progressed work for further expansion but that the rapid tightening of the market has required some immediate short to medium terms solutions while those longer-term facilities come on-line
- Recognition that the University needs both better data and analytic tools to monitor movements in demand and its own supply
- Recognising a need to ensure that the risks of the University carrying surplus accommodation related assets resulting from decisions to meet current short-term demand are mitigated. It was noted that there is an increasing longer-term trend of the attraction of students to larger cities such as Melbourne, Sydney and Brisbane, which also presents a challenge for regional centres
- Clarifying whether there existed a shared understanding of an upper limit of international students for which the University is aiming to attract, as this is a key factor driving demand. Caution was urged on setting clear limits on the number of international students, as this may adversely impact the University's reputation and the ability of the University to effectively promote increased levels of educational attainment for Tasmanians. The 'right size' for proportion of international students has evolved and continues to change. The University has yet to model in detail the 'right size' for international students
- It was queried as to whether the University had the right mix of types of available student accommodation and whether data had been collated to enable a clear understanding of the profile of our students and students desire in terms of accommodation

- Considering the possibility of increasing international student fees, in response to increased demand. The establishment of a dynamic pricing model is a matter which requires further development
- Highlighting that as the demand for student accommodation is strong in Hobart, considering what options might be available to distribute students to other campus locations in a manner similar to the Masters of Information Technology and Systems offering in Launceston
- Recognising the importance of:
 - ensuring that there is sufficient and appropriate engagement with the broader Tasmanian community to ensure outcomes not only meet University requirements but also gain acceptance and support from local communities
 - maintaining at least modest growth to support the desired model of continuing to operate in three locations in Tasmania
 - focusing on long term strategic level goals notwithstanding some expected short-term discomfort
 - a robust strategy enabling clear differentiation of the University in the marketplace. The relevance of benchmarking in an environment where the University is differentiating was queried
- Key challenges requiring consideration and progression include:
 - Building and fostering a clear focus on a cohesive, whole of University approach to student accommodation including engaging in dialogue and resolving the 'right size' of international student numbers
 - Building the quality and scale of internal resources attributed to student experience to deliver an end to end experience for students
 - Capturing sufficient and appropriate student data and developing improved modelling to underpin and support decisions on student accommodation
 - Developing a long-term community engagement strategy with a strong focus on better understanding how increased international student numbers are impacting and consuming community services and resources. Acknowledging that the University is an increasingly significant presence in local communities, it is critical that the community are engaged and brought on the journey as Tasmanian campuses are revitalised
 - [REDACTED]

2.4 Council Member Survey Feedback - Progress

14-02-2019_UC_8661-4931

Council received the Council Member Survey Feedback - Progress - February 2019.

Matters for Decision

3.1 * 2018 Annual Financial Statements

[REDACTED] joined the meeting at 10.42am

Members were provided with a presentation on key aspects of the 2018 financial statements and an update on key accounting standard changes. Key matters highlighted included:

- Key drivers for the 2018 core result in comparison with 2017 [REDACTED]
- Reconciliation of the core operating result with total result noting the impact of depreciation expense, capital income and net movement in restricted funds as significant items
- Reconciliation of the core operating result and the consolidated result from core activities
- Return on the investment portfolio which reflected [REDACTED]
- The strength of the consolidated balance sheet which has enabled infrastructure investments during 2018
- The consolidated cashflow which recognised an additional [REDACTED] m in operating receipts while operating cashflows were used to invest in property. This resulted in a slight reduction in the cash balances by the end of the financial year.

Further discussions noted that:

- With the aspiration of a \$30m annual surplus in the core operating result to support financial sustainability, a pathway to realise this outcome will be presented to Council later in 2019
- Increased electricity costs were driven by contracted price increases.

[REDACTED] left the meeting at 10.55am.

Management provided a brief update on changes in accounting standards enacting 2018 and 2019 annual financial statements, noting that the changes to AASB15 Revenue from Contracts and Customers is expected to impact timing of contract revenue recognition particularly in respect to research activities.

It was also noted that the Auditor General has provided verbal clearance on the audited financial statements, subject to some minor typographical amendments, which were being processed.

A vote of thanks was given to [REDACTED] and the finance team responsible for preparing the annual financial statements and facilitating the external audit within a very challenging timeframe.

14-02-2019_UC_4012-4897

Council approved the 2018 Annual Financial Statements for the University and its consolidated entities and recommends that the Chancellor and Vice-Chancellor sign the financial statements of behalf of the University.

[REDACTED] left the meeting at 11.07am.

3.2 * Contract approval for the Rural Health Multidisciplinary Training Program (RHMT)

14-02-2019_UC_0692-4841

Council delegated authority to the Vice Chancellor to sign the Commonwealth Standard Grant Agreement for the Rural Health Multidisciplinary Training Program (RHMT) Contract covering the years 2019 and 2020.

Strategic and Performance Sessions

4.1 * University Performance Report

Matters raised for discussion included:

- The on-going refinement of research metrics and the need to ensure that these align with the University's strategic direction
- The movement of 118 staff from casual or short-term arrangement to permanent status was viewed favourably
- An update on the Inveresk development and the establishment of a community working group, which includes a range of external stakeholders including representatives from the Launceston City Council. The initial working group meeting was considered constructive and focused on issues to be addressed to progress the project. Threats of flood and earthquake at Inveresk are matters which have been factored into design modelling and flood plans, which are underpinned by flood and climate change modelling. This has not added considerable cost to the buildings.

Mr Groom left the meeting at 11.32am.

Members were provided with an update on the status of the relationship with the [REDACTED] noting that:

- [REDACTED]

[REDACTED]

[REDACTED]

Council received the University Performance Report.

Mr Groom rejoined the meeting at 11.42am

4.2 * Marketing & Recruitment - Performance Session

██████████ joined the meeting at 11.42am

██████████ circulated to members a Marketing and Recruitment Update presentation and led discussions. Key points of the presentation included:

- While tactically the University has delivered increased student numbers, going forward, there is a need for a more strategic approach to marketing and student recruitment activities
- The traditional middle-class profile of our domestic students is being eroded and there is an urgent need for real focus on the quality and promotion of our core offerings
- Recent initiatives have seen acceptances by Tasmania students in 2019 not expected to decline for the first time in six years, however the importance of having sufficient available accommodation will be impactful in the final number of acceptances for 2019
- Reliance on international student numbers does expose the University to changes in State and Federal Government policy and consideration needs to be given to re-weighting the diversity of international students
- The need to think more deeply about our brand, strategic partnerships, our uniqueness of place and how this impact our product offering and where we choose to focus our marketing resources. These aspects need to clearly align with the University's overarching strategic direction
- The need to cultivate a stronger alumni base
- Highlighting that the reputation of the University impacts significantly the reputation of Faculties and Schools
- The importance of the student experience, beyond just the academic aspects, is significant. It is important that the University communicates and demonstrates that it cares about students as individuals. It was noted that the University has work to do in this area along with more clearly articulating product differentiation, teaching and accommodation offerings.

It was requested that, given the significance of these topics, ██████████ make a future presentation to Council to continue the conversation.

██████████ rejoined the meeting at 12.05pm.

Council discussion highlighted the importance of ensuring that there is alignment between those setting strategic direction and those delivering University services at the front line.

Council received the presentation on Marketing & Recruitment.

██████████ left the meeting at 12.32pm.

Matters for Discussion

5.4 Report from Audit & Risk Committee was discussed prior to 5.1 Southern Futures Consultation

5.1 * Southern Futures Consultation

████████████████████████████████████████ joined the meeting at 12.38pm.

The Vice-Chancellor led a tour of the Southern Futures installation room. The tour covered the evolution of University's southern campuses, the need to set a broad direction, the choice the University faces, initial findings and proposed next steps. The installation room presents opportunity for stakeholders, internal and external, to provide feedback to assist informing the decisions on the location of the University's southern campuses.

14-02-2019_UC_7767-4924

Council noted the Southern Futures Consultation update and installation room tour.

[REDACTED] left at 1.00pm.

Professor Lee Dow left at 1.42pm.

5.3 University Foundation - Operating Model was discussed before 5.2 Student Accommodation

5.2 * Student Accommodation

[REDACTED] joined the 2.19pm.

Council discussion included:

- Noting that the student accommodation report focuses on the challenges in the Hobart area and does not consider the demand for accommodation in other regions such as Launceston.
- An update on the status of the arrangement and relationship with Jane Franklin College. Discussions with the College and the University continue.
- Noting that activity to deliver the containerised accommodation solution is in progress.

14-02-2019_UC_4681-4936

Council received the report on student accommodation.

14-02-2019_UC_4681-4964

Council approved up to [REDACTED] of unbudgeted capital expenditure for an initial refurbishment of the Old Commerce building.

[REDACTED] left the meeting at 2.24pm

5.3 University Foundation - Operating Model was discussed before 5.2 Student Accommodation

5.3 * University Foundation - Operating Model

[REDACTED] joined the meeting at 1.44pm.

Mr Worrall circulated two documents to members which summarise the scope, status and findings to date

[REDACTED]

Further discussion included:

- In developing of a new Advancement strategy, the need to adopt a longer-term view, which will be initiated when the Executive Director Advancement commences
- The need to recognise that where there are specific processes for the awarding of more high-profile scholarships, these be reviewed and retained where considered appropriate and reasonable
- Clarifying that some funds that were in negative balance were due to funds being applied before having been received
- Acknowledging the need to ensure that the financial scale of scholarships awarded needs to be such that they are impactful for scholarship recipients.

14-02-2019_UC_8277-4937

Council noted the update on the University Foundation - Operating Model

████████████████████ left the meeting at 2.18pm.

5.4 Report from Audit & Risk Committee was discussed before 5.1 Southern Futures Consultation.

5.4 * Report from Audit & Risk Committee

The Chair provided a verbal update on key matters discussed at Audit & Risk Committee, noting that a more detailed report will be presented to the next meeting of Council. Key matters included noting that:

- there were no significant findings arising from the 2018 annual financial statements audit.
- An internal audit report in respect to procurement activities recognised that this remains an area for further development with the need to more effectively identify and manage risks due to conflicts of interest being a focus
- An internal audit in respect to work health and safety recognising that Infrastructure Services & Development (ISD) has more mature practices but further work is required in other areas of the University
- The Director of Policy and Compliance's efforts had been diverted to other specific projects however it was encouraging that a further resource is being acquired to address compliance activity requirements
- Mr Mike Blake has recently joined the Audit & Risk Committee, which adds considerable knowledge and experience to the Committee.

14-02-2019_UC_0639-4926

Council received the report from the Chair of the Audit & Risk Committee.

5.5 * Report from Finance Committee

The Chair provided a verbal update on key matters discussed at Finance Committee, noting that a more detailed report will be presented to the next meeting of Council. The key matter reported was the intention to introduce strategic sessions to the Finance Committee agendas for future meetings.

14-02-2019_UC_5614-4927

Council received the report from the Chair of the Finance Committee.

Matters for Noting

6.1 2019 Council Meetings Framework

14-02-2019_UC_6919-4915

Council received the updated 2019 Council meetings framework.

Other Business

7.1 Graduation in Absentia

14-02-2019_UC_4734-4878

Council conferred the awards listed in Attachment 1.

Council approved the re-issue of degree testamur for student [REDACTED] in the correct name of [REDACTED]

7.2 * Other Business, Confidential Items and Future Meetings

1. Other Business

There was no other business.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. Meeting Dates

- Friday 5 Apr – Burnie (Uni Dinner Thursday 4 April)
- Friday 3 May – Hobart (Uni Dinner Friday 3 May)
- Friday 21 June – Hobart
- Friday 30 August – Launceston
- Friday 18 October – Launceston (Uni Dinner Thursday 17 October)
- Friday 6 December – Hobart.

Meeting closed at 2:27pm

Strictly Confidential**COUNCIL**

A meeting of the University Council was held by circular in February 2019.

Delegation for execution of Purpose-Built Student Accommodation 2 (PBSA2) development

19/circ1/1 Council delegated authority to the Chief Operating Officer, subject to appropriate financial and legal advice, to execute the Agreements set out in the Schedule, up to a maximum contribution of [REDACTED].

Strictly Confidential**COUNCIL**

A meeting of the University Council was held by circular on 18 March 2019.

1. Delegation for execution of Purpose-Built Student Accommodation 2 (PBSA2) Agreement

19/circ2/1 Council delegated authority to the Chief Operating Officer, subject to appropriate financial and legal advice, to execute the agreements set out in the Schedule (that the University is a party to) and all related or ancillary agreements, in relation to the financial contribution of the University up to a nett maximum contribution of [REDACTED]

2. The Australian Antarctic Program Partnership – Antarctic Science Collaboration Initiative

19/circ2/2 Council:

- Delegated authority to the Vice-Chancellor to sign the funding agreement between the University of Tasmania and Commonwealth of Australia for [REDACTED] to establish the Antarctic Science Collaboration Initiative (ASCI) a collaborative research program under the Australian Antarctic Program Partnership (AAPP) for the purposes of carrying out collaborative research and development activities from 2019-2029, subject to appropriate legal and financial advice.
- Noted that this agreement is under embargo and is unlikely to be announced by the Australian Government until April 2019, after the agreement is required to be signed.

3. Northern Transformation West Park Campus Project – Request for Proposal update and Delegation of Authority

19/circ2/3 Council:

- Noted the outcome of the West Park Campus Construction Request for Proposal
- Delegated authority to the Vice-Chancellor to sign contracts for the construction of the West Park Campus up to a total value of [REDACTED], within the approved Council budget and subject to appropriate legal and financial advice.

Strictly Confidential**COUNCIL**

A meeting of the University Council was held by circular on 27 March 2019.

1. Acquisition of a Hobart Central Business District Site

- 19/circ3/1 Council approved the lodgement of a non-binding expression of interest for the acquisition of the K&D site comprised of 103 Melville Street & 156-163 Harrington Street, subject to appropriate financial and legal advice.
- 19/circ3/2 Council delegated authority to the Vice-Chancellor or Chief Operating Officer to lodge a non-binding expression of interest either directly or via a third-party agent with appropriate indemnities
- 19/circ3/3 Council noted that, Council approval will be sought prior to submitting a binding offer for the acquisition of the K&D site, comprised of 103 Melville Street & 156-163 Harrington Street, subject to Council approving the 'City-Centric Campus' model as a basis for the future development of the University's southern campuses

1 Council member voted against Motion A and Motion B.

Council

The University Council met in the D201-D202, Cradle Coast Campus on 5 April 2019, starting at 9am.

PRESENT: The Chancellor (The Honourable Michael Field) in the Chair, Vice-Chancellor (Professor Rufus Black), Professor Natalie Brown, Ms Jenny Burgess, Mrs Sue Chen, Mr Harvey Gibson, Mr James Groom, Ms Ella Hilder, Professor Jamie Kirkpatrick, Professor Kwong Lee Dow, Ms Pip Leedham, Mr Corey Peterson and Ms Leanne Topfer.

[REDACTED] attended for all items other than members only.

Mr Rick Inglis attended as Secretary.

[REDACTED] attended for all items on Southern Futures.

[REDACTED] attended for the Framework for Managing Surplus University Property.

[REDACTED] attended for the Southern Infrastructure Funding Strategy

Introductory Items

1.1 *Introductory Items

The Chancellor noted that this is the final meeting for Ms Leanne Topfer and thanked her for her contribution to Council and service to the University.

1. Apologies

Mr Paul Gregg was granted leave of absence.

2. Declarations of interest

There were no new declarations of interest.

3. Minutes

05-04-2019_UC_2430-5173

Council confirmed the minutes of the meeting held on 14 February 2019 and the meetings held by circular in February and March 2019.

4. Actions

In relation to the Investment Policy action item, it is expected that this matter will be progressed to Council for discussion at the meeting on 3 May 2019, via the 11 April 2019 Finance Committee meeting.

05-04-2019_UC_2430-5174

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

3.2 University By-Laws Amendment was starred at the request of Professor [REDACTED] and Professor [REDACTED]

The Chancellor put motions relating to the unstarred items in a block –

3.1 TIA and Tasmanian Government - new joint venture agreement 2019-2024

3.3 2018 Council Members' Report

3.4 Revocation and Reissue of Awards

5.1 2019 Council Meetings Framework.

5.2 Report from Audit & Risk Committee

5.3 Report from Built Environment & Infrastructure Committee

5.4 Report from Finance Committee

5.5 Report from University Foundation Committee

5.6 Tasmania Law Reform Institute 2018 Annual Report.

Members Only

2.1 * Members Only

Members of Council met in closed session and the following matters were discussed:

- The Burnie University Dinner was considered to be effective in recognising the University's community connection but the celebration of, and focus on, scholarship holders was not as prominent. It was noted that the scholarship strategy is being re-calibrated, including consideration of how to better recognise excellence in each region, and that further consideration will be given on how best to celebrate scholarship recipients, particularly of in respect to excellence, at future University Dinners.
- The capability within the management team to robustly assess and advise Council on the complex suite of issues impacting on the University, including the range of property-related developments, was considered. It was noted that a range of actions are being taken to build capability and support the new way of working. These include the Leadership Development Program for Executive Deans and Heads of School as well as the recruitment of individuals in particular areas with higher-level capabilities and aligned behaviours.

2.2 * Chancellor Succession Planning

The Chancellor offered to leave the room for the item but was requested to remain and be part of the discussion. Discussion included:

- The procedural guidance for appointing the Chancellor (and Deputy Chancellor), which was previously specified in Ordinance 2, should be reconsidered for inclusion in the Council Charter when it is reviewed later this year.
- The Chancellor Selection Committee should include a community representative, in place of the proposal for the inclusion of an industry representative, and also seek gender balance.
- Council members will have multiple opportunities to provide input during the selection process, including providing advice on the desired attributes of the future Chancellor. Members noted the ability of the Chancellor to develop trust and ensure cohesion between the Council, Vice-Chancellor and University community as a critical attribute.

05-04-2019_UC_0329-5255

Council:

- Noted that advice has been received from the Chancellor that he will not be standing for another term as Chancellor. Mr Field's term ends on 31 December 2020.
- Appointed the Deputy Chancellor as Chair of the Extended Nomination Committee / Chancellor Selection Committee
- Authorised the Deputy Chancellor to engage a suitable recruitment agency to assist with the selection process.

2.3 * Remuneration and Nominations Committee

Board of Legal Education

05-04-2019_UC_6028-5367

Council nominated Mrs Melanie Bartlett for appointment as a member of the Board of Legal Education.

Council Committee Membership

1. Built Environment & Infrastructure Committee

Discussion included:

- Due to the extent of involvement of [REDACTED] in University construction projects, it was considered that the appointment of [REDACTED] to the Committee would be untenable due to perceptions of conflict of interest. [REDACTED] has indicated he is willing to be consulted in relation to matters where there is no conflict.
- Further consideration is being given to the appointment of an external member of the Committee with experience in major constructions projects.

05-04-2019_UC_6028-5256

Council noted that [REDACTED] will not be appointed to the Built Environment & Infrastructure Committee.

2. Ceremonial and Honorary Degrees Committee

05-04-2019_UC_6028-5365

Council amended the membership of the Ceremonial and Honorary Degrees Committee to-

- Remove Executive Director of the UTAS Foundation
- Replace with Executive Director, Advancement.

3. University Foundation Committee

05-04-2019_UC_6028-5366

Council noted that the Vice-Chancellor's nominee is [REDACTED]

[REDACTED] joined the meeting at 10.20am.

Matters for Decision

3.1 TIA and Tasmanian Government - New joint venture agreement 2019 - 2024

05-04-2019_UC_8160-5186

Council delegated authority to the Vice-Chancellor to sign the new Tasmanian Institute of Agriculture (TIA) Joint Venture Agreement (JVA) with the Tasmanian Government for approximately [REDACTED] million to support the ongoing operations of TIA over the next five years (2019-2024), subject to appropriate legal and financial advice.

3.2 * University By-Laws Amendments

Discussion included:

- The By-Laws are highly prescriptive and, notwithstanding the proposed amendments, there remains a risk that the University will not be able to control or take appropriate action in relation to particular activities or actions where they are not specifically detailed in the By-Laws. This risk should be addressed by redrafting the By-Laws to be principles-based, while noting that this is a significant task.
- The reference in the By-Laws to a position that no longer exists (Director of Property) needs to be amended.
- The proposed prohibition on bringing animals (other than assistance animals) onto University campuses requires further consideration.

05-04-2019_UC_7037-5187

Council approved the amendments to the University By-Laws to:

- Add a new power to remove persons (including members of the general public) from University land where their presence creates a risk to safety of staff and students;
- Define an "authorised officer" as the Provost, Chief Operating Officer or Executive Director, Infrastructure Services and Development;
- Make minor updates to amend references to obsolete positions (Director of Property), parking fines, loitering and smoking consistent with contemporary practice.

05-04-2019_UC_7037-5364

Council noted that a broader review of University By-Laws will be undertaken to move to a principles-based approach while also addressing feedback on issues including animals on campus and use of bicycles.

3.3 Draft 2018 Council Members' Report

05-04-2019_UC_6009-5188

Council approved the 2018 Council Members' Report for inclusion in the 2018 Annual Report.

3.4 Revocation and Reissue of Awards

05-04-2019_UC_2755-5193

Council revoked the award for graduate [REDACTED] – Bachelor of Arts (conferred 06 December 2016) and conferred the award Bachelor of Arts in the name [REDACTED].

Strategic and Performance Sessions

4.1 * University Performance Report

Mr Groom left the meeting at 10.25am.

Members were provided with an update on the status of the relationship with the [REDACTED], noting that:

- The University continues to work with the [REDACTED] to ensure that its current contractual obligations are being delivered and that the University's obligations under the Higher Education Standards Framework continue to be met.
- University College is developing internal capability to deliver a richer suite of offerings which are expected to address the reliance on the [REDACTED] arrangement in the longer term.

Mr Groom re-joined the meeting at 10.35am.

Other matters raised for discussion included:

- The extended timeframe for the assessment of the University's application for renewal of registration with the Tertiary Education Quality and Standards Agency (TEQSA) is not considered unusual, with the outcome of the review expected to be released shortly.
- The prioritisation of staff that have been transitioned from fixed-term to permanent status was queried, noting that the initial focus has been on academic staff as this is where the extent of extended fixed-term contracts was considered to be most significant. The development of five year people plans will enable further decisions to be made to identify where fixed-term roles (including for professional staff) can be converted to permanent status.
- The issues experienced in relation to the admission process for the medical (MBBS) program are believed to have been restricted to 2019, as the issues arose due to the absence of a particular individual who has managed this process in previous years. An external review of admission processes is currently being conducted and is expected to identify changes to systems and processes including to address key person dependency risks.
- The master plan for Inveresk is currently being discussed with a working group of the Launceston City Council and the Coordinator-General's Office, while issues related to obligations contained in the various State and Commonwealth funding deeds are being considered by the Consultative Committee, which includes representatives from each level of Government. Issues being progressed

by these forums include agreement on realistic aspirations for future student numbers, the location of student accommodation as part of an activated campus, updated costings for the campus development and options to address matters such as car parking.

05-04-2019_UC_0161-5201

Council received the University Performance Report.

Matters for Noting

5.1 2019 Council Meetings Framework

05-04-2019_UC_7662-5257

Council received the updated 2019 Council meetings framework.

5.2 Report from Audit & Risk Committee.

05-04-2019_UC_3520-5185

Council received the report from the Chair of Audit & Risk Committee and the draft minutes of the 13 February 2019 Audit & Risk Committee meeting.

5.3 Report from Built Environment & Infrastructure Committee

05-04-2019_UC_9907-5213

Council received the draft minutes of the 22 March 2019 Built Environment & Infrastructure Committee meeting.

5.4 Report from Finance Committee

05-04-2019_UC_0085-5212

Council received the draft minutes of the 22 March 2019 Finance Committee meeting.

5.5 Report from University Foundation Committee

05-04-2019_UC_3765-5214

Council received the draft minutes of the 21 March 2019 University Foundation Committee meeting.

5.6 Tasmanian Law Reform Institute 2018 Annual report

05-04-2019_UC_5440-5189

Council received the Tasmanian Law Reform Institute 2018 Annual report.

Southern Futures

 joined the meeting at 11.15am.

6.1 * Future of the Southern Campuses

Each member of Council provided a response to the papers and recommendations in relation to the future of the southern campuses (including a pre-recorded video from Mr Gregg). Discussion included:

- The location of the University in Sandy Bay stems from an era when Universities were intentionally located outside of city centres to provide an “interval” between school and work life. As higher education has expanded and knowledge become ever more central to contemporary societies and economies, there is a strong case for a university to be embedded within and contribute to the community as articulated through the city-centric model.
- One of the key benefits of the city-centric model is considered to be greater accessibility to facilitate student participation, while enhanced opportunities for collaboration and a closer connection with industry and the community under this option were also highlighted.
- A case for remaining at Sandy Bay was strongly made built around the distinctive experience aligned with our strategy that it offered and the sense of community built around the current campuses.

- The emotional attachment and appeal of the campus to those who studied there was noted.
- The accuracy of elements of the data was questioned by some, while others offered the view that even if there were issues with some parts of the data, it was quite sufficient for the purposes of the decisions to be made.
- It was noted that the move to a city-centric model began a number of years ago when the University started to relocate facilities into the Hobart Central Business District (CBD). The adoption of the city-centric model is a continuation of these earlier decisions.
- A range of feedback has been received by Council members from staff, students and external stakeholders in relation to the two options. The view of students was that a city campus location was more attractive if the issues of parking and transport could be successfully addressed.
- Location of the University in the city provides greater opportunity to highlight the contribution of knowledge to the success of the city and its community.
- Concerns were noted in relation to the costs and disruption for staff and students that would be involved in refurbishing and relocating facilities on the Sandy Bay campus as part of the distributed model.
- The establishment of new facilities in a new location will provide greater opportunity for innovation in learning and teaching.
- A key to the success of the city-centric model will be the establishment of a campus heart, while the University's vision for learning and teaching as part of the city-centric model also requires clear articulation.
- Transport and parking issues are highly important for staff and students under either option, and there is a need for the University to address these without relying on a resolution from the State or Council.
- There were concerns of adverse reputational impacts and challenges in gaining community support if the University chooses to adopt the city-centric campus model.
- The benefit of the proposal to involve third parties in the provision of University infrastructure and the establishment of a separate subsidiary to manage surplus property needs to be compared to the benefit of managing these activities within the University's existing structures and resources.

Council members commended the quality and comprehensiveness of the materials provided to Council to enable an informed decision to be made. The approach to engage staff, students and stakeholders in consideration of the two options was also commended and Council thanked all those involved in preparing these materials.

05-04-2019_UC_9467-5202

Council approved the business case which supports the 'City-Centric Campus' model as a basis for the future development of the University's Southern Campuses.

██████████ requested that his objection to the motion be recorded in the minutes.

Management provided an outline of the communication plan in relation to the decision, with communication to staff and students to commence later in the afternoon.

6.2 * Framework for managing surplus University property

██████████ *joined the meeting at 12.45pm.*

Discussion included:

- Under the proposal to establish a separate entity to manage surplus property, Council would specify the objectives of the entity in its constitution and through this would determine the direction, values, policies and risk appetite that would apply to the entity. The Directors would ensure management of the entity would manage the University's surplus property in accordance with these directions.
- Council would determine which properties would be managed by the entity, establish design principles to be followed and approve proposed master plans for these properties, including any associated requirements or constraints.
- A separate subsidiary is considered the optimum structure to mitigate the University's exposure to development-related risks as well as being more attractive to external counterparties who would prefer to deal directly with a specialist entity focused on property management.
- Costs related to management of the entity would be contained through engaging project teams for a fixed term to deliver specific projects.

██████████ *left the meeting at 1.05pm.*

05-04-2019_UC_7135-5203

Council approved

- The proposed approach for managing the University's surplus property assets.
- The establishment of a new entity (wholly-owned by the University) for managing the University's surplus property assets.

05-04-2019_UC_7135-5204

Council noted the intention that future Council approval will be sought in respect to the new entity's constitution, appointment of Directors and the transfers of specific land holdings to the new entity.

██████████ left the meeting at 1.30pm.

6.3 * Sequence of transitioning into the Hobart Central Business District (CBD)

Discussion included:

- The establishment of a student hub with study spaces in the Hobart CBD is considered a priority, noting that the construction of the Purpose-Built Student Accommodation (PBSA) on the old Red Cross site will include considerable ground floor space for student facilities.
- Potential opportunities to utilise the former Forestry Building early in the transition process, as well as the optimal transition timing for specific disciplines to minimise student disruption, will be considered as part of the development of the master plan.

05-04-2019_UC_8136-5205

Council approved the proposed sequencing of relocation to the Hobart Central Business District.

6.4 * Southern Infrastructure Funding Strategy

██████████ joined the meeting at 1.43pm.

Discussion included:

- The Funding Strategy assumptions effectively describe the "right size" for the University in terms of student numbers and mix between domestic and international, as well as staff numbers and ratios (staff/student and academic/professional), although it was noted that the average ratios do not convey the mix of class sizes that will be a feature of future differentiated offerings. Similarly, the number of international students does not describe the intention to change the mix of international students and target areas where the University is seeking to expand capabilities within the State.
- The sale and leaseback option has been recommended on the basis that the University does not currently have the financial capacity to borrow all the funds for this investment while also retaining the financial flexibility to manage potential financial shocks. This option involves a lower level of financial risk for the University.
- The sale and leaseback option enables the University's capital to be applied to other activities with a potentially higher rate of return than a property investment, while also enabling the University access to the economies of scale that a large institutional investor could bring to the construction of the facility.
- The experience with the PBSA on Melville St highlights the need to clarify in a sale and leaseback contract the ability of the University to control how it intends to utilise the building.
- The contract needs to specify how the building will be refurbished over time to maintain fit-for-purpose facilities and provide the University with options to either extend the lease or purchase the property outright at conclusion of the initial term.

██████████ left the meeting at 2.13pm.

05-04-2019_UC_7051-5206

Council approved

- proceeding to the planning phase of the proposed funding strategy 1(a), which comprises: sale and leaseback for the Science, Technology, Engineering and Mathematics (STEM) building and central library; establishment of debt facilities; partial utilisation of the University's investment portfolio and partial value realisation of surplus property.
- delegation of authority to the Vice-Chancellor to engage ██████████ as advisers for the sale and leaseback transaction via direct negotiation, subject to undertaking independent market testing.

6.5 * Binding offer - Acquisition of Kemp & Denning (K&D) site –paper tabled at the meeting

Items 6.5 and 6.6 were considered concurrently. Discussion included:

- Management has discussed the University's approach to property procurement with the [REDACTED], with the CEO indicating his comfort with the approach, including in relation to pricing and probity.
- The University may need to pay a premium on top of the standard market valuation for the identified properties due to the strategic value of securing sites located on the "spine" along Melville St that would enable the University's CBD presence to be connected.
- The size of the K&D site has significant strategic value as it would provide the opportunity to co-locate student accommodation, learning and teaching facilities and open space as part of the University's CBD presence.
- The University's final bid needs to be determined on the understanding that there are other known bidders for the purchase of the K&D property.
- [REDACTED].

05-04-2019_UC_0793-5357

Council:

- Approved the lodgment of a binding offer for the acquisition of the K&D site comprised of 103 Melville Street & 156-163 Harrington Street
- Delegated authority to the Vice-Chancellor to sign the Agreement for Sale up to the value of [REDACTED] M for the purchase of the property.

6.6 * Strategic Property Purchases - 31-33, 35-37 Bathurst Street and 65 Argyle Street Hobart - - paper tabled at the meeting

05-04-2019_UC_8379-5358

Council:

- Approved the acquisition of three contiguous titles known as 31-33, 35-37 Bathurst Street and 65 Argyle Street, Hobart for an amount up to [REDACTED] M
- Delegated authority to the Vice-Chancellor or the Chief Operating Officer to sign the Agreement for Sale up to the value of [REDACTED] M for the purchase of the properties.

Other Business

7.1 Graduation in Absentia

05-04-2019_UC__0161-5201

Council approved the applications for the conferring of awards.

7.2 * Other Business, Confidential Items and Future Meetings

1. Other Business

Management provided a short outline of the strategic vision for The Hedberg, which is due to commence operation in 2020.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. Meeting Dates

- Friday 3 May – Hobart (Uni Dinner Friday 3 May) / Saturday 4 May – Planning Conference
- Friday 21 June – Hobart
- Friday 30 August – Launceston
- Friday 18 October – Launceston (Uni Dinner Thursday 17 October)
- Friday 6 December – Hobart.

Meeting closed at 2.41pm.

Council

The University Council met in the Council Room, Sandy Bay Campus from 9:00am.

PRESENT: The Chancellor (The Honourable Michael Field) in the Chair, Vice-Chancellor (Professor Rufus Black), Mrs Sue Chen, Mr Harvey Gibson, Mr Paul Gregg, Professor Jamie Kirkpatrick, Professor Kwong Lee Dow, Ms Pip Leedham, Professor Natalie Brown, Mr James Groom, Ms Ella Hilder, Ms Jenny Burgess and Mr Corey Peterson.

[REDACTED] attended for all items other than members only.

Mr Alastair McDougall attended as Secretary.

Introductory Items

1.1 *Introductory Items

1. Apologies

There were no apologies.

2. Declarations of interest

There were no new declarations of interest. It was noted that Ms Burgess' declarations were not included in the register circulated with the agenda.

3. Minutes

03-05-2019_UC_7798-5418

Council confirmed the minutes of the meeting held on 5 April 2019 and of the meeting held by circular on 27 March 2019.

4. Actions

03-05-2019_UC_7798-5419

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

Agenda item 6.2 Review of Delegations Framework was starred for discussion at the request of [REDACTED]

The motions relating to the unstarred items were passed in a block-

4.3 Establishment of the School of Engineering

4.4 Revocation and Reissue of Awards

6.1 2019 Council Meetings Framework

Matters for Discussion

5.1 * Report from Academic Senate Meeting

The matters discussed in respect to the first two Academic Senate meetings for 2019 included:

- Key outcomes of recent sector benchmarking activities including:
 - 2017 Course Experience Questionnaire (CEQ) survey indicating the University is on par with the sector benchmarking data.

- Noting that the '2017 National comparison of focus area satisfaction: Undergraduate' indicated that while the University was positioned at the bottom end, there was little separation across the sector. The poor outcome of 'Learner engagement' aspects was also noted, and it was queried as what could be done to improve this result. It was noted that interactions with staff and other students, experiential learning and improved collaborative solutions would positively impact this outcome. How to cascade these initiatives to those at the front line was considered important and also that relevant data can be used to inform these discussions.
- The focus on the academic policy and how these can best be made living documents in the context of the Strategic Plan. The Assessment Policy was the subject of more detailed consideration. While several best practice initiatives have been identified, there needs to be a systematic and whole of University mechanism to monitor the implementation of actions arising from these discussions. It was noted that Executive Deans do report outcomes of Academic Senate meetings to the respective Colleges for implementation.
- Noting that there has been a delay in the finalisation and approval of some research related policies. There have been some longer outstanding Internal Audit recommendations relating to research related activities which require close out. These are substantially complete but there are a couple of matters which require completion before the policies are presented to Academic Senate for approval.

03-05-2019_UC_9436-5427

Council received the draft minutes of the Academic Senate meetings held on 22 February 2019 and 11 April 2019 and the reports of those meetings.

5.2 * Academic Senate Annual Report 2018

Council discussion included:

- The composition and role of Academic Senate. Currently membership of Academic Senate is comprised of a mix of elected members and executive staff. It was queried as to whether there needed to be an increased proportion of elected members of Academic Senate which are drawn from School and Discipline level. The executive staff members attending Academic Senate meetings provide an important link to the management of the University. It was noted that while an external review of Academic Senate was completed in the prior year, it was agreed that once the College model has been fully bedded down and the University's five-year strategic plan resolved, consideration could be given to the role and structure of Academic Senate in the current environment and a scope be developed for this activity. An appropriate time would be towards the end of 2019 or early 2020.
- Noting that there had been a number of strategic discussions on a range of topics at Academic Senate during 2018. Two key topics included consideration of the [REDACTED] initiatives and the Tertiary Education Quality Standards Assurance (TEQSA) reaccreditation process.

03-05-2019_UC_7225-5425

Council received and noted the 2018 Academic Senate Annual Report to Council on the exercise of delegations under Ordinance 13 – Academic Senate.

03-05-2019_UC_7225-5556

Council resolved that a scope for a project to review the role and composition of Academic Senate be drafted and forwarded to Council for consideration.

5.3 * 2018 Academic Senate Annual Performance Review

The 2018 Survey reflecting member assessment of performance of Academic Senate was noted with focus on the implementation of Academic Senate decisions and effectiveness of meetings to facilitate compliance with Higher Education Standards requirements.

03-05-2019_UC_2310-5426

Council received and noted the report on the 2018 Academic Senate Performance Review.

[REDACTED] left the meeting at 9.37am

Members Only

2.1 *Members Only

Members of Council met in closed session and the following was raised:

Feedback on the city-centric campus model

Key matters noted included:

- Members reported generally mixed responses with key themes including grief at the loss of a campus in Sandy Bay along with traffic and parking issues for the Hobart central business district.
- Motivations for responses appeared to be wide and varied.
- Interest groups such as local government and the Chamber of Commerce have been supportive
- Receipt of this feedback promotes community discussion and reflection on what the nature of a University should be now and in the future.
- It is important that there is sufficient and appropriate engagement and discussion with the community, on a number of levels, to build connection and bring the community along on the journey. Community sensitives need to be recognised and taken into account.
- Cautious optimism had been expressed by several students, more positive than negative on the basis that the city-centric campus model aligns more closely with how current students learn.
- The reaction has been predictable and understandable as the University is more relevant to the community today than a generation ago. It is up to the University to ensure that sound and sensible decisions are made. There needs to be proper and broad consultation particularly in respect to timeframes.
- The learning and flexible approach adopted in the design of the Westpark campus presents opportunity for learnings particularly in how to work with the community.

██████████ joined the meeting at 9.55am

Further discussion on this matter included:

- The proposed process of community consultation is expected to be over an extended period to ensure appropriate context noting indigenous and heritage focus, and that community vision is incorporated and linked with a broader Hobart city plan in developing the master plan for the campus. In parallel a process to clearly understand functional requirements of the buildings will be undertaken.
- There is also a need to reconsider some existing design matters evident in current central business district buildings to bring the community onto University sites.
- Recognising the importance of working with each of the three layers of government and working collaboratively with the RACT in respect to so that is aligns with the Greater Hobart Mobility Vision.
- The importance of incorporating views which are shaped by experiences particularly of those 'first in family' students.
- The need to take a future lens and not be too tied to the past. Design principles should be shaped be the future needs of the University.

Strategic and Performance Sessions

3.1 * University Performance Report

██████████ joined the meeting at 10.12am

Matters raised for discussion included:

- Support for the conversion of staff from fixed term contracts to continuing contracts, noting a positive impact on staff morale.
- Querying whether there is enough support offered to international students given the noted increase in instances of academic misconduct. It was noted that many international students have to cope with pressures not so apparent for domestic students and an acknowledgment that there needs to be greater levels of support offered to international students.
- The status of the English Language Centre and the new arrangement with ACG Education (ACG). It was noted that the arrangement with ACG would not be fully operation until October 2019. It was also noted that a number of the ACG courses are due for impending consideration and

- approval by Academic Senate.
- Clarifying that the status of the proposed solution for the old Commerce building was not on hold as indicated in the report. There is expected to be capacity to take additional students as the solution was not ready within the originally envisaged timeframe.
- Considering the transformation of the University's campuses, there has been a shift in the model to deliver infrastructure services with the recent appointments to key leadership roles to support these initiatives. It is expected that in part, these roles would be responsible and accountable for managing key relationships, while Infrastructure Services & Development (ISD) would continue to have responsibility for project delivery and provision of support to University leadership. It was suggested that details of the revised structure and resource model for these activities be provided to Council at the next meeting.
- Highlighting that the increased number of reported hazards and near misses and that this was not necessarily a poor outcome. In addition, it was queried as to the extent of engagement of management particularly those with responsibilities for operating machinery. It was noted that there are initiatives under development which aim to deliver a wholesale shift in work health and safety practices and culture, particularly with leadership. This has been a key area of focus for research and diving activities as well as transport between University campuses. The Australian Navy has a comprehensive safety framework which addresses diving activities, and this should be considered as a reference tool.

It was noted that a media story is expected to be broadcasted nationally next week about the engagement of international students by Australian universities.

03-05-2019_UC_0223-5424

Council received the University Performance Report.

03-05-2019_UC_0223-5557

Management were requested to provide details of the revised structure and resource model for Infrastructure Services and Development to the next Council meeting.

Matters for Decision

4.1 * 2018 University of Tasmania Annual Report

Members were provided with the draft narrative for inclusion in the 2018 Annual Report. It was requested that an additional category of 'Other' under Gender be included in the Human Resource statistics.

03-05-2019_UC_1752-5422

Council approved the draft 2018 University of Tasmania Annual Report, noting that only significant changes to the report will be returned to Council for approval.

4.2 * Blue Economy Cooperative Research Centre

Key matters discussed included:

- Acknowledging the significance of the Blue Economy Co-operative Research Centre (CRC) to contribute to solutions for significant ecological and environmental issues and the University's lead role.
- Noting the complexity of these arrangements and the need for establishing an appropriate structure and processes to facilitate the efficient operation of the CRC. Further information will be provided to Council as these are established.

03-05-2019_UC_3196-5525

Council:

- Approved the University's participation in the Blue Economy Cooperative Research Centre (CRC) through the establishment of a company (limited by guarantee) that will contract with the Commonwealth Government by 1 July 2019 in relation to the provision of funding for the Blue Economy CRC.
- Delegated authority to the Vice-Chancellor to sign (subject to satisfactory legal advice) the relevant documents necessary to establish the company and admit the University of Tasmania as a member

- of that company.
- Noted that regular updates will be provided to Council as the Company is established.

4.3 Establishment of the School of Engineering

03-05-2019_UC 9320-5421

Council approved:

- the establishment a sixth school in the College of Sciences and Engineering (CoSE) with the separation of the discipline of Engineering from the Australian Maritime College (AMC) into a new School of Engineering, with transition to the new structure by start of Semester 2, 2019
- an amendment to Ordinance 14 to add the School of Engineering to CoSE
- an amendment to the Academic Structure Policy to update the academic units under CoSE as:
 - remove Engineering from the AMC
 - add Engineering as a separate School.

4.4 Revocation and Reissue of an Award

03-05-2019_UC_1260-5416

Council revoked the award for graduate [REDACTED] Bachelor of Paramedic Practice and confers the award Bachelor of Paramedic Practice in the name [REDACTED].

Matters for Discussion

Items 5.1 – 5.3 were considered immediately before item 2.1.

5.4 * Report from Built Environment & Infrastructure Committee

The Chair provided an update noting the development application for the Westpark campus had been approved by the Burnie City Council with some matters identified during this process requiring resolution.

03-05-2019_UC_2508-5429

Council received and noted the Chair of Built Environment and Infrastructure Committee (BEIC) and the draft minutes of the 22 March 2019 BEIC meeting.

5.5 * Northern Transformation – Inveresk Master Plan

The Vice-Chancellor provided an overview of the Inveresk masterplan noting the following key matters:

- Feedback has been received from the City of Launceston working group and this has informed the revised urban design principles.
- [REDACTED]
- The Student Services and Library building preliminary design concepts. It is that intention that development applications would initially be lodged with City of Launceston for the Student Services and Library building and bridge developments. The progression of the Student Services and Library building is a priority to bring patronage to the site as soon as practicable.

03-05-2019_UC_

Council received the report on the Inveresk Master Plan and the noted the presentation on the Northern Transformation Project.

03-05-2019_UC_1638-5526

Council noted the update to the Northern Transformation Program including the current iteration of the precinct plan for the Inveresk Campus.

03-05-2019_UC_1638-5527

Council:

- Approves the purchase of the [REDACTED] property up to a value of [REDACTED] M, subject to satisfactory due diligence
- Delegates authority to the Vice-Chancellor to sign an agreement to purchase the [REDACTED] property up to a value of [REDACTED] M, subject to satisfactory due diligence.

03-05-2019_UC_1638-5528

Council:

- Noted the proposed agreement between the University and the City of Launceston for the provision of future student accommodation.
- Delegated authority to the Vice-Chancellor to sign the relevant agreement with the City of Launceston to develop future student accommodation for a value of up to [REDACTED] M, subject to satisfactory legal advice.

5.6 * Report from Finance Committee

The Chair provided an update with key matters discussed including:

- Noting that the process to clarify the purpose of the investment portfolio continues.
- It was highlighted that the University is a signatory to the United Nations Principles for Responsible Investment (UNPRI). It was confirmed that the University currently does not hold direct equity investments in fossil fuel entities, however mutual fund portfolios may still carry these. The current approach adopted by the University has been to influence these mutual funds to also become signatories to UNPRI.
- Noting that the entity for managing surplus University property will be established, however further work will be necessary to understand the full structure and operation of the broader framework.

03-05-2019_UC_9863-5423

Council received the report from the Chair of Finance Committee, the draft minutes of the 22 March 2019 Finance Committee meeting and the minutes of the 22 March 2019 Joint Built Environment & Infrastructure Committee meeting.

Matters for Noting

6.1 2019 Council Meetings Framework

03-05-2019_UC_1480-5430

Council received the updated 2019 Council meetings framework.

6.2 * Review of Delegations Framework

A query was raised in respect to the relevance and need for a form requiring approval for staff to travel off campus. It was requested that this form be sent to the Vice-Chancellor and Provost to consider.

03-05-2019_UC_2487-5420

Council received the update on the Review of the Delegations Framework.

Other Business

7.1 Graduation in Absentia

03-05-2019_UC_2821-5417

Council approves the applications for the conferring of awards.

7.2 * Other Business, Confidential Items and Future Meetings

1. Other Business

There was no other business.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. Meeting Dates

- Friday 21 June – Hobart
- Friday 30 August – Launceston
- Friday 18 October – Launceston (Uni Dinner Thursday 17 October)
- Friday 6 December – Hobart.

Meeting closed at 11.18am

Council

The University Council met in the Council Room, Sandy Bay Campus from 9:00am.

PRESENT: The Chancellor (The Honourable Michael Field) in the Chair, Vice-Chancellor (Professor Rufus Black), Ms Jenny Burgess, Professor Natalie Brown, Mrs Sue Chen, Mr Harvey Gibson, Mr Paul Gregg, Mr James Groom, Ms Ella Hilder, Professor Jamie Kirkpatrick, Professor Kwong Lee Dow and Ms Pip Leedham.

[REDACTED] attended for all items other than members only.

Mr Alastair McDougall attended as Secretary.

Attendees:

[REDACTED] attended for the item on Strategic Plans.
[REDACTED] attended for the items Review of International Student Recruitment and University Strategic Plans.
[REDACTED] attended for the item on the People Strategy and Performance Framework.
[REDACTED] attended for the items on the International Student Recruitment.
[REDACTED] attended for the item on the Student Accommodation developments.

Introductory Items

1.1 *Introductory Items

1. Apologies

Mr Corey Peterson was granted leave of absence.

2. Declarations of interest

There were no new declarations of interest.

3. Minutes

21-06-2019_UC_8540-5346

Council confirmed the minutes of the meeting held on 3 May 2019.

4. Actions

21-06-2019_UC_8540-5799

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

The motions relating to the unstarred items were passed in a block-

- 2.6 Nominations for Distinguished Emeritus Professor and Emeritus Professor
- 2.7 Nominations for Distinguished Professors
- 2.8 Council Member Survey feedback update
- 4.5 TREN contract variation

4.6 Revocation and reissue of awards

6.1 External Review- Medical admissions and admissions for courses with quotas

6.2 Compliance Framework update

6.3 Council Meetings Framework.

Members Only

2.1 *Members Only

Members of Council met in closed session and the following matters were raised:

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

Volume of Council agenda packs

The volume of the current Council agenda pack is approaching 350 pages and could benefit from being sharper in what is included, particularly where there are presentations to Council and where detailed reports have been considered by Council Committees. While acknowledging the volume of the current Council agenda pack, there are several critical reports which, for reasons of good governance and meeting regulatory expectations, require inclusion.

2.2 * Report from the University Chancellors Council

The Chancellor provided members with an overview of key matters discussed at the May 2019 meeting of University Chancellor's Council (UCC):

Funding of UCC by Universities Australia

In considering this matter, discussion included:

- The UCC resolution that Universities individually contribute an annual amount to UCC rather than their financial reliance on Universities Australia was supported.
- The importance of a co-operative and balanced relationship between Chancellors and Vice-Chancellors to promote good governance within the sector was noted.

The French review into freedom of speech at Higher Education providers

In considering this matter, discussion included:

- Noting the finer details are being resolved and the intention is that these will be reported to UCC in October 2019 once resolved. In the meantime, individual University Council's have been asked to consider the draft model code and report to UCC whether it has in principle support. There is an opportunity for the University to demonstrate leadership and adopt the model code in principle.
- Noting sections of the media have promoted the idea that there is a crisis in respect to free speech within the sector. While it is considered that there is not a crisis, there is an issue and it is a matter of fundamental importance to higher education in Australia.
- Noting benefit in a coherent and common code being adopted by Australian Universities
- There is a need to consider and distinguish the actions of persons external to the sector and those employed within the sector in the context of facilitation of free speech on campus.
- The implementation of a Code will present some serious challenges for some universities and will be subject to testing particularly in instances where behavior may not be considered appropriate but is not illegal.

- It is important that the University creates an environment that facilitates reasoned debate from different perspectives.
- Those less accepting of the model code may query that while it may be a well-crafted document, given there is no crisis, why is there a need for a single governing document which will erode autonomy of individual Universities?
- Querying the impact on other policies within the University. It was noted that an initial scan had been undertaken which indicated that it does not conflict with existing University policies. However, if adopted, it is expected that it would replace existing policy relevant to freedom of speech.
- There are pressures being applied by both the corporate sector and other countries and Universities have identified a need to protect freedom of speech.
- It will be important as to how this Code is positioned to ensure that it is promoted as a mechanism for students to feel safe, demonstrate tolerance and promote intellectual debate.

Vice-Chancellor's remuneration

This matter was discussed as part of the report from UCC but references the report from Remuneration and Nominations Committee (agenda item 2.4). Key matters noted were:

- UCC have resolved that the matter will be referred to the Commonwealth Tribunal for benchmarking. The challenge for UCC will be how it is implemented across the sector.
- When fully resolved it is likely to have broader implications for existing salary structures at Universities.
- The use of benchmarking to date has facilitated steady growth in Vice-Chancellor salaries and with growing pressures on the financial sustainability of publicly funded institutions such as Universities, the matter has become one that needs to be addressed to ensure that Universities have legitimacy and acceptance within communities.
- There is a need for transparency and perhaps the requirement for Universities to disclose the value and composition of senior executive remuneration, similar to listed public company requirements, might best address the community concern.

21-06-2019_UC_7714-5802

Council received the French review into freedom of speech at Higher Education Providers and endorsed the principles of the draft Model Code with the final Model Code to be provided to Council for approval at a future meeting.

21-06-2019_UC_7714-5803

Council endorsed an initial annual payment of \$1,000 per annum to the University Chancellors Council.

2.3 * Chancellor Selection Committee

■ Chancellor, Mr Field, vacated the Chair at 9.42am and the Chair was assumed by the Deputy Chancellor, Mr Gibson

Council was provided with an update on the status of selection activities including the formation of the Chancellor Selection Committee (CSC) and the drafting of a position description which was tabled for member consideration. Matters raised included:

- Noting ■ have been appointed to assist with the selection process.
- Noting that it is an open process, Council members may nominate individuals and that Council members may also be nominated.
- The provision of initial member feedback on the working draft position description included:
 - The reference to prior experience as a Board Chair could be rephrased as 'Chair skills'.
 - Remove the reference to 'global' search.
 - Querying the requirement for candidates to reside in Tasmania. It was noted that this requirement has been removed so as not to limit the field of prospective candidates.
 - Considering the need for requiring candidates to demonstrate how they might discharge the role of Chancellor within the context to the position description criteria.
- Noting that the role will be publicly advertised.

Members were requested to provide feedback to the Secretary by 28 June 2019.

21-06-2019_UC_6648-5842

Subject to the incorporation of feedback from members, Council approved the draft position description for the recruitment of a new Chancellor.

*The Deputy Chancellor, Mr Gibson, vacated the Chair at 9.56am
and the Chair was assumed by the Chancellor, Mr Field*

2.4 * Remuneration and Nominations Committee

21-06-2019_UC_4058-5846

Council received and noted the reports from the Remuneration & Nominations Committee held on 14 May 2019 and 17 June 2019.

21-06-2019_UC_4058-5847

Council approved the leave of absence for Mr Paul Gregg for a period to be determined.

21-06-2019_UC_4058-5851

Council approved the extension of Mr Gregg's term on Council for a period equivalent to his leave of absence.

21-06-2019_UC_4058-5855

Council reappointed Mr Damian Bugg and Mr Peter Worrall to the University Foundation Committee for a term concluding on 31 December 2020.

21-06-2019_UC_4058-5856

Council appointed Mr Brett Harris to the Board of AMC Search Limited.

21-06-2019_UC_7714-5857

Council endorsed the recommendations of the University Chancellors Council in respect to Vice-Chancellor's remuneration.

21-06-2019_UC_7714-5858

Council approved the proposed strategy for University Executive remuneration to progressively align to the 3rd quartile of the Mercer Remuneration Review.

21-06-2019_UC_7714-5859

Council approved the movement of the remuneration for the Chief Operating Officer to the 3rd Quartile range [REDACTED]

2.5 * Nomination for an Honorary Degree

21-06-2019_UC_7316-5832

Council approved the conferral of the award of the Degree of Doctor of Letters Honoris Causa on Mr [REDACTED]

2.6 Nomination for Distinguished Emeritus Professor and Emeritus Professor

21-06-2019_UC_4755-5833

Council conferred the title of Distinguished Emeritus Professor on [REDACTED]

21-06-2019_UC_4755-5834

Council confers the title Emeritus Professor on Professor [REDACTED]

2.7 Nomination for Distinguished Professors

21-06-2019_UC_3377-5838

Council approved the conferral of the title of Distinguished Professor to:

• [REDACTED]

21-06-2019_UC_3377-5839

Council noted that Professor [REDACTED] recognised as the University's first female Distinguished Professor.

2.8 Council Member Survey Feedback – progress

21-06-2019_UC_1556-5884

Council noted the progress on the Council Member Survey Feedback.

Strategic and Performance Sessions

3.1 * University Performance Report

[REDACTED] joined the meeting at 10.20am

Key matters discussed included:

- An update on the Tertiary Education Quality and Standards Agency (TEQSA) re-registration process noting that a preliminary draft letter has been received by the University and that there are some quality matters which have been highlighted. The key matters raised point to academic governance and particularly the role and functioning of Academic Senate. The matters to be addressed are complex in the prevailing operating environment as there is pressure on revenue and financial sustainability while also the need to ensure that offerings are of an appropriate standard. As a first step, the University's marketing function will be transitioning from the Global Division to the Strategy portfolio within the Office of the Vice-Chancellor and the Executive Director Strategy will join the University Executive Team.
- It is understood that the University will be re-registered with conditions. Preliminary findings have identified three conditions in respect to:
 - Student attrition
 - Policies and procedures
 - Strategic planning
- It is management's view that the matter in respect to strategic planning will be challenged as the TEQSA review was undertaken during the period where strategic planning was being undertaken and had not been finalised. The University has been given 28 days to respond to the preliminary findings prior to finalisation of the TEQSA report.
- TEQSA has requested further detail including information on Council minutes, third party providers and reporting to Council
- An action plan to respond to the matters raised by TEQSA will be developed and will be presented to Council.
- This will require the University to report annually to TEQSA in respect to these matters for the next seven years, which is the period of registration, or until fully addressed.
- There would be benefit in Council undertaking some strategic sessions in respect to the Higher Education Standards and the role of TEQSA at future Council meetings.
- It was noted that the current environment for regulators was challenging and that regulators in other sectors have been found to be deficient in recent times. The response from TEQSA is considered to be proportionate.
- How the sector might best address the issue of performance-based funding particularly given recent focus on increased student attrition. In respect to teaching quality, the University's Quality Indicators for Learning & Teaching (QILT) results are not strong. There is a need for modest sustainable growth but with improved quality. It is expected that these two issues will present some challenge for the University as there continues to be increased public focus and scrutiny
- The issue of declining learner engagement was raised. It was noted that while this was attributed in part to distance students it is a broader measure driven largely by interaction with peers. While

there exist some excellent examples, the University's on-line offerings more broadly require strengthening. It was noted that the role of Director of Digital Futures has been established and that a digital framework to guide offerings is under development. It was noted that the University has challenge in the present funding environment as a degree of scale is required in order to remain financially viable. There is also the imperative to ensure that offerings remain of a suitably high standard. The on-line student portal was noted as being a positive as it creates an on-line community for students which is interactive. It is imperative that teaching staff are digitally literate and that this is recognised as a core academic skill. Together with enhancing digital platforms, building digital literacy will require considerable effort and focus for the University to further develop these capabilities over the next 5-10 years to ensure offerings are consistent and cohesive.

21-06-2019_UC_2323-5348

Council received the University Performance Report.

3.2 * Review of International Student Recruitment

_____ joined the meeting at 11.35am

In the context of the External Review of International Recruitment and Admissions Practices report, Council was provided with an overview of outcomes of recent data analysis activities and potential revenue impact on changes to English language requirements, key matters noted included:

- That the University made an immediate decision to cease Medium of Instruction (MOI) as a basis of admission and undertook detailed analysis to determine how different English entry requirements impact international student success.
- Noting the two broad categories of admission as being Formal and Informal (which includes MOIs) methods of assessment.
- An overview of data analysis of entry categories with key points highlighted including:
 - The proportion of students entering with informal testing has been largely consistent
 - Significant work has been undertaken over the past 4 years to ensure all students are assessed for English prior to admission.
 - Breaking down the Informal category, the 'Other MOI' group comprises over one third of international students. The top 4 countries comprise over 80% of the 919 students entering on this basis.
 - Overall, the performance of the University's international students is only slightly worse than the performance of domestic students.
 - For students entering via an MOI, undergraduate students appear to perform well, but postgraduate students not so.
 - When broken down to Onshore and Offshore, the performance of students entering via an MOI does highlight specific issues in postgraduate and undergraduate success.
 - In considering postgraduate student performance, Indian students are the sole driver of the above average failure rate.

○ _____

■ _____

_____ left the meeting at 11.56pm

- Key matters noted in respect to the impact of English language requirements on revenue projections included:

○ _____

■ _____

■ _____

ere

■ [REDACTED]
■ [REDACTED]

[REDACTED] left at 12.23pm

21-06-2019_UC_5735-5841

Council received and noted the:

- report on the University's international recruitment and admission processes
- University's management response and implementation plan
- presentation of data analysis on International Student Performance
- presentation on the Update to International Revenue Strategy.

Matters for Decision

4.1 * University Strategic Plan

[REDACTED] joined the meeting at 12.23pm

An overview of the draft introductory section of the University Strategic Plan was provided to Council. It was noted that this is an introductory section to the Strategic Plan is presented for Council comment and feedback. When finalised it will accompany the final individual College and Divisional Strategic Plans which will be circulated to members when complete. Feedback on the draft included:

- Consideration be given to presenting the document with further guidance on what activities are proposed and why.
- Consideration be given to drawing out further the University's external partnerships and student experience.
- Clarification of the document's target audience. It was noted that the target audience for this document was largely University staff, to be used in an educative way and as a key driver in facilitating organisational change.
- Highlighting that this document provides guidance and leadership not only for this University and Tasmania, but also for major issues apparent in many regional centers within Australia which require urgent and immediate attention.

[REDACTED] left the meeting at 12.34pm

21-06-2019_UC_7000-5801

Council received and noted the draft Introductory section to the University Strategic plan.

4.2 * People Strategy and Performance Framework

[REDACTED] joined the meeting at 12.35pm

Council was provided with an overview of the People Strategy noting that it was recently presented to the University Leadership Network. Key matters discussed included:

- Noting that it is the intention that the strategy is:
 - Connected, joined up and to enable staff to engage in productive work
 - Meaningful and provides a mechanism to report progress to Council
- Noting that the Performance Framework is a key component of the strategy and that this is centered on alignment of goals and values to University work. Key aspects of the framework noted:
 - People, not process, are at the center of what we do
 - Linkages with the University's strategy
 - Team conversations are important and there is a need for some support and training for staff to ensure that these are undertaken in the right way.
 - There will be a pilot conducted to inform the broader rollout, but it is expected that the framework will be in place for 2020.
- Querying whether assessment of staff performance will be undertaken on-line to facilitate

Telecommunications and External IT services business divisions to the new entity, Fortytwo24 Pty Ltd, a wholly owned subsidiary of TasNetworks.

4.6 Revocation and Reissue of an Award

21-06-2019_UC_5275-5796

Council revoked the award of Graduate Certificate in Business for graduate [REDACTED] conferred 10 December 2013 and confers the same award in the name [REDACTED].

21-06-2019_UC_5275-5797

Council revokes the award of Graduate Certificate in Nursing (Perioperative Nursing) for graduate [REDACTED] [REDACTED] conferred 18 August 2018.

Matters for Discussion

5.1 * Report from Academic Senate Meeting

[REDACTED] *re-joined the meeting at 1.30pm*

The matters discussed in respect to the June 2019 Academic Senate meeting included:

- Noting the key substantive matters considered by Academic Senate were the framework for building the University's research strategy and the University's People Strategy
- Highlighting the discussion in respect to the leadership role of Academic Senate in improving quality and specifically the need to monitor and interrogate reporting. This will likely require:
 - Development of skills and utilisation of business intelligence systems which will enable greater collation, inquiry and reporting of relevant data, in an appropriate form, to Academic Senate
 - A change in the way Academic Senate operates to facilitate enhanced academic judgement and decision making.
- Concern that, despite recent efforts at course and unit consolidation, there appears to remain too many courses.
- The need for Academic Senate to be aware and informed of the University's strategic plan.

21-06-2019_UC_2871-5794

Council received the report and the draft minutes of the Academic Senate meeting held on 7 June 2019.

5.2 * Report from Audit & Risk Committee

The Chair provided an update to Council and key matters discussed including:

- [REDACTED]
- Noting that a draft framework to manage legislative compliance (refer agenda item 6.2) has been developed.

21-06-2019_UC_5511-5875

Council received the report from the Chair of Audit & Risk Committee and the draft minutes of the 16 May 2019 meeting.

5.3 * Report from Built Environment & Infrastructure Committee

The Chair provided an update noting that a verbal report was provided to the prior meeting of Council. Key matters reported included:

- Noting that the current Built Environment & Infrastructure Committee (BEIC) terms of reference do not have sufficient depth and these needed to be considered in the context of the University's

expected infrastructure activity.

- Noting that Mrs Chen has joined the Victoria University Infrastructure Planning Committee as an observer and has already noted some opportunities to improve the operation and role of BEIC.
- Observing that there is a need to build the skills and capabilities on BEIC particularly with respect to major construction, architecture, legal and finance.

21-06-2019_UC_0936-5791

Council received the report from Chair of the Built Environment & Infrastructure Committee and the draft minutes of the meeting held on 17 May 2019.

5.4 * Report from University Foundation Committee

The Chancellor provided an update with key matters reported including:

- The status of the fund review which has highlighted the necessary on-going activity which requires the application of significant resource for finalisation. While donations continue, and fund balances have grown, this has been largely due to favourable returns on invested funds.
- The positive impact the Executive Director Advancement is having within the Advancement Office. It was noted that while Advancement staff are busy they do not appear to have been working in a cohesive and strategic manner.

21-06-2019_UC_2940-5798

Council received the report from the Chair of the University Foundation Committee and the draft minutes of the 6 June 2019 meeting.

Matters for Noting

6.1 External Review – Medical admission and admissions for courses with quotas

21-06-2019_UC_7937-5874

Council received and noted the summary of the report of the External Review of Medical Admissions and Admissions for Courses with Quota at the University of Tasmania and its outcomes.

21-06-2019_UC_7937-5848

Council noted that the Audit & Risk Committee has endorsed the actions proposed to ensure the University complies with the Higher Education Standards Framework (HESF) Threshold Standards 2015 Domain 1: Standard 1.1 Admission and Domain 7: Standard 7.2 Information for Prospective and Current Students and TEQSA's Advice on Admissions Transparency.

6.2 Compliance Framework Update

21-06-2019_UC_9768-5849

Council received and noted the draft Legal Compliance Framework.

6.3 2019 Council Meetings Framework

21-06-2019_UC_5766-5795

Council received the update on the 2019 Council Meetings Framework.

Other Business

7.1 Graduation in Absentia

21-06-2019_UC_5298-5696

Council approved the applications for the conferring of awards.

7.2 * Other Business, Confidential Items and Future Meetings

1. Other Business

The following matters were raised by members:

Recent visit to North America

With the adoption of the city centric campus model and the need to effectively manage surplus assets as part of a relocation of the Sandy Bay campus, a small group of management and Council members undertook a visit to selected North American universities. Two universities visited during the trip included University of British Columbia (UBC) and Simon Fraser University (SFU) which operating different models for managing surplus property for the benefit of the University and the broader community. Key matters noted included:

- While the UBC model has a keener focus on maximizing financial returns to the university, the SFU model incorporated some social measures for benefit of the local community.
- In establishing a separate legal entity to manage the surplus property assets, once legal and governance arrangements are established, it is important that the entity responsible for management of the property assets is able to operate independently of the University with appropriate reporting lines to the University

China graduations

The Deputy Chancellor and the Chair of Academic Senate provided Council with a report on the recent successful graduation ceremony in Shanghai. Key matters highlighted:

- The conferral of the 5,000th graduate
- Progression of discussions on future student exchanges and a desire for focus on the maritime industry
- Key points of interest in respect to the China campus.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. Meeting Dates

- Friday 30 August – Launceston
- Friday 18 October – Launceston (University Dinner Thursday 17 October)
- Friday 6 December – Hobart.

Meeting closed at 2.27pm.

Strictly Confidential

COUNCIL

A meeting of the University Council was held by circular on 11 July 2019.

University of Tasmania Strategic Plan 2019-2024

19/circ4/1 Council approved the University of Tasmania Strategic Plan 2019-2024

Strictly Confidential

COUNCIL

A meeting of the University Council was held by circular on 23 August 2019.

Alastair McDougall
Secretary

Graduands to be presented for conferral at out-of-session Council meeting (August 2019)

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

;

Council

The University Council met in the SoCA Boardroom, Inveresk Campus from 9:02am.

PRESENT: The Chancellor (The Honourable Michael Field) in the Chair, Vice-Chancellor (Professor Rufus Black), Professor Natalie Brown, Mr Harvey Gibson, Mr Paul Gregg, Mr James Groom, Ms Ella Hilder, Professor Jamie Kirkpatrick, Professor Kwong Lee Dow and Ms Pip Leedham and Mr Corey Peterson.

[REDACTED] attended for all items other than members only.

Mr Alastair McDougall attended as Secretary.

Attendees: Professor Jane Long (Provost) and Mr David Clerk (Chief Operating Officer) attended for the whole meeting except for Members Only.

[REDACTED] attended for the strategic session on the HESF Overview and Obligations.

[REDACTED] attended for the WHS briefing and Council inspection.

[REDACTED] attended for the items on University Performance Report, Investment Fund Principles, 2020-2024 Budget Principles and Medium term funding.

Introductory Items

1.1 *Introductory Items

1. Apologies

Mrs Jenny Burgess and Mrs Sue Chen were granted leave of absence.

2. Declarations of interest

There were no new declarations of interest.

3. Minutes

30-08-2019_UC_5145-6035

Council confirmed the minutes of the meeting held on 21 June 2019 and the meeting held by circular on 11 July 2019.

4. Actions

30-08-2019_UC_5145-6036

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

Items 4.12 and 4.13 were starred at the request of [REDACTED]

Item 4.15 was starred at the request of [REDACTED]

The motions relating to the unstarred items were passed in a block-

4.14 Continuation of Participation - Defence Science Partnerships Program

4.16 Eastern Fibre Amended Agreement

4.17 2020 University Planning Calendar

6.1 Report from Academic Senate Meeting

6.2 Report from Chair of Built Environment & Infrastructure Committee

6.3 Report from Finance Committee

6.4 Council Committee Minutes

6.5 Transformation Operating Model

6.6 2019 Council Meetings Framework.

Members Only

2.1 *Members Only

Members of Council met in closed session and the following matters were raised:

French review and freedom of speech

The Chancellor reported that together with a selection of other University Chancellors, he met with Minister Dan Tehan who expressed a desire to progress the outcomes of the French review. It was noted that there was in principle support for the model code amongst Chancellors but there had been discussion over specific wording.

It was also reported that the draft model code was useful in addressing some recent tensions between Chinese and Hong Kong students on our campus. Given the draft model code is principle based, it was helpful in signalling to students that the University has an approach on matters of freedom of speech which is consistent with emerging national consensus. Since providing this feedback it was noted that there had been an ability to engage with students on a more constructive basis, guided by the values contained within the draft model code.

The Chancellor sought the in principle support of Council to offer support for the model code arising from the French review and that this be communicated at the next meeting of University Chancellors Council (UCC).

A further query was raised in respect to the removal of Hong Kong student posters and a recent issue which arose within the University Debating Club. It was queried about the University's position and policy on freedom of speech and whether this is sufficiently visible and known to the student community. The reply was that, given current circumstances, it was resolved to not issue a broad public statement in respect to freedom of speech matters. However, the intention is that there will be some communication and clarity provided at an appropriate time in the future.

It was also noted that a number of Vice-Chancellors within the sector did not appear to be fully supportive of the outcomes of the French review and have adopted views which are at odds with those of the Chancellor forum. The Vice-Chancellor expressed to Council a desire to meet with the Chief Executive Officer of Universities Australia (UA) to discuss this matter and UA's relationship with the Federal government.

Divestment from fossil fuels investment

The status of the University's investment portfolio concerning direct investments in fossil fuel was raised. It was noted that the University has no direct investments in fossil fuel based companies and that its managed funds are now largely in funds that have adopted the global United Nations Principles for Responsible Investment (UNPRI) framework. It was noted that the University is looking into how the funds it has invested in are implementing the UNPRI. The status of the Tasmanian University Union (TUU) investment portfolio, with respect to divestment of direct investments in fossil fuels, was also raised. It was noted that the TUU has not yet fully divested direct investments in fossil fuels in its portfolio.

Dinner with the Launceston City Councillors

It was noted that there was a very constructive and positive atmosphere at the previous night's dinner with Councillors of the City of Launceston (CoL), demonstrating a sound relationship with the CoL which is critical as Inveresk campus development activities progress.

██████████ joined the meeting at 9:15 AM

UP Education (formerly ACG Education)

At the June Council meeting, a query was raised in respect to the extent of control which could be exhibited by a third party, UP Education, over University staff and content of curricula. It was noted that there is sufficient oversight of UP Education by the University with particular reference to the role of the Committee chaired by the Provost in respect to international students. It was also noted that the University had effective control over the academic content.

2.2 * Chancellor Selection Committee

The Chancellor, Mr Field, vacated the Chair at 9.42am and the Chair was assumed by the Deputy Chancellor, Mr Gibson

Council was provided with an update on the status of selection activities. Key matters reported included:

- Noting the Committee met on Tuesday 20 August 2019 and that a proposed timeline has been established with the intent to provide Council with a suitable candidate who will serve a period of approximately 12 months on Council prior to the installation of the next Chancellor.
- Highlighting that, in the context of the University's strategic direction, the desired capability and personal attributes for a future Chancellor, the importance of identifying and selecting the right candidate. This focus may impact the proposed timeline.
- The Committee is currently compiling a 'long list' of potential candidates, noting that there has not yet been any validation of the desire or capacity of individuals already included on the list.
- Over 30 names have been identified for inclusion on the list and that the advertising process resulted in six applications being received but only two of those individuals were considered candidates requiring further consideration.
- Committee discussion included being open to the need for innovation and flexibility as to the future model for Chancellor to ensure the University secures the right candidate
- Seven candidates were identified as being worthy of further, more detailed investigation
- The next meeting of the Committee is scheduled for mid-September 2019.

Council was reminded that as the process is iterative, any constructive input and suggestions of prospective candidates would be welcome.

It was noted that the external members on the Committee were particularly engaged in the process and that the external advisor from ██████████ will be useful in undertaking more detailed follow-up activities.

30-08-2019_UC_3632-6037

Council received the update on the Chancellor search process.

The Deputy Chancellor, Mr Gibson, vacated the Chair at 9.56am and the Chair was assumed by the Chancellor, Mr Field.

2.4 * Remuneration and Nominations Committee

30-08-2019_UC_9701-6262

Council appointed Ms Katie McNamara to the Finance Committee for a term commencing 1 January 2020 and ending 31 December 2022.

The contribution of Mr Roger Poole and Mr Robert McGauran at the recent the Built Environment & Infrastructure Committee (BEIC) meeting was noted as being particularly impressive.

30-08-2019_UC_9701-6263

Council appointed to the Built Environment & Infrastructure Committee:

- Chair, Finance Committee (ex Officio) (currently Mr Paul Gregg)
- Mr Roger Poole for a term ending 31 December 2022
- Mr Rob McGauran for a term ending 31 December 2022.

The appointment of individuals to the entity established for managing universities surplus property assets was deferred for consideration at agenda item 4.10.

30-08-2019_UC_9701-6264

Council appointed:

- Mr Paul Gregg
- Mr James Groom
- Mr David Clerk
- Professor Rufus Black

to the entity established for managing the University's surplus property assets.

30-08-2019_UC_9701-6265

Council appointed Mr Harvey Gibson and Ms Ella Hilder to the Vice-Chancellor Awards Selection panel.

It was noted that Professor Lee Dow's contribution and value to Council since his initial appointment has been significant.


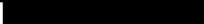
30-08-2019_UC_9701-6266

Council appoints Professor Kwong Lee Dow for a further 1-year term to Council.

The appointment of the student member for a second term was very well received and will assist continuity on Council. The contribution from Ms Hilder to Council in her initial term was acknowledged and has been greatly appreciated.

30-08-2019_UC_9701-6267

Council reappointed Ms Ella Hilder as the student member on Council for a 1-year term ending 31 December 2020.

 joined the meeting at 9.44am
 joined the meeting at 9.44am

Strategic and Performance Sessions

3.1 * Higher Education Standards Framework Overview and Obligations

Council received an overview of the Higher Education Standards Framework (HESF) with a key focus on corporate and academic governance obligations, including:

- An outline of the key pieces of legislation which comprise the Higher Education legal framework and the role of Tertiary Education Quality and Standards Agency (TEQSA), which has oversight of all higher education providers in Australia, including Universities.
- Clarifying how the approach adopted by TEQSA differs from the approach of Australian Universities Quality Agency, the prior regulator.
- The expectation that compliance with the HESF is expected to be more effective in embedding best practices and processes within providers' day to day systems.
- A refresher of each of the seven domains comprising the HESF and how this supports the student lifecycle.
- A focus on Domain 6 – 'Governance and Accountability' which covers Corporate Governance, Corporate monitoring and accountability and Academic Governance. It was noted that the University fulfils a majority of the corporate governance requirements but that there are opportunities for improvement particularly around reporting to governance forums. Noting the:
 - intention of the HESF is to ensure a traceable and accountable pathway to monitor governance activities at an aggregated level.
 - importance of the University's strategic plan in facilitating compliance with governance

- aspects of the HESF and the need for regular progress reporting through mechanisms such as the University Performance Report.
 - o planned review of Council was noted as a non-statutory finding in the re-registration process.
- Acknowledging that the corporate governance requirements in the HESF are prescriptive, clear and reasonable in the context of maintaining a robust governance framework.
- Noting that a number of initiatives to strengthen academic governance have been initiated, including establishing a register of academic delegations, reviewing academic policy and processes, reviewing Academic Senate and student outcomes reporting.

An update on the status of the re-registration process was provided to Council noting that:

- The final TEQSA report is yet to be received but is expected imminently.
- The University raised queries in respect to the draft report's finding on the University's strategy. It is noted that during re-registration activities, the University was in the process of developing the strategic plan which has subsequently been approved by Council.
- Business Intelligence capability of the University has grown significantly facilitating greater opportunity for enhanced oversight and monitoring of critical activities TEQSA have been concerned about especially student attrition.
- The activity responding to TEQSA's concern to enhance the policy framework will require significant focus and effort. There is a desire to ensure policies are more principle-based and significantly reduced in number to facilitate greater staff awareness.
- The re-registration process for the University was at the start of TEQSA's review cycle and it is expected that other higher education providers could be subjected to similar conditions to the University following their respective re-registration processes.
- The expectation that governance frameworks within universities will be a key area of focus for TEQSA.

██████████ left the meeting at 10.32am

30-08-2019_UC_2368-6039

Council received the report on the Higher Education Standards Framework Overview and Obligations.

████████████████████████████████████████ joined the meeting at 10.54am

3.2 * Work Health & Safety Officer Due Diligence Refresher

Council were provided with an overview of the role of an officer under the *Work Health and Safety Act 2012* (the Act). Key matters discussed included:

- Confirming the role of an officer under the Act and an overview of potential penalties for breaches of officer duties.
- Noting that responsibilities under the Act cannot be delegated to fully eliminate sanctions.
- Acknowledging the importance of work health and safety within the University given the nature of current and expected future activities. The need for Council to ensure that a robust framework to effectively manage safety in the workplace is in operation and that higher risk areas are proactively managed and monitored.
- Noting recent trends indicate increased penalties for non-compliance with legislative requirements.
- An overview of the six officer due diligence duties and the need for officers to take 'reasonable steps' to not only discharge but evidence that duties have been discharged.
- Noting that regardless of the skills of other governance body members, this does not absolve officers on governance forums from liability. It was also noted that should governance forum members possess a particular skill or expertise there may be an increased level of accountability which could be reflected in the extent of any specific punishment or fines.

Under the direction of the Director Safety and Wellbeing, Council undertook an officer self-assessment exercise delivered through a series of work health and safety questions. Key matters noted in undertaking this exercise were:

- The importance of the role of the Audit & Risk Committee and the University Performance Report in ensuring Council are well-informed on safety risk exposures. There have been, and continue to

- be, a number of internal audits in respect to work health and safety activities.
- Including detail on work health and safety obligations by level within the University in a future report to Council.
- Noting that while there were a number of people within the University who are aware of their obligations and responsibilities as work health and safety officers, it was apparent that opportunity remains more broadly for staff to increase their knowledge and awareness particularly in respect to identifying and resolving hazards. A number of inhibitors to staff more proactively addressing safety risks in the workplace have been identified and the work health and safety team are working to address these matters.
- Confirming that work health and safety risks include psychological risks and that key indicators are being monitored to build greater understanding of these risk exposures.
- While it was noted that the support and leadership provided by the University Executive Team (UET) has been significant, there remains opportunity for enhancement to the University's safety systems and this was being progressively addressed.
- Noting that the University's Strategic Plan and the People Strategy both have safety culture as a strong central theme.

Under the guidance of the Director Safety and Wellbeing, University Council members formed three groups to undertake observations of three discrete areas on the Inveresk campus. The areas included the School of Architecture, the School of Creative Arts and Media and the Annexe Theatre. Matters requiring more detailed investigation were reported to the Director Safety and Wellbeing for action.

Following the observation exercise, it was queried whether there could be material budget implications in ensuring workplaces were safe environments as remedial costs could be significant, particularly if impacting the built environment. To date there have not been, but it was noted, that funds are available to remedy safety issues. The importance of workplace safety systems also requires consideration as these may be as effective in mitigating risk exposures in a cost effective manner.

30-08-2019_UC_1348-6268

Council:

- received the overview of Work Health & Safety Officer due diligence
- requested detail on work health and safety obligations by level within the University in a future report to Council
- was advised that a schedule for future workplace observation for Council members would be developed.

_____ left the meeting at 12.22pm

3.3* University Performance Report

This matter was considered after item 4.4.

Key matters raised for discussion included:

- Noting that management had received some concerns from the Tasmanian Institute of Agriculture (TIA) Board in respect to leadership and management and these were being investigated. Outcomes from these enquires to date have noted that:
 - There are issues in leadership, particularly the conduct and culture within TIA.
 - While there has been no evidence of fraudulent activity, it appears that there has been poor financial management over a period of time. Questions had been raised about the TIA strategy and asset utilisation. This resulted in TIA not operating in a manner which was considered to be financially sustainable. It was noted that changes to the TIA leadership are underway.
 - There were aspects of TIA's activities that were found to be operating effectively.

_____ It was noted that the University has been engaged with both TasTAFE and the State government and that the budget allocation was for

the University to accommodate TasTAFE's participation. Management is currently seeking confirmation in writing from the State Government on this matter.

- In respect to the University College, it was noted that the University is currently reviewing the operations of the University College. While a number of associate degrees are proving successful, it was noted that access programs are not currently working, there is branding confusion and a lack of internal alignment which needs to be addressed. This review process is underway and will be subject to UET consideration.
- Positive feedback has been received from the student community on recent updates to the University website.

30-08-2019_UC_2310-6038

Council received the University Performance Report.

██████████ departed the meeting at 1.29pm

Matters for Decision

4.1 * Investment Fund Principles

██████████ joined the meeting at 12.35pm

Investment income from the University's investment portfolio is expected to be a key element underpinning the goal to achieve a sustainable financial budget position by 2025. The principles subject to consideration are:

- Maintain a notional AA credit rating
- Maintain sufficient liquidity to mitigate existential risk
- Support the renew of the necessary physical infrastructure of the University
- Use investment funds to support strategic purposes
- Realise the objectives of endowments funds.

Key matters considered and discussed by Council in support of the motion included:

- Highlighting that previously no rules existed which governed the application and use of the investment portfolio.
- Provision of background and rationale for the development of the investment fund principles noting that Finance Committee undertook a workshop to identify, at a high level, the purpose of the University's investment portfolio and what drives how this fund can be utilised. The focus of the principles is to present a rationale as to why the portfolio exists.
- Noting that currently approximately ██████████ million of investment funds are not committed for specific purposes.
- Querying whether there was any social or environmental probity regarding the application of funds and the extent of flexibility to access funds given that there is currently a request for ██████████ to be withdrawn from the portfolio. It was noted that the University has a separate policy guiding where funds are invested and that the ██████████ being withdrawn is consistent with the investment fund principles and aligns with the University's strategy.

30-08-2019_UC_7010-6235

Council approved the proposed the investment fund principles to support the purpose of the University's investment funds in alignment with the funding strategy.

4.2 * 2020-2024 Budget Principles to Deliver a Sustainable University

To enable the University to fulfil its mission and be financially sustainable, there is a need to achieve an earnings profile that will enable renewal of the University's core learning, teaching and research infrastructure. A set of financial principles has been developed to deliver financial sustainability and these are:

- A sustainable \$30M Earnings Before Interest and Tax (EBIT), excluding investment returns, generated by 2025;
- Maintenance of a strong balance sheet;
- Major project construction costs contained to \$1 billion;
- Dividends from the investment portfolio are available to meet debt servicing and sale and

leaseback obligations.

Key matters considered and discussed by Council in support of the motion included:

- Key aspects of the Financial framework with the core aspect being the achievement of a sustainable \$30m Earning Before Interest & Tax (EBIT) by 2025 which is to be underpinned by modest revenue growth and improvement in cost efficiency.
- Noting the clear linkages to the University's strategic plan which is framed on a five year planning horizon.
- The testing of initial resourcing projections against the Financial Framework through the University's Annual Planning Summit using an interactive financial model.
- The availability of investment portfolio dividends to meet debt servicing and sale and leaseback arrangements.
- Noting the importance of Council having clarity with matters it can directly influence and also confirming the principles which underpin a financially sustainable University.

Council requested an opportunity to test the interactive financial model. It was agreed that opportunity would be offered to Council members at an appropriate time.

30-08-2019_UC_3267-6232

Council approved the principles outlined in the Financial Framework and their application in informing the one-year Budget (2020) and four-year Plan process (2021 – 2024).

30-08-2019_UC_3267-6428

Council requested an opportunity to test the interactive financial model at an appropriate time.

4.3 * Medium term funding solution

A range of matters have been considered by Finance Committee which supports the recommendation to Council to approve the medium term funding solution. Key matters considered and discussed by Council in support of the amended motions included:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

30-08-2019_UC_9826-6245

Council:

•

negotiations with TASCORP which has resulted in a more favourable arrangement where the University takes out \$25 million in term debt together with a \$25 million extension in the existing overdraft facility. This will result in interest only being incurred should the University draw down the overdraft facility which is at a rate more favourable than that of the term debt facility.

The existing motion will be amended for confirmation at the 18 October Council meeting.

4.4 * The Hedberg – funding & status report

Council were provided an update, status report and request for budget increase for the Hedberg project. Key matters considered and discussed by Council in support of the motions included:

- Noting that action has been necessary to reconsider proposed academic offerings and operating model which, if not addressed, would have resulted in the facility not being financially sustainable. Intervention has resulted in clarification of the business model and the return of some original concepts to the Hedberg including the integration of digital futures to music and interdisciplinary offerings.
- Noting that given the approximate [REDACTED] in contract variations, the need to carefully monitor future progress to completion.
- Noting that there are some Conservatorium staff who have been resistant to the new concept. However, there are number of particularly innovative staff who are fully engaged in the development of new offerings and the revised operating model. New approaches have been adopted particularly in respect to the initial briefs, contract management and variance management processes have also improved.
- Acknowledging that critical importance of the facility being a highly utilised asset and establishing courses which will facilitate this outcome.
- The philanthropic arrangements were raised as a potential issue requiring careful management. It was noted that previously there had been no specific campaign to meet funding targets required under the Potter Foundations arrangement, however this has now been addressed.
- Clarifying that the University's contribution to the overall project is [REDACTED].

It was noted that while there were overruns on the Melville Street apartments in Hobart, other major building project developments have been delivered on budget.

30-08-2019_UC_5803-6239

Council approved an increase to the Hedberg funding envelope of up to \$ [REDACTED] to meet increased project scope for building design and fit out ([REDACTED] and project overruns ([REDACTED]), less interest earned on unspent grant funding.

30-08-2019_UC_5803-6240

Council delegated authority to the Vice-Chancellor to approve expenditure within the proposed revised project envelope of [REDACTED].

4.5 * Northern Transformation – Vision and Design Approach

Council were provided with an update on the vision and design approach on Westpark and Inveresk campus developments in the context of the overarching Northern Transformation Program (NTP) vision. Key matters considered and discussed by Council in support of the motion included:

- Acknowledging that there have been learnings from the Hedberg project which have been applied to the NTP.
- Highlighting the critical importance of Built Environment & Infrastructure Committee (BEIC) in oversight of the NTP and ensuring that the design briefs align with the vision. It was noted that as built environment activity increases, BEIC may need to operate in a different manner than has previously been the case. The two newly appointed members to BEIC will significantly boost capability critical for the expected increase in building activity. A further skill requirement for BEIC in the emerging environment is major project management skills.
- Confirming that the design principles incorporate a commitment to creating a campus heart.

30-08-2019_UC_8684-6225

Council approved the vision and design approach that is being adopted to undertake the development of the Inveresk and West Park campuses.

4.6 * Northern Transformation – Newnham Master Plan Update

Council were provided with an update on the Newnham master plan to ensure that Council has visibility over expected outputs from these activities. Key matters considered and discussed by Council in support of the motion included:

- Confirming that there is an existing covenant relating to on-going educational use which is attached to the title, noting that this is not uncommon.
- Noting the importance of a better market sounding process in respect to Newnham property.
- Noting that the Blue Economy Co-operative Research Centre (Blue CRC) will be located with existing Australian Maritime College (AMC) facilities.

30-08-2019_UC_9122-6226

Council approved the proposed vision, principles and master planning process for the development of the Newnham Precinct.

4.7 * Southern Transformation – Built Environment & Infrastructure Committee report

Council were provided with an update on Southern Transformation with focus on proposed process and sequencing. Key matters considered and discussed by Council in support of the motion included:

- Noting the proposed Appreciative Inquiry (AI) process to develop a positive vision and set of principles to guide the development of the University's presence in the city.
- The need for careful management of City of Hobart Council (CHC) rates being levied on University owned properties and in particular managing the expectations of other property owners. It was noted that broadly, University owned property used for commercial purposes would attract CHC rates and this would be addressed through the University paying a rate equivalent to the amount of the CHC. This matter is subject to resolution with the CHC but it is expected that the agreed annual amount would be based on current use, adjusted annually for CPI.

- Confirming that it is the intent that the annual payment would:
 - [REDACTED]
- Noting that the rates equivalent arrangement is a complex matter that is yet to be fully resolved.

30-08-2019_UC_5611-6270

Council:

- approved the general approach to precinct and zone master planning for the Southern Campus
- noted the initial site plan for the West End site that will be used to support further design work.

4.8 * Southern Transformation – Finance Committee report

In the context of the approach for development of the Science, Technology, Engineering and Mathematics (STEM) and Library design briefs for the Hobart City Campus masterplan, Council were provided with an update and a request for authority to engage advisors for the Southern Transformation program. Key matters considered and discussed by Council in support of the motions included:

- The desire to appoint suitably skilled external consultants to assist with development of the academic briefs, noting that a preferred provider has been identified.
- Noting that consideration has been given to a joint State and University library facility. However, it was noted that a State library generally has a broader mission than a University library but acknowledging that there would be benefit from having significantly strong relationship to optimise their respective activities and operations. It was not clear as to whether State funds would be available for a single facility.
- Noting the scale of the sole-source appointment and the need to ensure a sound rationale to demonstrate compliance with the University's procurement requirement. It was noted that the appointment [REDACTED] is subject to verification of value for money and that this may be a matter for consideration by Audit and Risk Committee for inclusion on a future meeting agenda.

30-08-2019_UC_8818-6236

Council notes the proposed approach to develop the Science, Technology, Engineering & Mathematics (STEM) & Library Design Brief and the subsequent development of the Hobart City Campus Master Plan.

30-08-2019_UC_8818-6237

Council delegates authority to the Vice-Chancellor to engage advisers for the Southern Transformation program (subject to financial and legal advice), including:

- the development of the STEM & Library Design Brief (for both the Hobart City Campus and Inveresk) for up to [REDACTED]
- the development of the Hobart City Campus Master Plan for up to [REDACTED]
- [REDACTED]

4.9 * Student Accommodation update

In the context of monitoring demand for student accommodation, and the need to identify strategies to ensure that the University is able to offer accommodation in line with institutional growth targets and projects, a request was made for Council approval for additional budget for additional and replacement accommodation and engagement of architecture design services. Key matters considered and discussed by Council in support of the motions included:

- Noting that the University has initiated negotiations with [REDACTED] for the next tranche of student accommodation which would comprise 450 beds in the south; 350 beds in the north; and 40 beds in the north-west.
- Noting that the extent to which the [REDACTED] budget allocation is to be utilised is contingent on the extent of non-accommodation space within each of the proposed developments.

- Consideration of the impact on the activities of Jane Franklin. It was noted that it is expected that Jane Franklin Council will be considering the viability of the current operating model and potential future options. There is a possibility that Jane Franklin could be incorporated into the University's student accommodation financing arrangement, but this would require careful consideration as it that would significantly increase the level of complexity of the transaction.
- Potential was also noted for the Midcity accommodation option being incorporated into the University's financing arrangement however this had not yet been resolved.

Council were also provided with an update on an emerging concept for the re-working of the ground floor Melville street apartments which would expand STEM literary engagement, the Underwood Centre and make the site more accessible to the public.

30-08-2019_UC_6678-6241

Council:

- approved the proposed model and approach for the addition and replacement of student accommodation in Launceston, Hobart and Burnie, including the provision of an additional budget for University spaces in the developments capped at an overall contribution of █████ across an additional development in Burnie, two developments linked to Inveresk and the West End development in Hobart.
- delegated authority to the Vice-Chancellor to enter into contracts for architecture design services for the West End student accommodation development in Hobart (up to █████) and two student accommodation developments in Launceston (up to █████), subject to financial and legal advice.

4.10 * PropertyCo update and property transfers

This item was discussed ahead of item 3.3.

Council were provided with a proposed timeline for progressing the management of surplus properties and a request for Council approval for the transfer of two properties to the entity established for that purpose. In addition, through Remuneration & Nominations Committee recommendation, Council considered the initial appointment of four directors to that entity. Key matters raised and discussed in support of the amended motions included:

- Clarifying that the identified properties were not at this point considered to be properties to be held for the long-term and that they are not expected to create unexpected taxable issues for the new entity.
- Requesting that environmental probity be added to the attributes to guide and manage the future use of the Property Assets.
- Highlighting that Council will have enduring oversight of the new entity's operations and that the entity would operate within a Council approved mandate.
- Querying whether there would be limited terms for the directors of the new entity. The terms of University directors of the new entity would be subject to the length of terms on Council or as an employee of the University and in this regard these officers would be considered ex officio appointments. In respect to the external directors, consideration needs to be given to their terms and this has yet to be undertaken. It is noted that the new entity would be owned by the University and accordingly, Council would have control over the appointment and removal of directors. The entity could be incorporated now noting that Council will have the ability and authority to change the membership of the entity's board and tenure of directors at any time.
- Noting that the establishment of a separate legal entity would provide benefits of limited liability and the existence of a separate entity that can focus specifically on property matters with oversight from Council.

The appointment of University directors to the new entity, deferred from agenda item 2.4 Remuneration & Nominations, was also considered and supported by Council.

30-08-2019_UC_3463-6243

Council:

- delegated authority to the Vice-Chancellor to name the new entity established for managing surplus University property prior to incorporation.
- approved the transfer of 301 Sandy Bay Road, Sandy Bay and 6 Grace Street, Sandy Bay to the new entity established for managing surplus University property.

30-08-2019_UC_3463-6429

Council requested that environmental probity be added to the attributes to guide and manage the future use of the Property Assets.

4.11 * Blue Economy CRC Participants Agreement

30-08-2019_UC_2713-6269

Council delegated authority to the Vice-Chancellor to sign the Blue Economy CRC Participants Agreement subject to satisfactory legal and financial advice.

4.12 Kangaroo Bay Opportunity

The University has been approached by the Office of the Coordinator General as to the University's involvement at Kangaroo Bay. Council were requested to consider the merits of strategic alignment with the proposed initiative and enter into a commercial arrangement. Key matters raised and discussed in support of the amended [REDACTED]

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

Council requested that the motions presented for consideration be subject to management undertaking further activity to clearly understand the community impact and reputational risks to the University should the proposed commercial arrangement proceed.

[REDACTED] expressed his desire to dissent on the presented motions provided on the basis of scale and the extent of risk exposure to the University.

30-08-2019_UC_1609-6228

Subject to management undertaking further activity to clearly understand the community impact and reputational risks to the University should the proposed commercial arrangement proceed, Council:

- approved the proposed commercial arrangements with Chambroad, [REDACTED] ([REDACTED]) and the State Government as it relates to the future teaching of a new Hotel Management/Hospitality course (the Kangaroo Bay opportunity) as outlined in the Draft Terms Sheet, including a [REDACTED] and an up-front investment by the University of [REDACTED].
- delegated authority to the Vice-Chancellor to enter into contracts relating to the commercial arrangements for the Kangaroo Bay opportunity that are materially consistent with the Draft Terms Sheet, subject to financial and legal advice and due diligence.

4.13 Ordinance 9 - Student Academic Integrity

30-08-2019_UC_1822-6223

Council:

- revoked Ordinance 9 Student Discipline from 1 January 2020.
- approved Ordinance 9 Student Academic Integrity to take effect from 1 January 2020
- resolved that Ordinance 9 Student Academic Integrity is to be sealed.

4.14 Continuation of Participation - Defence Science Partnerships Program

30-08-2019_UC_8086-6224

Council approved the University's continued participation in the Australian Government's Defence Science Partnerships program through execution of the Defence Science Partnering Deed (DSP 2.0) which will be signed within delegation

4.15 Establishment of a tropical lobster hatchery at IMAS, Taroom

Council considered the merits of a commercial arrangement to enable construction and operation of a pilot lobster hatchery at IMAS, Taroom. Key matters raised and discussed in support of the motion included:

- Requesting clarification of the proposed commercial opportunity. Accordingly, it was noted that:
 - the inception of this opportunity and the deal was done well before the arrival of the Vice-Chancellor
 - while not disadvantaging the University, the commercial arrangement does not maximise return on investment
 - the deal to access the intellectual property was particularly complex
- Noting that the University has considered a number of models to better leverage value from commercialisation of activities and intellectual property.
- A desire to build capability and establish a culture which will better protect intellectual property assets and deliver greater economic return for the University.

30-08-2019_UC_1367-6221

Council delegated authority to the Vice-Chancellor to sign legal documentation, including a lease, to enable construction and operation of a pilot lobster hatchery at IMAS, Taroom.

4.16 Eastern Fibre Amended Agreement

30-08-2019_UC_4719-6229

Council delegated authority to the Vice-Chancellor to sign the Amended Eastern Fibre Agreement to accept the substitution of Fortytwo 24 for TasNetworks, to perform telecommunications services under the terms of the pre-existing Eastern Fibre Agreement (dated 1 July 2006).

4.17 2020 University Planning Calendar

30-08-2019_UC_6387-6244

Council:

- received the proposed the University of Tasmania calendar 2020
- noted the Council & Committee meeting dates.

Matters for Discussion

5.1 * Report from Audit & Risk Committee

The Chair provided an update to Council and key matters discussed including:

- Highlighting that a focus of the TEQSA re-registration process has been corporate and academic

governance and the importance that how these matters are addressed are being closely monitored by Council

- Noting the quality of the College of Science & Engineering (CoSE) executive risk review report.
- Highlighting that the financial audit strategy had identified some significant matters to be addressed in 2019. In particular, given that Council has resolved to adopt the Hobart city centric model, the valuation of land and buildings held by the University will be impacted. It is important that the approach to valuation of land and buildings is agreed with the Auditor-General well in advance of the end of the 2019 financial year.
- The scale and complexity of the University's compliance obligations, noting that there is a dedicated resource assigned to managing the compliance framework.

30-08-2019_UC_8931-6271

Council received the report from the Chair of Audit & Risk Committee.

Matters for Noting

6.1 Report from Academic Senate Meeting

30-08-2019_UC_8200-6430

Council received the report from the Chair of Academic Senate.

6.2 Report from Chair of Built Environment & Infrastructure Committee

30-08-2019_UC_4077-6273

Council noted the Built Environment & Infrastructure Committee Chair report.

6.3 Report from Finance Committee

30-08-2019_UC_1192-6272

Council noted the Finance Committee Chair report.

6.4 Council Committee Minutes

30-08-2019_UC_1707-6222

Council received the draft minutes of these Committees:

- Academic Senate (19 July 2019)
- Audit & Risk Committee (1 August 2019)
- Built Environment & Infrastructure Committee (2 August 2019)
- Finance Committee (8 August 2019)
- University Foundation Committee (15 August 2019).

6.5 Transformation Operating Model

30-08-2019_UC_3171-6275

Council received the Transformation Operating Model.

6.6 2019 Council Meetings Framework

30-08-2019_UC_8014-6061

Council received the update on the 2019 Council Meetings Framework.

Other Business

7.1 * Other Business, Confidential Items and Future Meetings

1. Other Business

There was no other business.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. Meeting Dates

- Friday 18 October – Launceston (University Dinner Thursday 17 October)
- Friday 6 December – Hobart.

Meeting closed at 3.10pm.

Strictly Confidential**COUNCIL**

A meeting of the University Council was held by circular on 1 October 2019.

Alastair McDougall
Secretary

UTAS Properties Pty Ltd

19/circ6/1 Council:

- delegated authority to the Vice-Chancellor to take the necessary steps, including signature of legal documents to establish the new entity UTAS Properties Pty Ltd, subject to appropriate legal and financial advice.
- Subject to the addition of the word 'environmental' to clause 4.2(b)(ii), approved the Constitution for the new entity, UTAS Properties Pty Ltd.

'Matter for Member Consideration'

That cl 4.2 (b) of the Constitution of [UTAS Properties Pty Ltd] be amended to read:

b. guide and manage the future use and value of the Property Assets, including through the development of commercial and residential precincts in Tasmania in a manner that promotes and is consistent with:

- (i) the University's financial sustainability; and
- (ii) the social, cultural, environmental and economic welfare of the community;

Council

The University Council met in the AMC Boardroom, Newnham Campus from 9:00am.

PRESENT: The Chancellor (The Honourable Michael Field) in the Chair, Vice-Chancellor (Professor Rufus Black), Professor Natalie Brown, Ms Jenny Burgess, Mrs Susan Chen, Mr Harvey Gibson, Mr Paul Gregg, Mr James Groom, Ms Ella Hilder, Distinguished Professor Jamie Kirkpatrick, Professor Kwong Lee Dow and Ms Pip Leedham and Mr Corey Peterson.

[REDACTED] attended for all items other than members only.

Mr Alastair McDougall attended as Secretary.

Attendees:

[REDACTED] attended for the Strategic session on Revenue Generation by 2025. Mr Barling also attended for the University Performance Report session.

Distinguished Professor [REDACTED]) attended for item on Truth, apology and reconciliation.

[REDACTED]) attended for the item on Kangaroo Bay Opportunity.

Introductory Items

1.1 *Introductory Items

1. Apologies

There were no apologies.

2. Declarations of interest

There were no new declarations of interest.

3. Minutes

18-10-2019_UC_4303-6041

Council confirmed the minutes of the meeting held on 30 August 2019 (as amended) and the meetings held by circular on 23 August and 1 October 2019.

Amended motion:

30-08-2019_UC_9826-6245

Council:

- approved an increase to the University's borrowing of [REDACTED] million comprised of [REDACTED] million in term debt and a [REDACTED] million extension in the overdraft facility.
- approved a potential drawdown from the Investment Portfolio of up to [REDACTED] million, as part of a medium-term funding strategy to meet cashflow requirements over the next 2 years.
- authorises management to explore the sale and leaseback opportunity [REDACTED] and report back to Council.

4. Actions

18-10-2019_UC_4303-6650

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

The motions relating to the unstarred items were passed in a block-

- 2.4 Nomination for Emeritus Professors
- 2.5 Council Member Survey Feedback - progress
- 4.4 Membership of Water Research Australia Limited
- 4.5 Amendments to Ordinance 33 Academic Dress
- 4.6 Revocation and Reissue of Awards
- 6.1 Consultancy services Hobart City campus master planning
- 6.2 2019 Council Meeting Framework.

Members Only

2.1 *Members Only

Members of Council met in closed session and the following matters were raised:

University Dinner

- The evening was considered successful and had a very positive atmosphere.
- The Vice-Chancellor was thanked for delivering the introduction in *palawa kani*.
- Positive feedback has been received in respect to the relocation of the National Automobile Museum of Tasmania from Willis Street to their new site in Lindsay Street.

UCC Meeting update

The key matters raised for discussion at the recent University Chancellors Council (UCC) meeting included:

- The relationship between Universities Australia (UA) and the Federal Minister for Education was queried given the recent formation of a separate advisory group to the Minister, of which Professor Black is a member. There was a sentiment that the relationship between UA and the Minister needs to be recalibrated. With the emergence of the focus on governance matters in the corporate sector, the role of Chancellors and Councils will likely evolve and this may present challenges for some Vice-Chancellors and Universities Australia. It was also noted that there appears to be a disconnect between Chancellors and Vice-Chancellors with only some Vice-Chancellors actively supporting UCC outcomes. Regardless, the fostering of a more constructive relationship is acknowledged to be on a journey.
- The dates for the Australian Institute of Company Directors (AICD) courses for 2020 have been announced and this course is recommended for incoming Council members.
- The scale of Vice-Chancellor salaries, particularly in light of recent events at Bath University in the United Kingdom (UK), noting that the Committee of University Chairs in the UK have adopted a Senior Staff Remuneration Code. It is envisaged that a draft Code will likely be developed in Australia. Following feedback from UCC, Mercer will be providing a further Vice-Chancellor remuneration benchmarking report based on more sharply defined terms of reference. In addition, it was noted that there was an apparent willingness for senior university executive salaries, including Vice-Chancellors, to be fully disclosed in the annual report for each University. It is acknowledged that the UCC does not set Vice-Chancellor salaries as this is a responsibility that resides with each governing University Council.
- The 'French Model Code' as referred to in the French Report was adopted in principle however there was acknowledgement that there may need to be some tailoring of the code to meet specific requirements of individual University circumstances.

Wilderness Degree

There was an observation that the delivery of the Wilderness degree could be impacted as a result of recent activities and pressures to meet financial budget targets. It was noted that:

- The strategy setting and budget process is being reworked so that they will be done together to assist with better alignment of strategy and budget which help reduce these type issues in future.

- People are still working through the complex challenges of building a differentiated offering while working to achieve a financial sustainable outcome.
- Encouragement was given to raise these issues as they arise with the management team because getting where we need to be will be a work in progress.

It was queried, given the operational nature of this matter, whether this is a matter for management to resolve rather than for detailed discussion at Council. The matter was noted for management follow up.

Australian Maritime College

Council members were thanked for their support of the Australian Maritime College by attending functions and events during a challenging period for the College.

2.2 * Chancellor Selection Committee

The Chancellor, Mr Field, vacated the Chair at 9.30am and the Chair was assumed by the Deputy Chancellor, Mr Gibson

An update was provided to members noting that the Chancellor Selection Committee met on 17 September 2019. Specific matters highlighted included:

- The field of candidates had been reduced to seven.
- The focus of the Committee has been on identifying the right candidate which may require a degree of flexibility and innovation as it relates to the future role of Chancellor.

The Committee will next convene in mid-November 2019 and the Chair will provide a further update to the December 2019 Council meeting.

18-10-2019_UC_1717-6043

Council received the update on the Chancellor search process.

The Deputy Chancellor, Mr Gibson, vacated the Chair at 9.35am and the Chair was assumed by the Chancellor, Mr Field.

2.3 * External Review of University Council Operations

There were no further amendments to the proposed terms of reference for the external review of Council operations.

18-10-2019_UC_0796-6594

Council approved the terms of reference for the external review of Council.

2.4 Nominations for Emeritus Professor

18-10-2019_UC_7604-6630

Council approved the conferral of the title of Emeritus Professor on:

- [REDACTED]

2.4 Council Member Survey Feedback - progress

18-10-2019_UC_9236-6649

Council noted the progress on the Council Member Survey Feedback.

[REDACTED] joined the meeting at 9.35am

Strategic and Performance Sessions

3.1 * Revenue generation by 2025

Significant effort is required to lift the University's revenue to enable the delivery of a \$30m profit result by 2025. The presentation to Council highlighted that increasing interstate market share is essential to meeting that target and that the University is currently not equipped to effectively attract mainland students. A pathway forward was identified requiring significant effort focussed on strategic initiatives to lift revenue in the long-term.



The proposed way forward is to focus on strategic initiatives to lift revenue in the long-term. In particular it was noted that:

- There is basis to differentiate the University's brand and a new brand framework is in development. It was also noted that high enrolment fees are often considered a proxy for high quality.
- The University's website is being progressively upgraded.
- Target student cohorts are being segmented to focus effort.
- A pilot interstate campaign has been initiated for 2020 with a 'below the line' strategic approach being adopted and supported through digital channels. This is considered a more cost effective approach than a traditional broadcast media marketing strategy.
- Admissions and pathway processes are being refreshed.
- College led initiatives have been identified and are being progressed to drive up 2020 student numbers.

Key matters discussed included:

- The unique challenges for the University presented by the demographics of Tasmania and that while acknowledging the long term nature of this issue, the government's interventions to date have not significantly changed the trajectory of student performance and educational attainment within the state.
- The need for strategies to be focussed on those factors which are able to be controlled at least to some extent.
- Noting that on trajectory of last decade, the University will not currently have sufficient student numbers to sustain the breadth of existing course and unit offerings.
- Noting that the University's attrition rate significantly exceeds the national average.
- While the state's demographics are reducing the number of University students the state's economy, based on detailed modelling the University has done, requires more skilled graduates than we will produce.

- The brand framework is comprised of a number of components. There seems to have been confusion in how the University has presented itself to the market over a number of years. Linking brand to the sentiments of 'our island is your campus' articulated in the Strategic Plan was considered a positive step.
- Simplification of the curriculum is not an easy change management task and is one that needs to be addressed incrementally.
- Querying why the University does not admit any student conditionally who wants to come. It was noted that doing so, while reducing processing time upfront, would significantly impact attrition. It is important that the University works with our prospective students to guide them to the most appropriate course. In addition, conditional admissions may also impact perceptions of quality in the marketplace. The University's admission processes are being subjected to review to ensure the right balance between effectiveness and efficiency.
- The focus on growing revenue is critical and the following factors were considered to be of importance:
 - maintaining visibility and presence in Tasmanian schools.
 - being able to clearly articulate the nexus between education and improved job prospects is one that will likely resonate with Tasmanians
 - the need to collaborate and maintain on-going dialogue with key stakeholders, including the Department of Education and Brand Tasmania, to mutually benefit all.

Council were informed that key priorities for management, in terms of time commitment and focussed effort, were the Northern and Southern Transformation projects, Revenue Steering Committee and LEAN Steering Committee.

18-10-2019_UC_6984-6668

Council received the presentation on Revenue Generation by 2025.

██████████ left the meeting at 11.04am

3.2 * University Performance Report

This item was discussed after item 4.2
 ██████████ joined the meeting at 1.16pm

Key matters highlighted included:

- Noting that this version Performance Report presents the operational performance against our Strategy and will be completed in the December report with section tracking performance against our strategic goals. The structure of the report is aligned to the University's Strategic Plan and will be shared with other key decision making forums within the University.
- The recent announcement that the University has been re-accredited for a further seven years, with two considerations was a positive outcome and this has been reported in the media in a positive light.
- The Tasmanian Audit Office report on the University's Student Accommodation was tabled in State Parliament today. The report included four recommendations and recognised the University's efforts in being responsive to a challenging accommodation market. This has also been reported favourably by media outlets.
- Management are in a mid-budget development period which is identifying challenges in meeting revenue targets.

In discussing the Performance Report the following matters were highlighted:

- Members provided positive feedback on the report's format and sought clarity on some specific metrics including:
 - reasons as to why Full Time Equivalent (FTE) staff numbers have increased. This is due largely to increases staff requirements in Nursing, Master of Information Technology and Systems (MITS) and campus transformation staff.
 - Querying whether students paid as casual employees were included in the casual staff metrics. It was confirmed that this is the case and that if required these could be reported separately to Council in the future.

██████████ It was reported that there is

currently a very strong focus on the rapid development of a safety first culture across the University, but more particularly within College of Sciences & Engineering (CoSE) which undertakes a number of higher risk activities, particularly within technical facilities.

██████████ re-joined the meeting at 1.37pm

- Whether the unfavourable \$3m core operating result was foreseen and whether this could have been further constrained. It was noted that the scale of this result was not fully expected and was largely due to a softening in revenues, particularly within the College of Arts, Law and Education (CALE), non-core offerings and also increased staff costs due to increased staff headcount and rising leave balances. Leave balances are now subject to greater levels of scrutiny and action to reduce. It was also noted that going forward, there will be greater need for substantiation, scrutiny and accountability for revenue projections. It was further noted that it is critical that offers to prospective students are issued early as this has a substantial impact on the revenue pipeline.

18-10-2019_UC_4058-6645

Council received the University Performance Report.

██████████ left the meeting at 1.43pm

Matters for Decision

4.1 * Truth, apology and reconciliation

This item was considered before item 3.2

██████████ joined the meeting at 11.20am

This item presented information about the University's knowledge on actions previously undertaken by the University and a rationale for an apology with the Aboriginal community in Tasmania. An apology by the University will help the relationship move forward, bringing with it a fundamental understanding of place, central to the University's strategic direction. This matter is one that brings with it a fundamental understanding of place which is central to the University's strategy.

Key matters raised for discussion in support of the motions included:

- Noting the importance of this matter not only for the University but for Tasmania given the role the University plays within the State.
- The need to address this matter before the University relocates the Sandy Bay campus to Hobart's CBD.
- Noting that recognition is planned to occur at a public event on 4 December 2019 in recognition of the anniversary of the death of Mannalargenna.
- The unanimous support of the University Executive Team (UET) in making this recommendation to Council to consider and formally approved a whole of institution commitment.
- The deeply personal impact that an apology will have for many individuals.

Matters raised by Council included:

- Querying whether there would be similar recognition in the future at Inveresk and West Park campuses. It was noted that Domain House, being the original home for the University in Tasmania, would be the initial point of recognition, however there could be some recognition at other campuses in the future.
- Querying whether the apology would be accepted by our first people. It was noted that full acceptance could not be guaranteed, however the permission to use the *palawa kani* language in the text of the apology was a very positive sign.
- Querying whether there had been consultation with former University staff or families of former staff members and the likelihood that there will be a need to proactively manage relationships with impacted families. It was noted that these matters may present a degree of discomfort and will require careful and sensitive management.
- Noting that there could well be further instances which may come to light in the future of which the University is not currently aware.

Council formally acknowledged and offered gratitude to Professor Walter in her leadership in development of the University's apology and building and strengthening relationships

Council unanimously supported each of the motions and these were passed without exception.

18-10-2019_UC_6010-6640

Council:

- Recognises and acknowledges the evidence of wrong-doings by the University Tasmania to Tasmania's Aboriginal Community.
- Recognises and acknowledges that truth telling of the University of Tasmania's involvement in these wrong-doings is a prerequisite for forging a reconciliation.
- Approved that the apology will be made at a public event, at the Domain and a plaque of the apology will be unveiled at this event.
- Approved the wording of the draft apology regarding the University's past wrong-doings to the Tasmania Aboriginal Community.



left the meeting at 11.36 am

4.2 * Naming of spaces within the Hedberg

In considering the recommendations, the importance of there being suitable guidance on naming of building and spaces was noted to ensure that any risks associated with the expectations of beneficiaries are not raised during the process of consideration, particularly prior to any formal decision making of Council.

It was also confirmed that there would be two spaces named in recognition of the late Dr Venessa Goodwin.

18-10-2019_UC_9986-6631

Council approved that the Recital Hall within the Hedberg building be known as The Ian Potter Recital Hall, in acknowledgement and honour of their substantial grant to the project.

18-10-2019_UC_9986-6632

Council approved that the City Room and Roof Garden as part of The Hedberg building be named as The Vanessa Goodwin City Room and The Vanessa Goodwin Roof Garden in acknowledgement and honour of the late Dr Vanessa Goodwin and her bequest to the University.

18-10-2019_UC_9986-6633

Council approved that the University of Tasmania's Conservatorium of Music entry foyer and student amphitheatre area on the ground floor of the Hedberg building be known as the Claudio Alcorso Foyer.

4.3 * Kangaroo Bay Opportunity



[REDACTED] joined the meeting at 11.55am

[REDACTED]

[REDACTED] joined the meeting 12.26pm

In discussing the opportunity, it was noted that:

[REDACTED]

Mr Fergusson left the meeting at 12.34pm

Further Council discussion included:

- Querying whether this was a critical project in the context of other activities being considered and progressed by senior management within the University. It was noted that should the development not proceed, there would be significant time and effort required to manage key stakeholders and mitigate reputational issues which would likely arise. It was reiterated that the break clauses incorporated in contractual arrangements would enable the University's withdrawal should certain thresholds not be met.
- Noting the need to be clear and transparent to the community on the basis for proceeding
- Noting that Council were satisfied that community impact and reputational risks would not be detrimental to the University should the proposed commercial arrangement proceed.

18-10-2019_UC_1197-6635

Council received and noted the report on the Kangaroo Bay opportunity.

4.4 Membership of Water Research Australia Limited

18-10-2019_UC_6203-6639

Council :

- Approved the Membership to Water Research Australia Limited (WRAL).
- Delegated authority to the Vice-Chancellor to sign the relevant documents necessary to establish membership to WRAL.

4.5 Amendments to Ordinance 33

18-10-2019_UC_4927-6634

Council approved the amendments to Ordinance 33 Academic Dress

4.6 Revocation and reissue of Awards

18-10-2019_UC_3272-6636

Council revoked the award Bachelor of Nursing for graduate 387781 [REDACTED] conferred 09 December 2017 and confers the same award in the name [REDACTED].

18-10-2019_UC_3272-6637

Council approved the reissue of a testamur for award Bachelor of Arts for graduate [REDACTED] conferred 17 August 2019 to correctly list majors completed.

Matters for Discussion

5.1 * Report from Academic Senate Meeting

Key matters highlighted included:

- The presentation on blended learning and how the choice of delivery methods has successfully impacted the Cradle Coast campus.
- Progress being made on addressing the recommendations arising from the External Review of International Recruitment and Admissions Practices (Winchester Review) and in particular the re-establishment of the Admission Committee which reports to both Academic Senate and the University Executive Team. It was queried as to whether the establishment of this committee was counter to the desire to reduce the number of Academic Senate sub-committees. It was noted that while there remains further work to review and rationalise Academic Senate Committees, the Admissions Committee performs a critical and focussed function within the academic governance structure of the University.

18-10-2019_UC_6076-6644

Council received the report and the draft minutes of the Academic Senate meeting held on 6 September 2019.

5.2 * Report from Audit & Risk Committee

Key matters highlighted included:

- The impressive executive risk report and presentation from the Division of the Vice-Chancellor. The initiative to establish within the division the Tasmanian Policy Exchange to make a strategic contribution to shaping Tasmania's future and contribute to the University's strategic outcomes and civic leadership role was commended. It is envisaged that this forum will work closely with State Government to better understand and analyse some of the unique and complex issues confronting Tasmania and do this in a non-politicised manner.
- Noting that the whole of University risk profile remains in a developmental phase, the Committee provided feedback and input with the expectation that the matter is expected to be considered by Council at the December 2019 meeting.
- Noting that, notwithstanding amendment to the executive summary of the Privacy internal audit report, there were some matters identified for focussed activity within the College of Health and Medicine.
- Progression of the 2020 internal audit plan.

18-10-2019_UC_8183-6641

Council received and noted the report and draft minutes of the 18 September 2019 Audit & Risk Committee meeting.

5.3 * Report from Chair of Built Environment & Infrastructure Committee

Key matters highlighted included:

- Noting that the document on the approach to governance oversight for infrastructure developments will be a working document. Given the scale and volume of infrastructure projects underway and foreshadowed, the Committee envisages a more active governance role and this would likely result in the Chair interacting more regularly with key management.
- Reporting infrastructure project progress to the Committee would focus on key milestones.
- The two new members of the Committee have been particularly active
- Noting that the Appreciative Inquiry workshop will take place on 27 and 28 November 2019 in Hobart. Council members are welcome to attend and an invitation will be circulated to members.

It was queried as to whether academic staff input would be solicited to inform future infrastructure developments. It was noted that this process was underway through Colleges, School and academic staff members noting also that the student experience is critical to the campus development process.

18-10-2019_UC_0406-6642

Council received and noted the report and draft minutes of the 20 September 2019 Built Environment & Infrastructure Committee meeting.

5.4 * Report from Finance Committee

Key matters highlighted included:

- The focus of the Committee to operate at the principle and framework level.
- Querying the recent decision of Jane Franklin Hall (JFH) to not participate in the next student

18-10-2019_UC_3491-6647

Council received and noted the report and draft minutes of the 26 September 2019 Finance Committee meeting.

Matters for Noting

6.1 Consultancy services Hobart City campus master planning

18-10-2019_UC_2734-6679

Council noted the intended procurement approach to engage consultancy services to undertake Hobart City campus master planning and landscaping development.

6.2 2019 Council Meetings Framework

18-10-2019_UC_9640-6680

Council received and noted the update on the 2019 Council Meetings Framework.

Other Business

7.1 * Graduation in Absentia

18-10-2019_UC_4273-6638_

Council approved the applications for the conferring of awards.

Student ID	Award Formal Name 1	Award Title
[REDACTED]	[REDACTED]	Doctor of Philosophy
[REDACTED]	[REDACTED]	Graduate Certificate in Research
[REDACTED]	[REDACTED]	Graduate Certificate in Road Engineering and Construction
[REDACTED]	[REDACTED]	Graduate Diploma of Nursing (Critical Care Nursing)
[REDACTED]	[REDACTED]	Graduate Certificate in Infrastructure Asset Management
[REDACTED]	[REDACTED]	Graduate Certificate in Nursing (Acute Care Nursing)
[REDACTED]	[REDACTED]	Graduate Certificate in Nursing (Emergency Nursing)
[REDACTED]	[REDACTED]	Doctor of Philosophy

7.2 * Other Business, Confidential Items and Future Meetings

1. Other Business

There was no other business.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. Meeting Dates

- Friday 6 December – Hobart.

Meeting closed at 2.12pm.

Council

Following a tour of the Purpose Built Student Accommodation (PBSA2) development in Melville Street, Hobart, the University Council met in the Council Room, Sandy Bay Campus from 9:43am.

PRESENT: The Chancellor (The Honourable Michael Field) in the Chair, Vice-Chancellor (Professor Rufus Black), Professor Natalie Brown, Ms Jenny Burgess, Mrs Susan Chen, Mr Harvey Gibson, Mr James Groom, Ms Ella Hilder, Distinguished Professor Jamie Kirkpatrick, Professor Kwong Lee Dow and Ms Pip Leedham and Mr Corey Peterson.

[REDACTED] attended for all items other than members only.

Mr Alastair McDougall attended as Secretary.

Attendees: [REDACTED] attended for the Performance Based Funding Presentation.

[REDACTED] attended for the Appreciative Inquiry Outcomes.

[REDACTED] attended for the 2020 Budget Approval.

[REDACTED] attend for the Governance Instruments Project.

Professor Black absented himself from the Introductory Items and Vice-Chancellor Performance Review agenda item

Introductory Items

1.1 *Introductory Items

1. Apologies

Mr Paul Gregg was granted leave of absence.

2. Declarations of interest

[REDACTED]

3. Minutes

06-12-2019_UC_15725-6982

Council confirmed the minutes of the meeting held on 18 October 2019.

4. Actions

06-12-2019_UC_8988-6983

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

The following agenda items were starred for discussion:

- 4.10 Proposed restructure of the School of Medicine
- 4.12 Australian Antarctic Partnership Program - 2nd Gateway

The motions relating to the unstarred items were passed in a block-

- 2.4 External review of University Council operation
- 4.8 Amendments to Ordinance 33 Academic Structure
- 4.9 Jobs and Growth in Tasmania - Deed variation
- 4.11 Sustainable Onshore Lobster Aquaculture
- 4.13 ARC Special Research Initiative - Antarctic Science
- 6.1 2020 Planning Calendar
- 6.2 2019 Council Meetings Framework.

Members Only

2.1 *Members Only

Members of Council met in closed session and the following matter was raised:

Chancellor Selection Committee update

Members were provided with a brief update on the selection process. It was noted that discussions are underway with an interested party and that a further update will be provided in the new year.

2.2 * Vice-Chancellor Performance Review

This matter was considered prior to agenda item 2.1

The Chancellor provided an overview of the Vice-Chancellor performance review process and the key matters for reporting to Council.

The process of review included the following elements:

- The Chancellor discussed and agreed the assessment and feedback process with the Vice-Chancellor.
- The Vice-Chancellor documented key performance objectives for 2019 together with a self-assessment. The Vice-Chancellor has also developed performance objectives for 2020.
- The Chancellor confidentially solicited views and perspectives on the Vice-Chancellor's performance from selected internal and external stakeholders.
- An evaluation panel was formed to review observations and feedback.
- The Chancellor met with the Vice-Chancellor to discuss the observations and feedback.

Individuals engaged in the review process included the Vice-Chancellor; the Premier of Tasmania; the Mayors of City of Hobart, City of Launceston and Burnie City; selected Council and University Executive Team (UET) members.

Key matters reported to Council included:

- The feedback was overwhelmingly positive noting that the Vice-Chancellor was considered to be very approachable, positive, down to earth, a good listener, consistent, very strategic and very committed to Tasmania.
- Some observations and opportunities were identified, and these have been provided to the Vice-Chancellor.
- Confirming the following suggested future actions:
 - As part of regular catch ups, a brief discussion between the Chancellor and Vice-Chancellor to 'check in' on progress with goals detailed in the VC's 'Individual Work Plan 2019-2020' (May 2020).

- The Vice-Chancellor to undertake a self-assessment of performance against the 'Individual Work Plan 2019-20' to be discussed with the Chancellor in November 2020, with an update to be provided to the December 2020 Council meeting.
- A full performance review of the Vice-Chancellor is to be conducted within 12 months of a new Chancellor commencing.

Matters raised for discussion included querying whether the views represented a rather narrow perspective which may impact the quality of the findings. It was noted that the process was genuine and robust and that opportunities for areas of improvement were identified and these have been communicated to the Vice-Chancellor. It was suggested that future performance assessments could consider mechanisms, such as a survey tool, for soliciting feedback from a wider set of stakeholders.

06-12-2019_UC_5630-6984

Council received and noted the report on the Vice-Chancellor's performance review for 2019.

Professor Black joined the meeting at 9.56am

2.3 * Remuneration and Nominations Committee

While considered, Mr Groom and Professor Lee Dow were not requested to leave the meeting for this agenda item.

06-12-2019_UC_13026-6985

Council appointed Mr James Groom as Chair of the Finance Committee for a term commencing on 1 January 2020 and ending on 31 December 2021.

06-12-2019_UC_13026-7076

Council appointed Professor Kwong Lee Dow for a 1-year extension on Audit & Risk Committee concluding on 31 December 2020.

06-12-2019_UC_13026-7077

Council appointed Professor Elaine Stratford for a 1-year extension on Built Environment & Infrastructure Committee concluding on 31 December 2020.

06-12-2019_UC_13026-7078

Council reappointed Dr Michael Stoddart and Professor Margaret Otlowski to the Tasmania University Union Inc Board for a term concluding either the earlier of 30 June 2020 or the appointment of two members to the TUU Inc Board following proposed amendment to the TUU's Constitution.

2.4 External Review of University Council operation

The Chancellor provided an update on the status of the review, noting that the process to select a preferred service provider was nearing conclusion with the expectation that the review would be concluded in the third quarter of 2020.

It was requested that remuneration of staff members on Council be considered within the scope of the review.

06-12-2019_UC_13288-7034

Council noted the update on progress with the External Review of Council.

06-12-2019_UC_13085-7079

Council requested the remuneration of staff members on Council be included within the scope of the review.

Strategic and Performance Sessions

3.1 * University Performance Report

Key matters highlighted included:

- The UET has undertaken a strategy implementation session. Coming out of that was a focus ensuring our course offering is significantly simplified and made more distinctive. The Vice-Chancellor's effort and focus continues been directed to revenue generation, campus transformation and lean processes. The Steering Committees for these areas are working well.
- In addition, culture and behavioural change remains a key area of focus, and in particular the desire to implement more contemporary ways of supporting our people.

Key raised for discussion included:

- Querying whether scheduling Council approval of the annual budget in December presented challenge for effective management of contract staff across the University. It was noted that, while Council may approve the annual budget in December, resourcing commitments are generally known and confirmed in September.
- Querying whether reducing the number of courses and units may result in unintended consequences and highlighting the importance of ensuring that broad consultation takes place during this process. It was noted that course and unit reductions will incorporate broad consultation and that this has been allowed for in the proposed changes to the strategic and budget planning cycle to be implemented from 2020. The changes to this process will promote conversation and decision-making at more appropriate points in the annual lifecycle of the University. It was queried as to whether this proposed approach would be effective given the intent for course and unit reductions has been an area where significant progress has not been achieved over a number of years. The revised approach will bring both a top down and bottom up perspective with the intention to reduce the number of courses offered by approximately half. The intent is for the approach to deliver step change and is being overseen by the Vice-Chancellor and the Provost, with impact on the number of courses offered expected to be evident in 2021.

- [REDACTED]

06-12-2019_UC_4595-6049

Council received the University Performance Report.

3.2 * Performance Based Funding Presentation

[REDACTED] joined the meeting at 10.36am

The Performance Based Funding (PBF) scheme, released in June 2019 by the Commonwealth Department of Education, details the requirements that universities must meet to obtain an increase in their undergraduate cap. Council received a presentation on the key aspects of the scheme and the actions being taken to ensure the University maximises performance and future cap on undergraduate places.

Key matters highlighted in the presentation included:

- Noting that the introduction of Performance Based Funding by the Commonwealth Government requires a sharpened focus on retention and the student experience.
- The Demand Driven System (DDS) has stimulated the most rapid growth in higher education since the 1950's, and between 2010 – 2017, had great success in lifting domestic student participation in higher education.
- In 2017, the number of undergraduate places was capped, but based on projections the University will not reach the undergraduate cap until 2023. There is also capacity within pre-degree cap, due to additional places being negotiated.
- PBF now provides future allocations of funding based on a university's performance across four key measures being:
 - Graduate employment outcomes. Based on existing measures the University would be eligible for the full amount of available funding.

- Equity group participation. [REDACTED]
- Student experience. [REDACTED]
- Student success. [REDACTED]
- Under the scheme, funding is being awarded for each individual measure instead of an 'all-or-nothing' approach. The scheme rewards universities performing well by increasing their cap by the percentage growth in the national population but penalises those that do not improve performance. [REDACTED]
- In responding to the requirements of the scheme, it is noted that:
 - Graduate outcomes will be informed by industry demand modelling to ensure students are following pathways to jobs.
 - Teaching experience measures need addressing, which requires a significant change in teaching practices and a better understanding of student engagement
 - Retention of students is being addressed through a data driven approach which needs to identify and assist students at high risk of attrition

Key matters raised for discussion included:

- The emphasis on graduate outcomes is designed to ensure universities focus on issues which facilitate sustainability. The uncapped system drove behaviours within the sector which did not deliver optimal national outcomes.
- Noting the need to meet the targets to be eligible to access the full growth component of the cap.
- Querying as to whether the measures may impact the desire to enrol students which are considered to be at high risk of attrition. It was highlighted to avoid this being the case we have a strong focus on improving the way our pathways work to ensure more students are prepared for success and in courses where they are most likely to succeed
- Highlighting the improved quality of available data, through the Business Intelligence solution, to better inform decision making and improve performance in these key measures.
- Recognising the importance of efficient and effective systems to support activities of teaching staff and to reduce unnecessary time spent on administrative matters.
- Querying whether more frequent and different forms of assessment of students which is more developmental focused would facilitate improved educational outcomes. The Vice-Chancellor agreed with the observation and noted that the University is reforming assessment in that exactly that direction.
- Noting there will be improved student retention through a program of strategic initiatives delivered University-wide which addresses: supported pathways; enhanced curriculum; activity based interventions; 24-hour learning support; and transition mentoring.

06-12-2019_UC_12890-6988

Council received and noted the presentation on performance based funding.

[REDACTED] left the meeting at 11.23am

3.3 * Appreciate Inquiry Out [REDACTED]

[REDACTED] joined the meeting at 11.37am

The University held an Appreciative Inquiry (AI) forum in late November 2019, to help determine how, as the University moves into the City, it can enhance the life City. The outputs of this event, which are still being analysed, will help inform master planning, helping shape the social, architectural and environmental character of the new Hobart city campus.

Council received a presentation providing an overview of the preliminary outcomes of the AI. Key matters highlighted included:

- A brief overview of the philosophy of AI to align common values, share visions and drive changes in behaviour.

- In a community consultation event, the University brought together staff and members of the community to inquire what it means to be a University of and for the City.
- Key outcomes from the event noted that the summit began by exploring what people love about Hobart, its qualities and a desire for:
 - A sustainable campus
 - A campus that is welcoming to all and builds community
 - A campus that enables us to work better together
 - Reimagined traffic and transport options
 - A campus which preserves the Domain as a special space
 - Architecture that enhances the city.

Key matters raised for discussion included:

- With the recent appointment of Gensler, an integrated architecture, design, planning and consulting firm engaged to lead the creation of the Masterplan for the City Campus, proposed next steps including the:
 - Need for on-going community dialogue in order to maintain momentum
 - Initiation of master planning activities and developing and understanding of impact on urban design
 - Need to test various scenarios
- Noting the unique opportunity to design a campus specifically tailored for Tasmania and Hobart.
- Highlighting the critical importance of an effective and on-going communications strategy to build trust and keep the community informed and in particular the AI 'co-founders'. Management noted some initial thoughts on specific initiatives which are being considered to keep the community and key internal stakeholders informed.
- Noting the considerable enthusiasm which was apparent among participants attending the AI Summit.

06-12-2019_UC_11838-6989

Council noted the presentation on Appreciate Inquiry outcomes.

 left the meeting at 12.25pm

Matters for Decision

4.1 * Student Accommodation - PBSA 2 Laneway

At its 21 November 2019 meeting, Built Environment & Infrastructure Committee considered and endorsed the amended schematic design for the PBSA2 development, including the deconstruction of McCanns Model World to create a laneway supporting the PBSA2 student accommodation.

Key matters discussed included:

- The expected savings as a result of the proposed sewage solution through deconstruction of McCanns Modelworld and connection of services in a less disruptive manner
- The opportunity to utilise some of the existing carpark for temporary green space for new residents and the wider community which would also assist with water runoff.
- The desire for thoroughfares which are not only convenient but also present space for collaboration.
- Specific reference to the terminology of 'deconstruction' which has sustainability relevance in a 'circular economy'.

06-12-2019_UC_19392-7014

Council approved the amended schematic design for the Purpose Built Student Accommodation (PBSA2) development, including the deconstruction of McCanns Model World to create a laneway supporting the PBSA2 student accommodation.

4.2 * Student Accommodation - Financing Arrangements

At its 21 November 2019 meeting, Finance Committee considered the financing arrangements for student accommodation. Finance Committee endorsed the monetisation of property assets that are not aligned

with the University of Tasmania Strategic Plan 2019-2024 and also recommended delegation of authority to the Vice-Chancellor to sign documentation to facilitate a sale and leaseback of the [REDACTED] building.

Key matters raised for discussion included noting that the:

- Hedberg is on track to be completed by the start of Semester 1, 2020 in line with the revised budget.
- Purpose Built Student Accommodation 2 (PBSA 2) project has had its risks significantly reduced, with relocation of substations, contaminated soil removal completed, building structurally completed now to level 8, and 50 days ahead of schedule.
- Medium Term Funding Solution [REDACTED] This solution has been necessary given the acquisitions of the K&D and Fountainside sites together with the containerised solution for student accommodation.
- Northern Transformation where revised funding agreements have been progressed, the focus is now on ensuring costs are managed within current capital forecast.
- Launceston accommodation solution is complex, particularly in the integration of the STEM facility with the footbridge on the Willis Street site.

Management is also considering the University's contribution to Purpose Built Student Accommodation 3 (PBSA3) with the potential sale and leaseback of the [REDACTED] a possible solution.

Key matters in considering the motion included:

- Clarifying the process to resolve which property assets are aligned with the University's strategic plan. It was noted that there are a number of sites not aligned with the strategic plan and that further thought is required on how the University can better utilise existing facilities. It was noted that Council consideration and approval will be required for those properties identified as not aligning with the strategic plan.

- [REDACTED]

Following discussion, Council considered:

- Whether the motion for Council to approve the monetisation of property assets that are not aligned with the University of Tasmania Strategic Plan 2019-2024 was required.
- An amendment to the motion requiring an 'initial annual lease value of no more than [REDACTED]'.

It was resolved that Council approval for the monetisation of property assets that are not aligned with the University of Tasmania Strategic Plan was not required and that the motion be amended to reflect an initial annual lease value of no more than [REDACTED].

06-12-2019_UC_10882-6997

Council delegated authority to the Vice-Chancellor to sign documentation to facilitate a sale and leaseback

[REDACTED] subject to appropriate financial and legal advice.

4.3 * Student Accommodation - PBSA Launceston

At its 21 November 2019 meeting, Built Environment & Infrastructure Committee (BEIC) reviewed and endorsed the schematic design, including further refinement to the siting, orientation and landscaping of the North site.

Key matters in considering the motion included noting that, given the dynamic nature of this project, there had been changes to the schematic designs since consideration by BEIC. Council were provided with an overview of the schematic design highlighting amendments since the November 2019 BEIC meeting. It was agreed that Council members would be provided details of the changes at an appropriate time following the meeting.

06-12-2019_UC_15821-7000

Council approved the schematic designs in relation to the Purpose Built Student Accommodation (PBSA) Launceston development on the Inveresk Campus, including further refinement to the siting, orientation and landscaping of the North site.

06-12-2019_UC_15821-7080

Management will provide Council members with details of the changes to the PBSA Launceston schematic design at an appropriate time.

4.4 * Strategic Framework for Sustainability

The Strategic Framework for Sustainability was endorsed by the Built Environment & Infrastructure Committee at its 21 November 2019 meeting.

Support was expressed for this framework as a tool to guide future built environment and infrastructure activities.

06-12-2019_UC_11088-6999

Council approved the Strategic Framework for Sustainability 2019.

4.5 * 2020 Budget Approval

joined and Professor
left the meeting at 1.31pm

The Finance Committee endorsed the 2020 operating budget, capital envelope and cashflow at its November 2019 meeting. Council received a presentation providing an overview of the 2020 budget noting that the budget delivers on a target of a core Earnings Before Interest and Tax (EBIT) result through a process which involved engagement with Budget Working Groups with each of the College's, the Revenue Steering Committee and Revenue Working Group forums. There has been focus on revenue initiatives and appropriate resourcing consistent with the agreed financial principles.

Key matters highlighted in the presentation included:

- A merging of the strategic planning and financial budgeting processes commencing in 2020 which have been reflected in the 2020 Planning Calendar. This includes focus on revenue initiatives during the first half of each year and efficiency savings in the second half of each year.
- Noting that the desire to achieve a \$30m core result by 2025 in accordance with the Financial Framework will be delivered through revenue growth and efficiency savings.
- The five year planning horizon has enabled clear focus on both the level of challenge and effort required to stem the decline of core Tasmanian load, attract more interstate students, diversify our international student cohort and renew our pipeline of non-core courses.
- The need to lower the University's financial risk profile by creating a sustainable cost base through increased efficiency and more effective resourcing.
- While in 2019 there has been a in core-commencing load which benefits 2020, there is a need for strong focus on increasing commencing load for 2020.

Key matters raised for discussion included:

- Noting that Finance Committee interrogated the key assumptions underpinning the 2020 budget.
- The significant increase in international revenue is due mainly to price uplift and that there has been significant scrutiny of organic revenue growth to ensure that it represents new revenue to the University.
- Acknowledging the challenges in attracting Tasmanian students; continued growth in the international market, despite uncertainties; and interstate student numbers which are holding.
- Noting the importance of timely conversion of applications to enrolments to support revenue growth.
- Recognising challenges of declining student load in the College of Arts, Law and Education (CALE), particularly the Bachelor of Arts, which has been a traditional offering for the University.
- The weekly Revenue Steering Committee meeting, chaired by the Vice-Chancellor, notes that the University capacity to respond and be competitive is constrained to a large degree by complex

student recruitment processes highlighting the need for greater process simplification. It was noted that that risks associated with revenue profile move rapidly and that there is a critical need to be able to respond in an agile manner.

- Noting that Tasmanian schools engagement continues to be a focus to ensure that prospective students understand various pathway options.
- The availability of Business Intelligence information, which now enables a profile of individual Tasmanian schools to be developed so University resources can be more effectively deployed. It was noted that employment prospects and average income for graduates from University of Tasmania graduates exceed national sector averages and this should be attractive for future Tasmanian based students.
- Clarifying that the onus on meeting revenue targets is a key measure built into individual performance plans for leadership members within both central University operations and within Colleges.

06-12-2019_UC_17494-6991

Council approves the:

- 2020 Operating Budget
- 2020 Capital Envelope
- 2020 Cashflow.

06-12-2019_UC_17494-7038

Council noted the financial outlook for planning purposes.

████████████████████ left the meeting at 1.57pm

4.6 * 2020 Internal Audit Plan and 2020 Risk Management Plan

At the November 2019 meeting, the Audit & Risk Committee endorsed the 2020 Internal Audit Plan and 2020 Risk Management Plan (the plan).

Key matters noted in presenting the plan included:

- Highlighting two discrete pillars underpinning the 2020 plan as safeguarding operations and achieving compliance.
- Noting that the plan is considered to be flexible in nature and adaptable as existing risks change and new risks emerge

06-12-2019_UC_11186-6994

Council approved the 2020 Internal Audit Plan and 2020 Risk Management Plan.

4.7.1 * Governance Instruments Framework

████████████████████ joined the meeting at 2.01pm

In November 2019, the Finance Committee received an update on the progress of the Governance Instruments Review Project, noting the intention that the revised financial delegations to present these to Finance Committee early in 2020 prior to forwarding to Council for consideration. It was also noted that the Audit & Risk Committee have been kept informed as to the project's progress through Compliance Report updates.

Key matters highlighted in the presentation included:

- The University's current governance instruments framework is complex and difficult to interpret.
- In considering a simplified framework, noting that there are some non-negotiables for instrument use. The framework envisages high-level principles and risk based policies reducing the current 116 to approximately 30 and the elimination of guidelines and minimum standards as formal governance tools.
- In developing a fit for purpose framework, the project team will be engaging with key stakeholders and policy owners to determine University needs and where possible alignment with the requirements of the Higher Education Standards Framework.
- It is expected that in early 2020, an indicative framework will be available for consideration

together with a revised draft of the delegations framework requiring Finance Committee and Audit & Risk Committee consideration. The revised delegations schedules are currently under development as an ordinance and will comprise a principles statement together with streamlined schedules for financial and non-financial expenditure. The need for travel and human resources schedules is also under review

- It is envisaged that transition to the new policy framework will require change management support as it represents a significant cultural shift from the existing more prescriptive approach.
- Systems to support the new framework are also currently under review.

Key matters discussed in support of the motion included querying whether:

- There had been any sector benchmarking undertaken as part of the project. It was indicated that there had been no sector benchmarking as this framework needs to be specific and tailored for the University's needs.
- Council should mandate a maximum number of policies to remove the risk of the number of policies organically growing over time. It was noted that 30 policies have been set as initial target and the realities of this target will become apparent as the project progresses. The outcomes of the project and the number of policies will be presented to Council for consideration.

06-12-2019_UC_17052-7002

Council approved the Governance Instruments Framework Proposal.

 left the meeting at 2.17pm

4.8 Amendments to Ordinance 33

06-12-2019_UC_19485-7032

Council approved the amendments to Ordinance 33 Academic Dress.

4.9 Jobs and Growth in Tasmania - Commonwealth Government Deed variation

06-12-2019_UC_10528-7001

Council delegated to the Vice-Chancellor authority to:

- acknowledge the receipt of the Deed variation for the Jobs and Growth in Tasmania: The Education and Research Driven Economic Revitalisation of Northern Tasmania (dated November 18, 2019) and
- to agree to its conditions contained within and
- approve future variations to the Deed that do not have a material impact on the program or University.

4.10 * Proposed restructure of the School of Medicine

Clarification was requested on whether this proposed change to organisational structure would result in the removal of an administrative layer within the University. It was noted that the intent is for Schools to be recognised as the basic unit level with the intent to remove an administrative layer.

06-12-2019_UC_14967-6995

Council:

- approved the proposal to restructure the School of Medicine in the College of Health and Medicine
- approved an amendment to Ordinance 14, to update nomenclature for the academic units of the College of Health and Medicine
- approved an amendment to the Academic Structure Policy to update nomenclature for the academic units and reflect the groups aligned with each academic unit in the College of Health and Medicine.

4.11 Sustainable Onshore Lobster Aquaculture

06-12-2019_UC_5172-6996

Council delegated authority to the Vice-Chancellor to sign the Collaborative Research Agreement for the

ARC Industrial Transformation Research Hub for Sustainable Onshore Lobster Aquaculture, subject to appropriate Legal, Financial and Business Development and Technology Transfer advice.

4.12 * Australian Antarctic Partnership Program – 2nd Gateway

Clarification was requested on whether in-kind contributions for collaborative research agreements impacted the University's budget. It was noted that while cash contributions are the focus, the University requires a comprehensive list of all in-kind contributions collaborative arrangements with third parties.

06-12-2019_UC_13523-7004

Council delegated authority to the Vice-Chancellor to sign the 'Project Agreement – Oceanography' for the Australian Antarctic Program Partnership, subject to appropriate Legal and Financial advice.

4.13 ARC Special Research Initiative – Antarctic Science

06-12-2019_UC_12796-7003

Council delegated authority to the Vice-Chancellor to sign the Head Agreement and all subsequent agreements for the ARC Special Research Initiative in Excellence in Antarctic Science (SRIEAS), subject to appropriate Legal, Financial and Business Development and Technology Transfer advice.

Matters for Discussion

5.1 * Report from Academic Senate Meeting

Key matters highlighted in the Chair report included:

- Noting the strategic session on University College Pathways which highlighted the University's declining cohort of year 12 leavers and the need to improve student attraction and retention. This signalled a move to more contemporary ways of attracting other cohorts of students and how pre-degree programs must incentivise 'studentcentric' behaviour. Academic Senate supported alternative pathway courses and highlighted the importance of the future business model for pathway and pre-degree programs incentivising collaboration and behaviours which optimise student outcomes. The view of Academic Senate was that the issue of credit needed to be considered more deeply after consultation with the Colleges in order to support student success. The new approach will require greater collaboration between the University College and individual Colleges.
- Noting that in considering the outcomes of the Academic Senate Graduate Outcomes, Academic Senate indicated a desire for more detailed student survey data in order to better monitor trends. Improved data interrogation was a key topic at the Academic Senate Planning day held in December 2019.
- A briefing on Open Universities Australia (OUA) noting that the university had moved to a full agreement model with OUA. This is a new initiative which has developed quickly and is a considered focus for University Teaching and Learning Committee (ULTC).

Key matters raised for discussion included clarifying the nature of the arrangement with OUA and how resulting revenue is reflected in the University's financial records. It was noted that OUA takes a percentage of revenue, based on OUA enrolments for units delivered by the University, and the balance of revenue is allocated to the College responsible for delivery. It was also noted that OUA operates a platform model which facilitates delivery of high quality digital content and importantly this arrangement would facilitate access to new markets. A matter which will require monitoring and management is attrition from OUA units as these would impact the University's overall attrition rates.

06-12-2019_UC_

Council received the report and the draft minutes of the Academic Senate meeting held on 15 November 2019.

5.2 * Report from Audit & Risk Committee

Key matters highlighted in the Chair report included:

- The matters impacting the valuation of the University's land and buildings have been resolved and the Auditor General has been briefed on the proposed accounting treatment.
- The potential impact of the early adoption of *AASB 15 Revenue from Contracts with Customers* as it relates to revenue recognition particularly for research grant revenue. The University is taking a modified retrospective approach to transitioning to the new accounting standard recommended by the Commonwealth Department of Education based on external advice provided to the sector. This approach is considered an 'input' approach to revenue recognition and management have spent significant time and resource in establishing processes to give effect to this approach. This approach is consistent with that adopted by a majority of other Australian universities. However, the Australian Accounting Standards Board (AASB) supports the adoption of an 'output' approach. The Chair met with the Auditor General and reaffirmed the intention that the University adopts the 'input' method. The adoption of this approach may result in a qualification of the financial statements for 2019, should the external auditors resolve that there is a material misstatement of the financial statements. Should there be a qualification of opinion, the financial statements will include a rationale for the accounting treatment adopted by the University. The financial statements are scheduled for consideration by Council in February 2020 on completion of the external audit process.
- The findings of the Work Integrated Learning Internal Audit conducted within CALE, highlighting the importance of duty of care to students when placed with external providers.

██████████ joined the meeting at 2.45pm

- Notification to TEQSA - Approval of Overseas Articulation Agreements and the action taken by management on identification of issues.
- Council's governance responsibilities as they relate to oversight and monitoring of organisational culture and student complaints and the need to ensure an appropriate degree of reporting to Council. It was noted that student complaints are being monitored by the Vice-Chancellor, Provost and the Chief Operating Officer and consideration will be given to detail to be reported to the appropriate governance forum as Academic Senate, Audit & Risk Committee and ultimately Council all have significant interest in this information
- It was noted that with the Work Integrated Learning Internal Audit the Provost and Chair of Academic Senate were unaware of it. It was agreed that where Internal Audit was covering academic issues that it was important they were informed. Based on function, further consideration needs to be given to specific forums which should receive final internal audit reports.

06-12-2019_UC_13908-6993

Council received and noted the report and draft minutes of the 19 November 2019 Audit & Risk Committee meeting.

5.3 * Report from Chair of Built Environment & Infrastructure Committee

Key matters highlighted included noting the presentations received by BEIC on the:

- Future location of Tasmania Institute of Agriculture (TIA). There is a focus on consolidation of on farm research locations in the north and north west of the state into one purpose built, place based University campus/Agriculture Innovation Hub which presents several opportunities.
- Green Star framework and the benefit of receiving reports on the outcomes that had been achieved for building projects that have been registered for Green Star certification. It was noted that sustainable objectives were already factored into design elements in many of the current building design and that buildings can be registered for a Green Star rating.

06-12-2019_UC_12955-7037

Council received and noted the report and draft minutes of the 21 November 2019 Built Environment & Infrastructure Committee meeting.

5.4 * Report from Finance Committee

Key matters discussed included, querying the allocation of revenue and expenses arising from overseas agent activity. It was noted that while the activity of agents is centrally managed, as the Colleges derive revenue benefit, it is appropriate that associated costs are allocated to Colleges to better reflect financial performance of Colleges and to avoid decisions being made without transparency of the full costs.

06-12-2019_UC_13957-7036

Council received and noted the report and draft minutes of the 21 November 2019 Finance Committee meeting.

5.5 * Report from University Foundation Committee

Key matters discussed included:

- The critical need for advocates for the University's philanthropic activities to be in a position to confirm that the University applies Foundation funds in an appropriate manner.
- Considering the need to schedule a workshop in February 2020 to consider the future focus and structure of the University Foundation Committee (UFC). It is expected a workshop would include, consideration being given to the merits of:
 - Introducing an independent audit to address a number of the compliance requirement currently articulated in Ordinance 20 University Foundation Committee and some future meetings with Investment Advisory Panel meetings.
 - Increased focus of the UFC on fundraising and philanthropic matters.
 - Amendment to the membership of UFC with the Vice-Chancellor to chair the committee
- Clarifying the status of the Foundation Board Inc. It was noted that it is expected that this entity will be deregistered within this next year.
- The need for better understanding of community and social networks which may better assist philanthropic activities of the University.

06-12-2019_UC_13288-7034

Council received and noted the report and draft minutes of the 7 November 2019 University Foundation Committee meeting.

Matters for Noting

6.1 2020 Planning Calendar

06-12-2019_UC_10134-7005

Council received and noted the revised 2020 UTAS Planning Calendar.

6.2 2019 Council Meetings Framework

06-12-2019_UC_15689-7035

Council received and noted the update on the 2019 Council Meetings Framework.

Other Business

7.1 * Other Business, Confidential Items and Future Meetings

1. Other Business

There was no other business.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. 2020 Meeting Dates

- 14 February 2020 (Hobart)
- 3 April 2020 (Launceston)
- 22 May 2020 (Hobart)
- 26 June 2020 (Burnie)
- 28 August 2020 (Sydney)
- 30 & 31 October 2020 (Launceston)
- 4 December 2020 (Hobart).

Meeting closed at 3.10pm.

Council

The University Council met in the Council Room, Sandy Bay Campus from 9am.

PRESENT: The Chancellor (The Honourable Michael Field) in the Chair, Vice-Chancellor (Professor Rufus Black), Professor Natalie Brown, Ms Jenny Burgess, Mrs Susan Chen, Mr Harvey Gibson, Mr Paul Gregg, Mr James Groom, Distinguished Professor Jamie Kirkpatrick, Professor Kwong Lee Dow, Ms Pip Leedham and Mr Corey Peterson.

[REDACTED] attended for all items other than members only.

Mr Alastair McDougall attended as Secretary.

Attendees:

[REDACTED] attended for 2019 University Performance and the implications for 2020.

[REDACTED] attended for the update on the Novel coronavirus.

[REDACTED] attended for the 2019 Annual Financial Statements.

[REDACTED] attended for the Southern Masterplanning update.

[REDACTED] attended for the Governance Instruments Framework Review Projects Output.

[REDACTED] attended for the Student Accommodation update.

Introductory Items

The Chancellor welcomed members with an acknowledgement of Country.

1.1 *Introductory Items

1. Apologies

Ms Ella Hilder was granted leave of absence.

2. Declarations of interest

The following changes to the register of interests were disclosed:

- [REDACTED]

There were no further changes to declared interests.

3. Minutes

14-02-2020_UC_ 16140-7195

Council confirmed the minutes of the meeting held on 6 December 2019.

4. Actions

14-02-2020_UC_ 16140-7196

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

No additional agenda items were starred for discussion. The motions relating to the unstarred items were passed in a block-

4.4 Revocation and reissue of awards

6.1 Council Meetings Framework.

Members Only

2.1 *Members Only

Members of Council met in closed session and the following matters were raised:

Chancellor Selection Committee update

An update was provided to members advising that there are ongoing discussions with the candidate preferred by the Selection Committee and it is anticipated that these will be progressed further into the middle of 2020 given the candidate's current commitments. It was impressed on members that given the sensitivities of the candidate's current role, confidentiality is paramount.

It was also noted that the:

- Chancellor has been briefed on progress and he has confirmed that he is open to some degree of flexibility as it relates to his tenure, to ensure that the right candidate is secured as his successor.
- Candidate has expressed interest in the role of Chancellor.

Strategic topics for Council meeting discussion

While noting that the strategic and budgeting cycle presents Council with opportunities to engage in this process, the Chancellor invited members to provide suggestions for strategic topics for Council meeting discussion. The intent is:

- For Council to discuss longer term strategic matters, not constrained by reaction to immediate challenges of the University.
- To align Council and management in strategic level thinking to enable and empower management to implement the University's strategic plan in a seamless manner.

It was suggested that there would be benefit in Council undertaking discussion on the management of property holdings at the Newnham site to effectively manage Council's workflow and facilitate timely decision making.

Members were requested to provide feedback to the University Secretary.

External review of Council

It was noted that the current external review of Council included a secondary questionnaire for members to complete which lists the names of each Council member and requested feedback. Clarification was requested as to whether the intent was for feedback on performance or capability. It was noted that as there are constraints on the ability to appoint members to Council, it is important to be able to monitor the prevailing skills mix on Council to ensure that it is appropriate.

It was noted that consideration of performance and skillset should be separate and that the focus of completion of this survey should be on skillset. It was also noted that other than the individual Council member receiving feedback, this feedback would be kept confidential and that feedback should be developmental and not evaluative in nature.

Strategic and Performance Sessions

3.1 * 2019 University Performance and the implications for 2020

[REDACTED] joined the meeting at 9.24am

Management provided members with a presentation on 'The transformation we need to keep our strategy on track'. Key matters highlighted in the presentation included:

- Noting that while a range of initiatives identified in the strategic plan have resulted in positive outcomes, there is a need to accelerate implementation of the strategy. Supporting this view are the following factors:
 - While student applications remaining largely consistent with last year, they are well down on what is required to meet budget targets. In addition, risks such as novel coronavirus (COVID-19) have emerged. Without growth, the University cannot achieve the margin required to invest in proposed future activities.
 - Demographic forces are seeing a decreasing number of young people in Tasmania and the University is receiving a smaller share of this cohort. This is evident in applicants for core courses.
 - The international student profile presents risk exposures to be managed, with students from two countries enrolled in three courses accounting for a large proportion of the student load. Recent changes to migration rules have also increased competition for international students within the sector.
 - [REDACTED]
- Noting the strategic initiatives which have to date had a positive impact. These include:
 - Targeting interstate students is starting to gain traction from a previously low uptake of interstate students. The University's brand reputation is gaining strength interstate but further work remains to build this profile.
 - The impacts of distinctive programs with strong conversion are apparent, supporting the need for more of these types of programs.
 - International diversification is starting to work with a reducing reliance on the Chinese market.
 - Since commencing in November 2019, results for courses on the Open Universities Australia (OUA) platform have been encouraging.
 - The initial phase of the website upgrade has delivered a significant lift in performance.
- The need for a focused transformation program that will commence by targeting the core complexity of the University's market offerings, streamlining how we go to market and simplifying the management of the Colleges. Specifically, it was noted that:
 - In order to accelerate the strategies a transformation program is being introduced. Each project stream within the transformation program will report on a monthly basis to the Transformation Integration Group using a consistent platform. A number of the strategies which comprise the transformation program have been operating for a period of time and each program is supported by a change management team.
 - There is critical need to drastically reduce complexity around degrees and units to deliver a step change in student and staff experience. Simplifying course architecture is a fundamental aspect to a number of the proposed transformation activities.
 - A proposed new course structure to provide greater student flexibility and result in more efficiency of delivery of units in third year.
 - The creation of a Division of Future Students to enable greater focus on the student pipeline.
 - The need to introduce more contemporary management practices especially within the Colleges.
 - The need to build further on the strong groundwork laid to progress change over 2020.

Key matters discussed by Council included:

- Requesting that the marketing strategy be presented to Council for awareness.
- The expected benefits of the creation of the Division of Future Students are to simplify and join up key processes and also to positively impact conversion of student applications to enrolments. It was queried as to whether this structure will remove layers of existing authorisations. It was noted that the number of rules was the key factor driving excessive administrative time attributed to application and enrolments. While there would still need to be authorisations from Schools and Colleges in some instances, the intent is that referrals to Schools and Colleges would be by exception.
- [REDACTED] will act in this role while a process is undertaken to fill the position. A new leadership position for Recruitment and International will also form part of this new portfolio with [REDACTED] acting in this role while a recruitment process is undertaken.
- Highlighting the [REDACTED] initiative with a focus on the need to reduce the cost base and the existing duplication of administrative functions and roles within the Colleges. With the introduction of the ServiceNow functionality, there is now greater clarity in monitoring response times for key administrative functions which assists in identifying areas of complexity requiring simplification.
- Noting that the number of courses and units has been an issue for a number of years and querying how traction will be gained to deliver on the intended reduction. In order to deliver necessary change, it was noted that:
 - There is focus on leadership skills, particularly at Head of School level, which is being supported by a structured leadership program.
 - There is a critical need for change to ensure University course offerings are developed and ready for introduction to the market for a 2021 commencement.
- Querying how will implementation be monitored by Council. Various workstreams will be reporting to the Transformation Integration Group and Council will continue to receive the University Performance Report which includes key metrics expected to be impacted in a positive manner by the Transformation program.
- It is expected that simplification of degrees and units will be completed by mid-2020 with operation of the workforce initiatives completed by the end of 2020. The 2021 budget is expected to be constructed on a revised cost base.

14-02-2020_UC_13414-7160

Council received the presentation on 2019 University performance and the implications for 2020.

14-02-2020_UC_13414-7225

Council requested that the marketing strategy is presented to Council.

[REDACTED] left the meeting at 10.41am

5.1 * Novel coronavirus

[REDACTED] joined the meeting at 10.43am

Following the update provided to the Audit & Risk Committee on the previous day, Management provided members with an update on the COVID-19 including:

- Noting the roles of both the strategic and operational Crisis Management Response Teams (CMRT) and the key matters being addressed.
- Noting that there was a large concentration of impacted students enrolled in a relatively small number of courses and the current activity to migrate to an on-line teaching mode to assist those students impacted by travel restrictions.
- Noting that Australian and Chinese authorities have worked collaboratively to ensure that internet connection between the Australia and China supported access to on-line content.
- Confirmation that migration rules will not be changed by the Federal Government should international students adopt the on-line learning option.
- At this point approximately 367 impacted students have accommodation arrangements with the University and these students will be surveyed to understand their intentions with respect to their desire to take up accommodation.

- Support is being offered by the University to those impacted students who have arrived in Australia and remain in quarantine. This period is expected to conclude on Sunday 16 February.
- There is a small number of staff who are also in self-imposed quarantine.
- An emerging challenge for the sector and the University is how the impact of COVID-19, and the responses to contain it, may manifest. This is being monitored, particularly in relation to those Universities with significant reliance on impacted international markets.
- The operational CMRT team is co-ordinating scenario planning to understand potential risks requiring management within the three to six month timeframe and how these can be mitigated.
- A key risk also being actively monitored and managed is potential adverse reputational impact for the University in the local community.
- The potential impact of reduced accommodation revenue is also being closely monitored to ensure that there is limited impact on negotiations in finalising contractual arrangements for future Purpose Built Student Accommodation (PBSA) developments in Launceston and Hobart.

14-02-2020_UC_17543-7176

Council noted the update on emerging issues associated with the novel coronavirus.

[REDACTED] left the meeting at 11.07am

3.2 * University Performance Report

Matters raised for discussion in considering the University Performance Report included:

- Querying whether the priorities listed for research in the 'Research Impact' section of the report addressed all strategic areas.
- The focus on on-going redevelopment of courses with a need to ensure that the number of units is further reduced. Support was expressed for this initiative with discussion on whether there would be benefit in stipulating a desired number of courses offered by the University. It was noted that the key matters requiring attention are the number of degrees offered and the need for a smaller and more efficient professional workforce. Further, it was acknowledged that a redundancy provision has been included in the financial statements and the process to realise this provision will be key to delivering on the strategic plan.
- While noting the significant improvements in work health and safety within the College of Science and Engineering, there remains opportunity for further enhancements within the College and this remains a key focus for management.

14-02-2020_UC_14481-7161

Council received and noted the University Performance Report.

Matters for Decision

4.1 * 2019 Annual Financial Statements

[REDACTED] joined the meeting at 11.32am

It was reported that Audit & Risk Committee had considered the 2019 annual financial statements and that it is expected that an unqualified audit opinion will be issued.

Management provided an overview of the key aspects of the 2019 annual financial statements including:

- The \$73m consolidated profit is \$14m higher than 2018 and has been impacted by the following factors:

- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Matters raised for discussion included noting the:

- Ratio of current assets to current liabilities as being low, however there are significant investments which are held and reported as non-current assets but could be realised at reasonably short notice if required.
- Strong performance of the investment portfolio and also that unrealised gains represented the majority of the return on the portfolio for the year. The portfolio asset allocation has been carefully monitored by the Investment Advisory Panel.

Thanks and appreciation were extended to the Financial Services team led by Ms Willsmore and Mr Shaw for their finalisation of the annual financial statements and facilitation of the annual audit process within the particularly tight timeframes.

14-02-2020_UC_19444-7159

Council approved the 2019 Annual Financial Statements for the University and its consolidated entities and recommended that the Chancellor and Vice-Chancellor sign the financial statements of behalf of the University.

14-02-2020_UC_19444-7226

Council received the Report to Those Charged with Governance for the year ended 31 December 2019.

[REDACTED] left the meeting at 11.46am

5.5 * Southern Masterplanning

[REDACTED] joined the meeting at 11.47am

Council was provided with an update on southern master planning activities, insights gained and proposed activities for the next four months. Matters raised included:

- An overview of the Discovery Analysis phase of the project which has included conversations with a range of internal and external stakeholders and a site walking tour which will inform master planning.
- The potential for short to medium term activation of Hobart CBD sites.
- The need to ensure that an appropriate level of focus is not lost on the Sandy Bay campus given the long term, and expected staged nature, of the campus relocation project.
- The opportunity for the University to assume a lead role in the emergence of a modern, future ready CBD environment.
- The development of draft urban design principles to enable testing of ideas.
- Highlighting the importance of mobility, alternative modes of transport and discussion of declining traditional motor vehicle use and how this might impact the design of cities of the future including Hobart. The need to collaborate with the State Government and City of Hobart in conceiving and implementing efficient and effective transport solutions.

- The need to integrate infrastructure projects such as the Hedberg and planned future student accommodation into the master planning design principles.

14-02-2020_UC_ 16074-7165

Council noted the update on Southern Masterplanning.

[REDACTED] left the meeting at 12.22pm

4.2 * Governance Instruments Framework Review Project Outputs

[REDACTED] joined the meeting at 12.24pm

At the December 2019 meeting, Council approved a revised governance instruments framework for the University, to reduce the number of governance instruments to ordinances, by-laws and policies underpinned by procedures and systems.

This item provided Council with a progress update and opportunity to consider the delegations ordinance and revocation of the governance level principles (GLP).

It was acknowledged that the Audit & Risk and Finance Committees had also considered the project outputs to date. In considering the motions, matters discussed in support of the amended resolution included noting:

- Some amendments to the Delegations Policy had been made arising from feedback received from the Audit & Risk Committee. These included the inclusion of a preamble, changing the title to 'General Delegations Policy' and the inclusion of reference to detail of Council's reserved powers.
- This project is a key aspect to the simplification of the way the University works.
- The matter of appointment and removal of the University Secretary will be subjected to further consideration.
- The Built Environment and Infrastructure Committee (BEIC) Terms of Reference currently references *GLP 9 Environmental Sustainability* and *GLP 10 Built Environment* and querying where this detail would be referenced. It was noted that the content of all GLPs had been subject to initial review and that to the extent relevant, principles included in these instruments would be appropriately addressed within the new governance instruments framework.

14-02-2020_UC_ 15605-7162

Council:

- Subject to amendments arising from the Audit & Risk Committee and further consideration of the process to appoint and remove the University Secretary, approved the General Delegations Ordinance for commencement on 4 April 2020 and the subsequent revocation of the current Delegations Policy.
- Revoked all Governance Level Principles (GLPs).
- Noted the progress in relation to other project outputs.

[REDACTED] left the meeting at 12.32pm.

4.3 * Inveresk Library and Student Services Building Construction

The Inveresk Library and Student Services Building is the first major stage of the Inveresk Precinct development. State and Federal government funding for the project is contingent on the University meeting critical project milestone dates. The tender for construction of the Inveresk Library and Student Services Building (Stage 1 of the Northern Transformation Project (NTP)) closes on 18 February 2020, and it is anticipated that a contract will be agreed with the successful tenderer by late April 2020, for commencement on site in early May 2020.

Management provided an update and noted that the request for delegation for consideration is within the approved project budget.

Council was also provided with a brief presentation on a proposed acquisition of property, currently occupied by [REDACTED], adjoining the Willis Street site in Launceston. The acquisition is within the

Vice-Chancellor's delegated authority. Key matters noting included:

- The potential for adverse health impacts for users of the Willis Street site should existing activities on the [REDACTED] site continue once the site Willis Street site is activated.
- Acknowledging that while not as significant as the Inveresk site, there remains the need to manage the flood threat at the Willis Street site and that the acquisition would present opportunity for increased carparking options.

14-02-2020_UC_15075-7163

Council:

- delegated authority to the Vice-Chancellor to sign relevant documentation with a commitment of up to \$ [REDACTED] M (including a [REDACTED] contingency provision) to engage the Head Contractor to construct the Inveresk Library and Student Services building, subject to appropriate legal and financial advice, with terms and conditions by negotiation; and
- noted that the tendered project cost will be verified against an independent Quantity Surveyor estimate and will be managed within the allocated project budget.

4.4 Revocation and Reissue of Awards

14-02-2020_UC_10488-7194

Council:

1. Revoked the award of Bachelor of Advanced Paramedicine (Professional Honours) (Advanced Care Paramedic Practitioner) for [REDACTED] conferred 18 December 2019 and admits the student to the degree Graduate Diploma of Advanced Paramedicine (Advanced Care Paramedic Practitioner)
2. Approved the reissue of testamur for award Bachelor of Nursing for graduate [REDACTED]
3. Approved the reissue of testamur for the award Master of Social Work for graduate [REDACTED] 6
4. Approved the reissue of testamur for the combined award of Bachelor of Business and Bachelor of Economics for graduate [REDACTED]
5. Revoked the awards of Bachelor of Science and Bachelor of Science with Honours for graduate [REDACTED] and re-confers them in the name [REDACTED].

Matters for Discussion

5.2 * Report from Academic Senate Planning Day

Council were provided with an overview of the outcomes of the annual Academic Senate planning day which was held in December 2019. Matters considered by Academic Senate on the day included: the Higher Education Standards Framework; potential areas of academic risk; a deeper dive into quality assurance; Academic Senate's role in monitoring actions arising and how this informs Academic Senate's priorities.

It was noted that:

- There are a range of activities being undertaken by the Academic Division to address identified areas of academic risk.
- The Chair of Academic Senate is meeting periodically with the Director, Audit & Risk and Manager Compliance to manage Audit & Risk Committee's interaction with Academic Senate and avoid unnecessary duplication of effort. It is proposed that both of these officers will be invited to attend to Academic Senate meetings.

14-02-2020_UC_19204-7166

Council received and noted the report from the 5 December 2019 Academic Senate Planning Day.

Professor Lee Dow left the meeting at 1.30pm

5.3 * Report from Audit & Risk Committee

While noting that key matters were considered by Council earlier in the meeting, a formal report will be provided to the April 2020 Council meeting.

14-02-2020_UC_13678-7177

Council received the report from the Chair of Audit & Risk Committee.

5.4 * Report from Finance Committee

Key matters considered by Finance Committee were considered by Council earlier in this meeting.

14-02-2020_UC_12354-7178

Council received the report from the Chair of Finance Committee.

5.6 * Student Accommodation Update

joined the meeting at 1.33pm

With student accommodation infrastructure activity either being planned or in progress in Burnie, Launceston and Hobart, management provided Council with an update noting that:

- It is expected that acquisition of Burnie City Council owned land, currently used as a car park, will be acquired for minimal consideration with no requirements to undertake construction within a specified timeframe.
- It is expected that the designs for the southern area of the Launceston site will be presented to BEIC in March 2020 for consideration.
-

Council discussed sociological rationale for designing and establishing the heart of a CBD campus around where people live in order to facilitate social interaction and inclusion.

14-02-2020_UC_17845-7157

Council received and noted the report on:

- The updates on the acquisition of land in Burnie for a future accommodation build
- Progress on student accommodation-related construction projects
- Changes to the development approach of the next Hobart student accommodation build.

left the meeting at 1.41pm

Matters for Noting

6.1 2019 Council Meetings Framework

14-02-2020_UC_14466-7179

Council received and noted the update on the 2020 Council Meetings Framework.

Other Business

7.1 *Graduation in Absentia

14-02-2020_UC_16444-7193

Council approved the applications for the conferring of awards.

7.2 * Other Business, Confidential Items and Future Meetings

1. Other Business

The following matters were raised for the awareness of members and attendees:

Students & staff support bushfire recovery efforts

Members were provided with a brief overview of activities undertaken as part of Operation Bushfire Assist on Kangaroo Island.

Following the devastation of the Australian bushfires in January 2020, Australian Army Reservists were called up for mandatory duty to assist with the bushfire disaster and recovery efforts. Many of the Reservists called to Kangaroo Island were from the University Community. These included staff, students, alumni and Council member, Paul Gregg.

Commencement of works at Inveresk site

Members were informed that initial earthworks on the Inveresk site had recently commenced.

There was no other business.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. 2020 Meeting Dates

- 3 April 2020 (Launceston)
- 22 May 2020 (Hobart)
- 26 June 2020 (Burnie)
- 28 August 2020 (Sydney)
- 30 & 31 October 2020 (Launceston)
- 4 December 2020 (Hobart).

Meeting closed at 1.51pm.

Strictly Confidential**University Council**

A meeting of the University Council was held by circular on 5 March 2020.

Alastair McDougall
Secretary

1. Declaration of Interest

There were no new declarations of interest.

2. Honorary Degree Nomination

05-03-2020_UC_17585-7525

Council conferred the award of the Degree of Doctor of Medicine Honoris Causa on Ms [REDACTED]

Strictly Confidential**COUNCIL**

A meeting of the University Council was held by circular on 24 March 2020.

Alastair McDougall
Secretary

Partial liquidation of the investment portfolio

24-03-2020_UC_12993-7517

Council approved:

- the immediate realisation of up to \$ [REDACTED] of the University's investment portfolio and delegated authority to the Vice-Chancellor and/or the Chief Operating Officer to execute required documentation.
- the temporary operation of the University's investment portfolio outside the approved Investment Policy and supporting schedules for the purposes of executing these transactions.

[REDACTED] – divestment strategy

24-03-2020_UC_18173-7522

Council approved:

- the divestment strategy for the University's [REDACTED] [REDACTED] for Council approval which includes:
 - selling the entire shareholding at a [REDACTED] and [REDACTED] andIf the See Through Value Price does not allow this, then:
 - selling [REDACTED]
- Delegating authority to the Vice-Chancellor and/or Chief Operating Officer to sign the necessary documentation subject to appropriate legal and financial advice.

Strictly Confidential**COUNCIL**

A meeting of the University Council was held by circular on 26 March 2020.

Alastair McDougall
Secretary

Further liquidation of the investment portfolio

26-03-2020_UC_10231-7542

Council approved immediate realisation of up to an additional [REDACTED] M of the University's investment portfolio to further reduce its exposure to equities and delegates authority to the Vice-Chancellor and/or Chief Operating Officer to execute required documentation.

Council

The University Council met by video conference (Zoom) on Friday 3 April 2020 from 9.04am.

PRESENT: The Chancellor (The Honourable Michael Field) in the Chair, Vice-Chancellor (Professor Rufus Black), Professor Natalie Brown, Ms Jenny Burgess, Mrs Susan Chen, Mr Harvey Gibson, Mr Paul Gregg, Mr James Groom, Ms Ella Hilder, Distinguished Professor Jamie Kirkpatrick, Professor Kwong Lee Dow, Ms Pip Leedham and Mr Corey Peterson.

[REDACTED] attended for all items other than members only.

Mr Alastair McDougall attended as Secretary.

Attendees:

[REDACTED]

[REDACTED]

[REDACTED]

Introductory Items

The Chancellor welcomed members with an acknowledgement of Country and reaffirmed Zoom meeting protocols given this is the first formal meeting of Council conducted via ZOOM.

1.1 *Introductory Items

1. Apologies

There were no apologies.

2. Declarations of interest

There were no new declarations of interest and no specific declarations impacting the matters considered on the Council meeting agenda.

3. Minutes

03-04-2020_UC_16311-7308

Council confirmed the minutes of the meeting held on 14 February 2020 and the minutes of the meetings held by circular on 5 March 2020, 24 March 2020 and 26 March 2020.

4. Actions

03-04-2020_UC_16311-7309

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

No additional agenda items were starred for discussion. The motions relating to the unstarred items were passed in a block-

4.3 Department of Defence Equipment Loan Agreement

6.1 Work Health and Safety obligations.

Members Only

2.1 *Members Only

Members of Council met in closed session and the following matters were raised for discussion:

Temporary suspension of Council meeting procedures

Given the need for flexibility and adaptability in the rapidly evolving operating environment as a result of the COVID-19 emergency, consideration was given to the necessity to temporarily suspend Council meeting procedures which relate to the process by which a Special Meeting of Council may be convened.

Consideration was also given to the most appropriate time at which members may be available to meet at short notice. It was agreed that meetings commencing at 8am would be the best time to allow maximum attendance.

03-04-2020_UC_14837-7605

In recognition of the COVID-19 emergency, and in accordance with section 10 of Council Meeting Procedures, Council agreed to the temporary suspension of section 2 of the procedures, and that the Chancellor or Vice-Chancellor may convene a special meeting of Council as considered necessary. A special meeting of Council requires a minimum of 8 members present.

Council support for the Vice-Chancellor

It was noted that there have been a range of negative views of the University which have been put forward in both the local media and the community. It was suggested that further consideration be given to the role that Council may be able to play particularly in communication of rationale for significant organisational decisions. More effective sharing of the workload and reduced reliance on the Vice-Chancellor for communications would be beneficial to the University and also reduce unnecessary focus and attention, some of it unsavoury and personal in nature, on the Vice-Chancellor

It was noted that:

- There have been some challenging weeks but there has also been some reorganisation of resourcing to facilitate more effective engagement with key stakeholders, including the media.
- Directing excessive attention to managing the media would also not be desirable.
- Consideration should be given as to who, in addition to the Vice-Chancellor, could make announcements on behalf of the University and that in some instances it may be beneficial for the Chancellor to deliver certain messages, particularly if it is considered to be a Council matter.
- There are a range of perceptions of the University within the community, some negative in nature, and it was acknowledged that there is further work to do to rebuild the University's 'social licence' in these instances. This will require some deeper strategic consideration and discussion with Council.

2.2 * Remuneration and Nominations Committee

University Foundation Committee appointments

The University Foundation Committee (UFC) members have recently been engaged in discussions on the future of the committee to explore a more effective operating model for the UFC in the context of the University's strategic plan. These discussions have resulted in some proposed amendments to the UFC's composition. Matters discussed in consideration and support of this motion included:

- Acknowledgement that there had been significant consultation with UFC members on proposed changes to the membership of the UFC and its operations.
- The Chancellor assumed the role of Chair of UFC on the Committee's inception given the importance and significance of the functions for which the Committee currently has oversight, however this was not expected to be an enduring or ex officio appointment

Further detail supporting the rationale for these appointments are included in the recommendations of the Remuneration and Nominations Committee which were circulated to members prior to the meeting.

03-04-2020_UC_11813-7307

That Council:

- Noted that the Chancellor, the Hon Michael Field AC, will conclude his term as a member and Chair of the University Foundation Committee, effective from 3 April 2020.
- Appointed the Vice-Chancellor Professor Rufus Black as a member and Chair of University Foundation Committee for a term of three years, effective from 3 April 2020.

Tasmania University Union Inc. Board appointments

The Tasmania University Union (TUU) has been undergoing a strategic review and transformation program. This work identified a number of potential opportunities to enhance governance, strategic and operational arrangements in order to effect constructive and beneficial change. Accordingly, several activities have been initiated by the TUU as part of this process of change, including the composition of the TUU Board.

In considering this matter, and in support of the amended motion, Council discussion included:

- Concern that the nominees for appointment may give rise to perceived conflicts of interest and that given the seniority of the roles that the nominees have at the University, they may not have sufficient capacity to direct their attention to TUU matters particularly during current circumstances.
- [REDACTED]
- Noting that the seniority of the nominees, signalled a strong and visible commitment by the University to the TUU of the importance of student experience consistent with the University's strategic direction. In addition, it was noted that the appointments are also transitional in nature as they are for an initial term of one year with an option for a further year to be resolved and agreed with the TUU
- Recognising that the TUU has opportunity for growth in support and promotion of student experience and the skills and capabilities of the nominees would assist in achieving this objective.
- Noting that appointments to the Board of the TUU should not constrain TUU's advocacy role but there was a real need for focus and attention to be directed to strengthening the operational and administrative functions of the TUU.
- Highlighting the critical importance of proactive communication strategy to accompany announcements of University appointments to the TUU with focus on clearly articulating how this delivers mutually beneficial outcomes for the University and the TUU and importantly aligns with the broader strategic direction of the University.
- Noting that more generally, there is opportunity for the University to be more proactive and strategic in communications with all key stakeholders.
- Noting that effective and timely communications requires considered focus and can consume significant resource, which given current circumstances, have been directed to other critical matters.

On the basis that the proposed appointments are not recommended for commencement until July 2020, it was resolved that consideration of the appointments be deferred to the next scheduled meeting of Council.

03-04-2020_UC_11813-7606

Council:

- Noted the recently approved changes to the governance structure and constitution of the Tasmania University Union Inc. (TUU).
- Endorsed the proposed approach for subsequent appointments to the Board of the TUU for the roles of chairperson, academic and professional University of Tasmania staff members.

03-04-2020_UC_11813-7607

Council deferred consideration of the appointment of the academic and professional staff members to the Board of the TUU to a future meeting of Council.

Strategic and Performance Sessions

3.1 * COVID-19 – Management of Impacts

[REDACTED] joined the meeting at 9.48am

Following the Council briefing last week, management provided a further update on the challenges confronting the University as a result of the COVID-19 situation. Key matters noted included:

- Work has continued on the development of a specific model for Tasmania to assist in better understanding the potential impacts of COVID-19.
- If not checked, then it is expected that the virus would run for around 180 days, however with existing mitigations in place, the impacts of the virus in Tasmania could persist for an extended period, possibly 12-18 months. This would have a significant impact on the University's operations.
- The University has established a working group with the State Government and sharing of modelling information occurring.
- An expectation that current State Government settings will not achieve the 'Fortress Tasmania' outcome which would see suppression of the virus within 6 weeks.
- Australia, and Tasmania, are still in the very early lifecycle phase of COVID-19 and are perhaps a month behind the European experience. It is likely that current interventions will prolong but not eliminate the impacts of the virus which will directly impact how long this is expected to be a critical matter for the University.
- Noting that this is a finite issue likely to be resolved when a vaccine may be developed and available, although this timeframe is not yet known.
- Paradoxically, successful outcomes for the State would likely deliver less favourable outcomes for the University. A longer period of enforced restrictions could result in some losing patience with interventions and behaving in ways which will increase levels of infection in the community.

Management has [REDACTED] the anticipated financial impacts in a range of scenarios and presented potential financial implications in respect to two scenarios being the 'Managed Waves' and 'Chaos and Struggle' for the period 2020-2023. Key points in projecting the annual cash position during this period included:

- An expectation of a significant reduction in student revenue
- Possible interventions to reduce cost base including:
 - Deferring proposed CPI increases for salaried employees
 - The need to consider a possible reduction in salaried and casual workforce
 - Initial reduction of international agent fees noting that this will increase as international recruitment activities are re-established in the future
 - Temporary closure of some buildings on campus.

It is considered that subject to effective management of the University's cost base the University remains financially viable.

- [REDACTED]
- Highlighting the importance that the University emerges from this situation in a financially sound and viable position.

There was significant discussion on the benefits to the University, and the need to give informed consideration to a reduction in operating costs. Key matters noted included:

- The potential impact that cost reductions may have on University staff.
- The need for some process redesign activities to be undertaken to identify and eliminate duplicated effort across the University.
- The need for tight control over current vacancies together with careful and effective management of the number of casual employees.

Acknowledging the expected impacts that a significant the operating cost base may have at this particular time, it was queried whether all viable alternatives had been considered.

A further scenario was raised for consideration which would involve an across the board reduction in salaries for all staff. While the merits of this scenario recognised some immediate reduction in cost base, it does not immediately address the duplication in roles and costs which exists across the University, particularly if it is expected that there would be significant reduction in future revenues.

Further discussion on the potential impact on the University of a reduction in operating costs included noting that:

- The University is confronted with a crisis and there is acknowledgement that there is likely to be adverse outcomes for many which will cause distress.
- A number of Universities within the sector are facing more significant financial impacts than this University.
- Delaying a reduction in the University's operating cost base would impose a significant financial drain on the University.
- Council has clear stewardship responsibilities to ensure the longer term sustainability of the University. Council can consider a range of responses but each will present difficult decisions and adverse outcomes at different points in time.
- The University currently has the benefit of a strong investment portfolio and the opportunity to reduce the operating cost base by elimination of duplication.
- There is a finite period on the health aspect to this crisis which will be informed by access to a vaccine but there is also a more enduring aspect which is dealing with the economic realities which have arisen, and this could persist for a more extended period. It is expected that there will be significant adverse impacts on State Government debt levels and also an expected reduction in the size of the state public service for a number of years

The 'Managed waves' scenario at this stage is considered to be the more likely scenario and that should a reduction in the operating cost base not occur this would place significant financial strain on the University.

It was resolved that management prepare and present further detail to Council on potential impacts on how reduction in operating costs might best be pursued.

03-04-2020_UC_18251-7514

Council requested management present further financial impact scenarios to a future Special Meeting, with the scenarios including greater detail on how a reduction in operating costs might be pursued.

██████████ left the meeting at 10.26am

3.2 * Creating a sustainable University

Management provided a presentation on Course Profiling and Working Better initiatives which, in the context of the COVID-19 challenge, remain critical to delivering a positive student experience and the sustainability of the University. Both initiatives are being guided by the University's strategic context with the intent to build revenue and reduce the extent of work which is not aligned with the University's strategy.

These two initiatives are part of a broader portfolio of transformation initiatives currently being undertaken within the University.

Key matters highlighted in respect to the Course Profiling initiative included:

- Noting the intention is to increase the degree of simplicity and efficiency of the University offerings.
- The proposed course architecture has been well received by the academic community.
- Noting that 59 course 'nests' have been established as part of course rationalisation activities
- Following the finalisation of course architecture, attention will be directed to course content. While there will be change for some courses, there are a range of existing courses where change in content may not be significant.
- Noting that there have been several challenges which are actively being addressed including: addressing COVID-19 issues, incorporating changes feedback from the academic community and ensuring that course distinctiveness is actively promoted.
- Noting that next steps are the finalisation of course architecture, approving undergraduate course portfolios and approving course redesigns.

Key matters highlighted in respect to the Working Better initiative included:

- Highlighting the intent of the initiative to improve services and enable our people to focus on delivering the University's strategy.
- Noting that over time there has been growth and duplication in resources largely between the

Divisions and the Colleges. A number of staff, particularly in Colleges, operate as generalists and have multiple functions. A process is nearing completion which identifies and understands the functions of these roles. This will inform a realignment of reporting line to the Divisions where appropriate.

- Noting that consideration will then be given to the efficiency and effectiveness of key processes and the resource requirements necessary to deliver desired process outcomes.

Further matters raised for discussion included:

- Reiterating that transitioning to a sustainable cost base would be undertaken in a co-ordinated and staged manner.
- Confirming that management have been conducting weekly meetings with National Tertiary Education Union (NTEU) representatives.
- Querying how these activities are ensuring that outcomes support the academic endeavour. It was noted that consultation with the academic community has taken place and that outcomes will be directed by alignment with the University's strategic intent, ensuring that redesigned processes deliver desired outcomes for the end user, including those in the academic community.

In addition, management noted that:

- The intent of the Revenue Project is to create as many opportunities for Tasmanians to undertake education. Importantly this includes a year 12 Schools Recommendation scheme which is open to those who wish to apply and that students not meeting capability requirement for undergraduate courses will be offered a pathway option.
- Key strategic initiatives in other projects continue to be pursued, including:
 - A recent signing a Memorandum of Understanding with Elsevier¹ to help measure the University's societal impact.
 - Two pilot areas of planned impact have been agreed being incidence of preventable health conditions in Tasmania and reducing carbon emissions and increasing the awareness of climate change in Tasmania.
- In times of economic downturn, many return to education and this may provide an avenue for the University's engagement with the Tasmanian community.

03-04-2020_UC__12765-7512

Council received the presentation on Creating a sustainable University.

[REDACTED] left the meeting at 12.06pm

3.2 * University Performance Report

Matters raised for discussion in considering the University Performance Report included:

- Querying the timeframe for Southern Master Planning activities given the current operating environment. It was noted that the pause on these activities was necessary due to the inability to effectively engage with stakeholders and the community.
- Noting that the impact of COVID-19 had delayed reporting of culture and staff satisfaction metrics as data reported during this time may be difficult to interpret.
- [REDACTED]
- Confirming the University's commitment to research activities as a research-intensive university and in particular those aligned with the University's strategic mission.

03-04-2020_UC_12909-7310

Council received and noted the University Performance Report.

Council considered items out of agenda order as follows: 5.1, 4.2 then 4.1

¹ Elsevier is a Dutch publishing and analytics company specializing in scientific, technical, and medical content.

Matters for Decision

4.1 * Newnham Masterplan

[REDACTED]

It was noted that the Newnham Masterplan is a high-level in nature and is expected to evolve over time.

03-04-2020_UC_12795-7516

Council approved the Newnham Masterplan and noted that it will be released to the external stakeholders for community consultation.

4.2 * Governance Instruments Framework Review Project Outputs

[REDACTED] joined the meeting at 12.15pm

A set of proposed governance principles for the University's controlled and associated entities has been developed, which has been guided by independent governance advice. A few key points have been identified for Council consideration and focus.

Matters raised and discussed in support of the principles included:

- Acknowledging that while there is a need for Council to approve the establishment of controlled entities, the operations of an entity would be accountable to the Vice-Chancellor.
- The need to keep associated processes simple and that perhaps there is no need for matters of Board remuneration to require consideration by the Remuneration and Nominations Committee and this should also be a matter which resides within the Vice-Chancellor's delegation.
- Council may, if required, place increased degrees of accountability on controlled entities.
- Clarifying existing reporting arrangements of controlled entities and that there are currently no requirements to specifically report to Council for these entities, other than for UTAS Properties Pty Ltd which has recently been established. Support was provided for these entities to report to Council via either Audit & Risk or Finance Committee.

03-04-2020_UC_18614-7312

Council approved the proposed governance principles for the University's controlled and associated entities noting that:

- The approved governance principles will inform the development of the governance and procedural instruments to guide the establishment, operation and governance of these entities.
- Further activity is required to be undertaken to align existing arrangements with the proposed principles.

[REDACTED] left the meeting at 12.45pm

4.3 Department of Defence Equipment Loan Agreement

03-04-2020_UC_16178-7513

Council delegated authority to the Vice-Chancellor and/or the Deputy Vice-Chancellor (Research) to sign the Defence Science and Technology Group (DSTG) Equipment Loan Agreement, subject to appropriate Legal, Financial and Business Development and Technology Transfer advice.

Matters for Discussion

5.1 * Risk Management Framework

[REDACTED] joined the meeting at 12.15pm

The University has strengthened the risk management framework to more effectively identify, control,

escalate, monitor and review risks. Management provided an overview of the framework, proposed Whole of University Strategic and Tier 1 Operational risks and key risk triggers together with an update on proposed next steps including the development of risk appetite statements to assist in risk-based decision-making.

Key matters raised for discussion included:

- Recognising that the framework aligns with good risk management practice.
- Noting that risk management has been an area of focus within the sector in the past two years.
- Acknowledging that Universities are complex organisations and each element of the framework requires considered thought to ensure that risk issues are escalated to appropriate levels for consideration in a manner that is not overly complex or complicated.
- Noting that the University's Strategic Plan establishes the context for the development of key organisational risks.
- The emergence of the COVID-19 threat may have impacted the strategic and operational risks included in the Risk Management Framework presentation, particularly at the strategic level.
- Clarifying that 20 years has been used as the timeframe for assessment of the risk likelihood of 'rare' as this is considered as reasonable in the context of business and economic cycles.
- Noting that the risk framework allows for escalated monitoring of high and extreme residual risks to UET and Council respectively.
- Noting that the 'As Low as Reasonably Practicable' (ALARP) principle, which evolved from a work health and safety context, may not be appropriate for an organisation such as a university. Accordingly, tailored risk appetite statements for categories of risks associated may be required.
- It is important that risk appetites statements are carefully considered and well-articulated. Caution was expressed for not developing too many risk appetite statements.
- Noting that the mechanisms to formally report on risk have yet to be considered or established. However, it would be expected that non-compliance with identified risk controls would be reported through the Audit & Risk Committee.
- Linking risk appetite statements with organisational values would be considered best practice.
- Noting that preparation of Council papers and Vice-Chancellor briefing notes in the future would be expected to include reference to risk appetite statements and approved delegations relevant to the matters for consideration.

The next steps in the process are:

- Following this discussion with Council, the risk framework and Whole of University risks will be presented to Audit & Risk Committee for endorsement and Council for approval subsequently.
- For management to engage in discussion on risk appetite statements and for outcomes to be presented to the Audit & Risk Committee for reporting to Council.

03-04-2020_UC_12143-7311

Council received and noted the progress and approach for the Risk Management Framework including:

- Whole of University Strategic and Operational risks
- Risk appetite statements.

 left the meeting at 12.45pm

5.2 * Report from Academic Senate Meeting

Key matters from the meeting of Academic Senate highlighted for the attention of Council included:

- The Vice-Chancellor's briefing on the current challenges faced by the University with particular focus on the University's simplification agenda and the role in this process for Academic Senate.
- Academic Senate members considering the need for simplification of study periods.
- Noting the presentation on the Foreign Interference Transparency Scheme (FITS).
- Highlighting the revisions to the Table of Approvals which included focused discussion on the context of greater on-line delivery while ensuring that quality assurance mechanisms remain sufficiently robust.

Matters raised for further discussion included:

- Querying whether consideration has been given to ungraded passes given the existing challenges

for students undertaking study. It was noted that this was a matter which is scheduled for consideration by Academic Senate at a Special meeting on 7 April. It is important that the University supports and does not penalise those students choosing to continue to pursue their academic endeavours in challenging circumstances.

- Noting that the Special meeting of Academic Senate is expected to consider:
 - New Undergraduate Course Architectures
 - Establishment of New Academic Senate Committee
 - Quality Assurance of Online Offerings and Alternative Assessment Approach
 - Recording No Failure in Response to Online Offerings due to COVID-19

03-04-2020_UC_13382-7495

Council received the report and the draft minutes of the Academic Senate meeting held on 21 February 2020 and the draft 2020 Academic Senate Workplan.

5.3 * 2019 Academic Senate Annual Report

03-04-2020_UC_14811-7496

Council received the 2019 Annual Academic Senate Report to University Council.

5.4 * Report from Audit & Risk Committee

Key matters from the meeting highlighted for Council included:

- Highlighting the recent progress with the University's central compliance function in recent months particularly in respect to reporting instances on non-compliance.
- Progress with the Tertiary Education Quality and Standards Agency (TEQSA) Conditions Project.

It was requested that given recent media report concerning the security on Zoom (a video conferencing platform) used by the University for virtual meetings, members be provided with some advice on security exposures and how these are being mitigated and this be circulated as soon as practicable.

03-04-2020_UC_14522-7317

Council received and noted the report from the Chair of Audit & Risk Committee and the draft minutes of the 13 February 2020 Audit & Risk Committee meeting.

03-04-2020_UC_14522-7613

Council requested advice on the security exposures and how they are being mitigated with the use of Zoom (video conferencing platform) to be circulated as soon as practicable.

*** 2020 Internal Audit and Risk Management Plan – Revised**

A late paper was circulated to members which addressed the impact of COVID-19 on planned internal audit activities for 2020 and the rationale for revision of the 2020 Internal Audit and Risk Management Plan. There was urgency in presenting this revised plan to Council rather than through the Audit & Risk Committee to ensure projects can be appropriately planned and resourced. It is the intention that a majority of activity detailed in the revised plan is expected to be delivered utilising in-house resources.

03-04-2020_UC_

That Council approves the revised Internal Audit and Risk Management Plan for 2020.

5.5 * Report from Built Environment & Infrastructure Committee

Key matters from the meeting highlighted for Council included:

- Noting that the Northern Transformation Project continues with activity on the Willis Street bridge and early works for the Library and Student Experience building progressing.
- A decision on the Tasmanian Institute of Agriculture has yet to be resolved and that industry

- funding is required for this to be further progressed.
- The design brief for the Rivers Edge and Willis Street developments presents a vision which aligns with the University's strategic plan.
 - A pause has been placed on southern transformation activities, Purpose Built Student Accommodation (PBSA) PBSA-L and PBSA 3.
 - PBSA 2 is three months ahead of schedule and has now reached the fit-out stage. While there does not appear to have been any supply chain issues to date, the emergence of risks associated with COVID-19 may impact completion timelines.

[REDACTED]

03-04-2020_UC_15845-7318

Council received and noted the report from the Chair of the Built Environment & Infrastructure Committee and the draft minutes of the 19 March 2020 BEIC meeting.

5.6 * Report from Finance Committee

Key matters from these meeting highlighted for Council included:

- The value of the advice provided by the Investment Advisory Panel in considering the University's investment portfolio. It is expected that during this challenging period, there will be more proactive management of the investment portfolio, noting that the University still has approximately [REDACTED] in investment markets.
- That following the recent divestments, the value of the investment portfolio is approximately [REDACTED].

03-04-2020_UC_13548-7521

Council received and noted the 23 March 2020 report from the Chair of Finance Committee and the draft minutes of the 23 March and 13 February 2020.

Matters for Noting

6.1 Work Health and Safety Obligations

03-04-2020_UC_11344-7320

Council noted the Work Health and Safety obligations that apply at the various levels within the University and the operation of processes and controls to discharge these obligations.

Other Business

7.1 *Graduation in Absentia

03-04-2020_UC_10633-7554

Council approved the applications for the conferring of awards to be awarded on 7 April 2020.

7.2 * Conferral of an Honorary Degree on Ms Sharon Lee White – Doctor of Medicine

The Chancellor admitted [REDACTED] to the degree of Doctor of Medicine, honoris causa.

7.3 * Other Business, Confidential Items and Future Meetings

1. Other Business

Members were thanked for their patience and understanding given current circumstances presented by measures to respond to COVID-19 and this being the first formal meeting of Council using the Zoom technology.

There was no further business.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. 2020 Meeting Dates

- 22 May 2020 (Hobart)*
- 26 June 2020 (Burnie)*
- 28 August 2020 (Sydney)*
- 30 & 31 October 2020 (Launceston)*
- 4 December 2020 (Hobart)*.

* All meetings will be by video conference (zoom) until the foreseeable future.

Meeting closed at 2.04pm.

Council

The University Council met by video conference (Zoom) on Friday 22 May 2020 from 9.03am.

PRESENT: The Chancellor (The Honourable Michael Field) in the Chair, Vice-Chancellor (Professor Rufus Black), Professor Natalie Brown, Ms Jenny Burgess, Mrs Susan Chen, Mr Harvey Gibson, Mr Paul Gregg, Mr James Groom, Ms Ella Hilder, Distinguished Professor Jamie Kirkpatrick, Professor Kwong Lee Dow, Ms Pip Leedham and Mr Corey Peterson.

[REDACTED] attended for all items other than members only.

Mr Alastair McDougall attended as Secretary.

Attendees: Item 3.1 COVID-19 Financial Response:

[REDACTED].

Item 3.2 Regional Strategy:

[REDACTED].

Item 3.3 UTAS Properties:

[REDACTED].

Item 4.3 Academic Delegations:

[REDACTED] attended for the item on Academic Delegations.

Introductory Items

The Chancellor welcomed members with an acknowledgement of Country.

1.1 *Introductory Items

1. Apologies

There were no apologies.

2. Declarations of interest

[REDACTED] declared that she is no longer an employee of Sustainability Integration Program for Students, University of Tasmania and this can be removed from the Register of Interests.

In considering Agenda Item 2.3 Remuneration and Nominations Committee, appointment of Mr Paul Gregg to the Finance Committee, the recommendation was not discussed in detail and did not require Mr Gregg to absent himself from the meeting.

In considering Agenda Item 3.1 COVID-19 Financial Response, given the possible implications for staff in considering the motions, it was noted that Professor Kirkpatrick, Professor Brown and Mr Peterson are all staff members of Council. It was resolved that all members could participate in Council discussion and that, should a formal vote be required on the motions relating to consideration of the National Framework through a variation to the Staff Agreement, each would be requested to abstain from voting. The motions were passed unanimously, without dissention, and did not require a formal vote.

There were no further declarations of interest.

3. Minutes

The following amendment was requested to the minutes of the Council meeting held on 3 April 2020:

Council

- Noted ~~Endorsed~~ the proposed approach for subsequent appointments to the Board of the TUU for the roles of chairperson, academic and professional University of Tasmania staff members.

22-05-2020_UC_16207-7352

Subject to the proposed amendment, Council confirmed the minutes of the meeting held on 3 April 2020.

4. Actions

22-05-2020_UC_16207-7353

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

Agenda item 4.7 Academic Senate Membership was starred for discussion by [REDACTED].

No additional agenda items were starred for discussion. The motions relating to the unstarred items were passed in a block-

2.4 Ceremonial and Honorary Degrees Committee - nomination of Emeritus Professors

4.6 Hedberg Project Budget Status

4.8 Revocation and reissue of an award

6.1 [REDACTED]

Members Only

2.1 *Members Only

Remuneration of elected staff members on Council

[REDACTED] raised the matter of remuneration of elected staff members, noting that it was not specifically referenced in the External Review of Council Operations. Matters discussed in the support of a motion presented to Council included:

- Noting that the amount attributed for remunerating the academic and professional staff members on Council is included in the University Governance budget. These members do not personally receive Council remuneration but rather these funds are directed to the cost centre within the University, which carries the costs of employment of these members.
- Noting that Council members external to the University personally receive Council member remuneration.
- Noting that academic and professional staff members on Council do not have their functional workloads adjusted for the time commitment required for Council member responsibilities.
- Noting that while Council members external to the University do receive remuneration, they are not reimbursed for time spent away from their private businesses in order to fulfil Council member responsibilities.
- While acknowledging that there does need to be a review of Council member remuneration, and also that remuneration of members of governance forums for public institutions has different parameters to private companies, in the current environment it is not timely to consider this matter further.

22-05-2020_UC_10673-7915

Council approved the remuneration of professional and academic elected members on Council to be in a manner consistent with other external members of Council.

No further items were raised for discussion.

2.2 * External Review of Council Operations

The external report on the review of Council operations raises a range of matters for consideration, with the intent to provide a basis for broader discussions particularly in the context of the work currently being conducted to contribute to a sound contemporary governance framework for the University.

In considering the report, discussion was focussed principally on the nature of the relationship and roles of Council and management. Within this context, key matters highlighted in discussions included:

- Highlighting that the nature and identity of the University, with its collegial values that govern its organisation, predate the contemporary legislative and regulatory requirements. It was recognised that the application of modern instruments of governance may at times challenge these deeper university values.
- Disagreeing with the more minimalist interpretation of governance that was presented in the report.
- Noting that the core principles of governance recognise that the University's authority resides with Council and that Council is responsible for establishing and maintaining a framework to ensure that strategic objectives, as well as externally mandated requirements, are being met.
- Noting that Council:
 - Is responsible for the strategic direction of the University and establishing a framework to facilitate monitoring of the implementation of strategy through regular and transparent reporting.
 - Distributes the authority to pursue that strategy through the delegation framework.
 - Provides the parameters for people to act within their delegated authority through the risk frameworks and policy instruments it establishes.
 - Is responsible for the election of the Chancellor to govern the Council and the appointment of the Vice-Chancellor to manage the University according to the parameters established by the Council.
- In order to ensure that there is an appropriate balance between facilitating a broad and diverse range of perspectives without stepping into the role of management, it is critical that the role of Council is clear and well understood. This is particularly the case in the establishment and operation of Council committees.
- However, while there is a need for transparency and clarity, there is also a need for flexibility as there may be occasions where it is useful for Council members to assume a more 'hands on' role, particularly in offering guidance and advice to management. Accordingly, it is necessary that Council retains suitable skills and experience so it is well positioned to offer advice as required.
- There are benefits for those members of governance forums having mechanisms to understand what occurs operationally within an organisation. How this insight is obtained is important. While acknowledging the need for a flexible approach, great care and consideration is required should Council members be involved in any activities within the delegation of the Vice-Chancellor, as this may risk undermining the Vice-Chancellor's authority and creating management complexity.
- Establishing and maintaining an environment which facilitates a high degree of trust, both within Council and between Council and management is critical to the operation of an effective governance model.
- Recognising that there is a need for some independent reporting lines to Council, such as the role of Director Audit & Risk, but these are expected to be limited with clear protocols established governing interactions.
- Highlighting the importance of developing a governance framework which is contemporary and serves current and expected future requirements and is not constrained by historical practises or overly influenced by narrow perspectives.
- Recognising the importance of a clear and shared understanding of the roles of both Council and management to assist in resolving Council's response to recommendations made in the report. Council resolved that a further discussion on the composition and skills mix on Council would also assist in framing Council's response to recommendations made in the report.

The broad themes emerging from discussions included recognition of:

- The distinctive nature of universities which has evolved over a significant period. The emergence of corporate governance tools and guidance should be used to support the principles and values on which existing governance structures have been developed.

- The role of Council is to establish and oversee the architecture for a range of components which comprise a contemporary and robust governance framework for the University.
- A degree of dynamism is necessary in how the relationship between Council and management operates but in essence this relationship needs to fundamentally be founded on trust.
- The role of Council is one which is wider in nature than is envisaged in the external report.
- The need to further deliberate on the specific content of the report in the context of this broader view of governance.

22-05-2020_UC_12793-7830

Council resolved that a further discussion on the composition and skills mix on Council would also assist in framing Council's response to recommendations made in the report.

2.3 * Remuneration and Nominations Committee

1. Finance Committee

22-05-2020_UC_12335-7907

Council appointed Mr Paul Gregg to the Finance Committee for a term ending at the conclusion of his term on Council.

2. Built Environment & Infrastructure Committee

22-05-2020_UC_12335-7908

Council amended the terms of reference for the Built Environment & Infrastructure Committee to add a footnote stating: The Chair of Finance Committee is not expected to attend every meeting of Built Environment & Infrastructure Committee.

3. University Foundation Committee

22-05-2020_UC_12335-7909

Council reappointed Ms Susan Gough and Mr Ashley Townsend to the University Foundation Committee for a further 2-year term ending 30 June 2022.

4. Appointments to the Board of the Tasmania University Union Inc (TUU).

22-05-2020_UC_12335-7910

That the Committee recommended to Council the appointment of:

- Mr Tyson Wienker as the academic staff member
- Ms Pernelope Ratcliffe as the professional staff member

to the Board of the TUU for a term of 1 year with an option for a further year as agreed between the TUU and the Vice-Chancellor commencing 25 May 2020.

5. Consideration of Council membership

22-05-2020_UC_12335-7911

Council noted the update on consideration of Council membership.

2.4 Ceremonial and Honorary Degrees Committee

22-05-2020_UC_10402-7829

Council approved the conferral of title of Emeritus Professor on:

•

█

- Professor [REDACTED]

Strategic and Performance Sessions

3.1 * COVID-19 Financial Response

Ms Jenny Burgess joined the meeting at 10.03am

[REDACTED] joined the meeting at 10.06am

Management presented the University's planned financial response to the challenges presented by COVID-19. The presentation focussed on two areas to steward the University's financial sustainability being:

- Proposed further actions
- Proposed funding choices

By way of context it was noted that:

- While there are four broad scenarios through which COVID-19 could play out, and that each involve substantial declines in student numbers and revenue, it is expected that the 'Managed Waves' and 'Fortress Tasmania Delivers' as being the most likely outcomes.
- Mobility data indicates that Tasmania has been successful in constraining transmission. Despite this, a second wave of transmission cannot be ruled out and this could challenge the State's Intensive Care Unit (ICU) capacity.

Proposed further actions

Key matters highlighted for consideration of the proposed further actions included:

- Highlighting that the University has a strong balance sheet but also has a range of funding commitments. The University's current cash position is such that any operating and capital cash losses in coming years will increase levels of debt.
- In considering domestic revenues:
 - The current financial plan, which envisages modest growth, provides the basis for existing cost structures. A range of factors have been considered in projecting potential 'best' and 'worst' case scenarios through to 2022. The key difference in these scenarios is how long 'Fortress Tasmania' remains in place.
 - [REDACTED]
 - In all cases there remains an expectation of domestic growth against current year, slightly less than the existing plan. A range of specific initiatives have been activated and are being progressed.
 - Interstate enrolments remain relatively strong.
 - The schools recommendation program, implemented nationally, is expected to continue beyond 2020. There has been strong acceptance of this program in Tasmania including the North West.
 - The Business and Tourism offering, in partnership with the tourism sector, and the Wellbeing Toolkit where there have been in excess of 3,000 applications to date were highlighted.
- In considering international revenues there are a range of challenges:
 - The current financial plan did not include aggressive revenue growth targets.
 - A range of factors have been considered in projecting potential 'best' and 'worst' case scenarios through to 2022, noting that international revenue is highly dependent on State Government decisions regarding border control and visa settings.
 - The international market is particularly competitive, with the University's core demographics already being targeted.
 - A number of strategies have been developed and are being actively implemented to remain competitive with a focus on recruiting high value students and promotion of greater diversity.
- Funding plans need to meet a 'worst' case scenario and with no cost reduction measures this

would result in a significant adverse cash impact over four years resulting in excessive and unsustainable levels of debt.

- In responding to these circumstances:
 - Non-salary expenditure has been significantly cut and is expected to be held for the period through to 2022.
 - 2020 business as usual capital has also been significantly cut or deferred with plans to hold it at further reduced levels.
- However, implementation of these measures still leaves a considerable adverse cash and debt positions which are not sustainable. Accordingly, there is a need to address salary expenditure.
- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
- In considering the ability to address salary costs within agreed Category A actions, while there are savings apparent, this still leaves the University with an adverse cash and unsustainable debt position over the next four years.
- There is a need to further address salary costs through leveraging more efficient staffing models given projected student revenue. Acknowledging that the existing financial plan targeted improved staffing ratios in advance of the projected student number decline, the proposed approach is to:
 - Measure staffing through the use of simple and agreed measures to gauge organisational sustainability. These include Equivalent Full Time Student Load (EFTSL) to Academic staff and Professional staff to Academic staff ratios.
 - Establish improved staffing ratio targets under the two scenarios and project salary savings.
- Adoption of this approach is projected to result in a reduction in staffing numbers which is expected to be achievable through voluntary measures and the establishment of an efficient resourcing model. Not adopting this approach would likely require the introduction of forced redundancies which is not the preferred approach.
- On current estimates, the proposed measures outlined would enable the University to achieve a break even operating position by 2023, noting that some challenging decisions on funding exist and that future capital commitments remain.

In support of the resolutions, matters raised for discussion included:

- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

[REDACTED] [REDACTED]

It was noted that:

- Implementation of the approach outlined would deliver a sustainable University generating positive cashflows with a manageable net debt position.
- Council approval of the approach in the NTEU National Council approved Australian Universities Jobs Protection Framework would enable the University to propose a variation to the enterprise agreement with staff. [REDACTED]

22-05-2020_UC_15074-7356

Council noted the update presentation on the COVID-19 financial response plan.

22-05-2020_UC_15074-7981

Council approved the:

- Implementation of non-salary costs savings for 2020 amounting to \$30m and holding costs significantly lower in 2021 and 2022.
- Salary cost savings initiatives in part enabled by an Australian Universities Jobs Protection Framework through a variation to the Staff Agreement
- Business as Usual capital expenditure saving of \$15.6m in 2020 and holding capital expenditure at \$20m for the next three years.

2020_UC_15074-7982

Council:

- Approved the proposed enterprise agreement strategy to endorse the NTEU National Council approved Australian Universities Jobs Protection Framework.
- Delegated authority to the Vice-Chancellor, subject to appropriate financial and legal advice, to execute this COVID-19 financial response plan and execute all related or ancillary agreements.

Proposed funding choices

Key matters highlighted for consideration of the proposed funding choices for the University included:

- While ensuring that the University is sufficiently liquid for protection from 'worst case' outcomes of COVID-19, noting that there is a need to ensure that funding is sufficient to support implementation of the revised financial plan.
- Noting that challenge is presented:
 - In funding operating losses and major capital expenditure commitments that were to be funded from operating surpluses.
 - As cash requirements, even on a 'best case' scenario, exceed the University's borrowing limit unless the investment portfolio is in part realised.
- Noting the need to consider the University's investment principles to guide funding decisions.
- Proposing a staged approach to meet the University's immediate financial needs, effectively managing key risk exposures and leveraging the liquidity in the investment portfolio. More specifically, the proposal is to:
 - Utilise [REDACTED]m of the investment portfolio to meet immediate needs.
 - Preserve choice by investing [REDACTED]m in the portfolio with a shorter term horizon and [REDACTED]m with a longer term horizon.
- Highlighting that adopting this approach would provide sufficient time to inform decisions on assessing further funding requirements as greater certainty in the operating environment emerges.
- Noting that the initial phase of the funding solution is expected to return the overdraft to a working capital facility while acknowledging that under the 'worst case', additional funding will be required in 2023.

In support of the resolutions, matters raised for discussion included:

- Noting that the decision to increase liquidity in the investment portfolio protected the University in a particularly chaotic market.
- Noting that there is a significant proportion of growth and defensive assets in the investment portfolio. In reinvesting \$ [REDACTED]m in accordance with the investment strategy, consideration needs to

be given to the extent of transaction fees and perhaps the need to reinvest in more conservative vehicles.

- Highlighting that decisions around funding choices are critical in order to maintain debt at a sustainable level and fund key projects without adversely impacting staff.

22-05-2020_UC_15074-7983

Council requested that Mr Gregg be invited to join the Investment Advisory Panel in considering a review of the University's investment asset allocation strategy given the current operating environment.

22-05-2020_UC_15074-7984

Council:

- Approved ██████m drawdown from the investment portfolio as a funding strategy to meet immediate operational expenditure requirements.
- Approved ██████m to be retained in the investment portfolio in liquid investments with a shorter term investment horizon.
- Approved the reinvestment of ██████m in the investment portfolio in accordance with the investment strategy.
- Noted an immediate review of the University's current investment asset allocation strategy considering the defensive and growth mix in line with the current environment.

████████ left the meeting at 11.22am

████████ left the meeting at 11.40am

3.2 * Regional Strategy and State Government Deed

████████ joined the meeting at 11.42am

The State Government's funding requirements for Inveresk have changed. Accordingly, there is a need to present some critical components of the University's strategy as it relates to operating as a regionally networked university.

Key matters highlighted for consideration and discussion included:

- Noting that State Government requirements for the funding of the Inveresk development have changed and this requires consideration and action.
- Noting that the University's strategy is strongly focused on delivering for all of Tasmania through a regional presence. Consideration has been given to developing ideas to address key issues to deliver that strategy including:
 - Growing science, teaching and research in Northern Tasmania, as well as the scale of expertise across food industry value chains.
 - Better aligning offerings to meet local needs for engineering and entrepreneurship, particularly in manufacturing and processing industries in North West Tasmania.
 - Bringing the University's full capabilities around marine industries together in Southern Tasmania and to better join up world leading capabilities in wilderness.
 - Moving to a truly networked campus model across Tasmania noting that the professional staff base is predominantly located in Hobart.
- Highlighting that the State Government wants to amend the Northern Transformation Project deed to strengthen the University's commitments in Northern Tasmania and this requires an acceleration of the University's strategy.
- Renegotiating the deed has been an extended process and to avoid a range of adverse outcomes, including increased costs and delay to completion, there is an urgent need to agree amendment to the deed. There is also a significant degree of community interest in this project.
- Proposing that there be a shift in capabilities and resources to increase the impact the University has in the North, North West and South and provide a basis for agreement with the State Government. In particular it is proposed that:
 - The Tasmanian Institute of Agriculture (TIA) be consolidated in Launceston and a new professional services centre be established at Newnham.
 - A centre for Manufacturing Engineering Creation be established in Burnie.
 - The Institute for Marine and Antarctic Studies (IMAS) be consolidated in Hobart and the creation of a new Institute for Wilderness Studies.

- Articulating the benefits for each of these proposals and mechanisms by which they would be implemented including:
 - Consolidation of TIA in Launceston:
 - Increased jobs across food industries from access to research and skilled workforce
 - Increased scale to deliver greater research funding
 - Better alignment with key partners
 - Use of existing building infrastructure reducing the requirements to build new space in Hobart
 - Consolidation of professional staff into Launceston:
 - Reduced Hobart campus footprint and associated costs
 - A boost to local economies from increased employment
 - Increased vibrancy of Inveresk and Australian Maritime College
 - Increased viability of development of Newnham
 - A centre for manufacturing engineering in Burnie:
 - An increased engineering workforce sustainably increasing economic activity in the North West
 - Expansion in teaching and research in the North West
 - Strengthening the University's distinctiveness in the South by consolidating IMAS and establishing an Institute for Wilderness Studies.

Matters raised for discussion in support of the strategy included:

- Adoption of the strategy would facilitate the State Government agreeing to a variation to the existing grant deed, including mechanism and encumbrances which would facilitate delivery of University commitments to Northern Tasmania.
- Noting that the Vice-Chancellor has had discussions with the Minister, which included the relationship between the University and the State Government and the complexity of the Northern Transformation Project.
- [REDACTED]
- Noting that other Australian universities are withdrawing from regional campuses as there is significant challenge in creating campus vibrancy and financial viability. [REDACTED]
- [REDACTED]
- [REDACTED] he consolidation into Launceston offers greater opportunity for collaboration and increased scale. There is also a gap in engineering and science offerings in the North West and the ability to utilise existing Tasmanian Minerals, Manufacturing and Energy Council (TMEC) space in the manufacturing precinct presents opportunity to meet a community need.
- Recognising that this proposal presents opportunity, with a clear rationale, to effectively manage expectations as they relate to the University's activities and offerings in Launceston.
- [REDACTED]
- Noting that the institute model has been successful for research funding and consolidation in the South aligns with southern Tasmanian values.

22-05-2020_UC_14887-7988

Council approved in principle the following components of the University's regional network strategy:

- Consolidation of the Tasmanian Institute of Agriculture in Launceston and establishment of a professional services centre at Newnham.
- Creation of a Centre for Manufacturing Engineering in Burnie.
- Consolidation of the Institute for Marine and Antarctic Studies in Hobart and the creation of a new Institute for Wilderness Studies.

22-05-2020_UC_14887-7985

Council delegated authority to the Vice-Chancellor to negotiate and sign amendment to the Grant Deed, Grant program: Relocation and expansion of the University of Tasmania's Launceston Campus at

Inveresk, from the State Government for [REDACTED] m, to give effect to the approved components of the University's regional network strategy, subject to appropriate legal and financial advice.

[REDACTED] left the meeting at 12.33pm

3.3 * UTAS Properties Matters

[REDACTED] joined the meeting at 12.34pm

A paper was circulated to members prior to the meeting providing an update on the activities of UTAS Properties Pty Ltd (UTAS Properties) since incorporation of the entity in August 2019. In addition, the Membership Rules for UTAS Properties, which are part of the governance framework between the University and UTAS Properties and the control mechanisms that the University Council will have over UTAS Properties, were presented for consideration.

Key matters raised for discussion in support of the resolution were:

- In the context of aspects of the regional strategy requiring acceleration and in particular the utilisation of property at Newnham, there is a pressing need for expert property advisory capability, a role which can be fulfilled by UTAS Properties.
- Noting the need to now appoint external directors to the Board of UTAS Properties given the duty exemption on title transfer had been achieved.
- Requesting clarification of the terminology 'University approval' which is used through the membership rules. It was noted that clarification of this terminology is a key governance term as it is the means by which Council agree on the 'Reserved Matters' with the board of UTAS Properties.
- Requesting that the term 'environmental' be included in clause 2.2(b)(ii) of the Membership Rules to align with the previously approved Constitution for UTAS Properties.

22-05-2020_UC_10832-7986

Council requested:

- further detail to clarify the terminology 'University approval' of the Membership Rules for UTAS Properties.
- the amended track changed version is circulated to members.

22-05-2020_UC_10832-7987

Council:

- approved the Membership Rules to be executed between the University of Tasmania and UTAS Properties Pty Ltd (UTAS Properties), subject to the version for execution being circulated and reviewed by Council members.
- delegated to the Vice-Chancellor the authority to sign the Membership Rules on behalf of the University of Tasmania.
- Noted the update on the appointment and remuneration of Directors of UTAS Properties.

[REDACTED] ont left the meeting at 12.41pm

3.4 * University Performance Report

22-05-2020_UC_14327-7357

Council received and noted the University Performance Report – May 2020.

Matters for Decision

4.1 * 2019 University of Tasmania Annual Report

22-05-2020_UC_14289-7804

Council approved:

- the draft 2019 University of Tasmania Annual Report, noting that only significant changes to the report will be returned to Council for approval.

- the amendment to note 24 of the 2019 University of Tasmania Financial Statements to include a subsequent event note.

4.2 * Whole of University Strategic and Tier 1 Operational Risk Profile

████████████████████ joined the meeting at 1.15pm

The Risk Management Update report provides an overview of the status of risk management matters, however the focus of this discussion was the Whole of University (WoU) Strategic and Tier 1 Operational risk profiles. The WoU risk profile report includes an overview of the development of the profile, including the risk framework used to assess the risk profile. In addition, the WoU Strategic and Operational risks were presented for Council consideration.

In considering and supporting the resolution, key matters discussed included noting:

- The significance of this risk profile in the context of broader University governance arrangements.
- There remains further work to be completed on establishing risk appetite statements.
- That the risk profile has been a dynamic exercise and has evolved over time.
- The profile demonstrates the resilience of universities as entities and that it is the longer-term risks which present the greatest threat to on-going viability of universities. It is these factors which are now shaping internal conversations around key vulnerabilities.
- That while the output of this process is important, it has been the quality of the internal debate and conversations which have been particularly valuable, demonstrating that engagement and thinking about risk within the University has evolved.
- That while the University has progressed along the risk management maturity curve, it remains an evolving area of focus.
- That it is expected that the profile will impact the style and context of future Executive Risk presentations to the Audit & Risk Committee with a clear focus on whole of organisation risk implications.

It was also suggested that consideration is given to how Academic Senate engages with, and reports to Audit & Risk Committee in respect to key whole of University academic risks.

22-05-2020_UC_11611-7809

Council:

- Approved the Whole of University Strategic and Tier 1 Operational risk profile.
- Requested that consideration is given to how Academic Senate engages with reports to Audit & Risk Committee on whole of University academic risks.

22-05-2020_UC_11611-7818

Council received and noted the Risk Management Update - April 2020.

4.3 * Academic Delegations

The University has not previously had a Schedule of Academic Delegations. Its establishment addresses a recommendation of the 2019 Review of International Admission and Recruitment Practices undertaken by Professor Hilary Winchester and in the context of the Governance Instruments Review Project, formalises academic delegation arrangements. Academic Senate has endorsed Ordinance 23: Academic Delegations and Schedule 1 – Academic Delegations.

In support of the resolution, it was acknowledged that the development of Ordinance 23 required significant effort and consultation across the University to ensure an appropriate degree of rigour and clarity in formalisation of the academic delegations.

22-05-2020_UC_11015-7779

Council approved Ordinance 23: Academic Delegations and Schedule 1 – Academic Delegations.

████████████████████ left the meeting at 1.26pm

4.4 * Governance Instruments Review Project: Ordinances and Rules Plan

Council were provided with an update on the Governance Instruments Review Project with specific focus on Ordinances and Rules.

A query was raised on the need to revoke Ordinance 80 Statement of Affiliation of Jane Franklin Hall. It was noted that:

- The relationship with Jane Franklin Hall has changed over time, particularly given the arrangements supporting development of student accommodation in recent years.
- While the Ordinance is now no longer required, there remains an agreement in place between the University and Jane Franklin Hall which evidences the affiliation.

22-05-2020_UC_10343-7806

Council received and noted the update on the Governance Instruments Review Project.

22-05-2020_UC_10343-7807

Council revokes:

- Ordinance 80 Statement of Affiliation of Jane Franklin Hall (subject to confirmation of the affiliation of the University with Jane Franklin Hall using a mechanism that is mutually agreed by the parties).
- Ordinance 133 Director, Student and Academic Services.

4.5 * Inveresk Urban Design Framework

The Urban Design Framework (UDF) provides guidance on the spatial accommodation needs of the new campus at Inveresk. The framework also highlights opportunities for the landscape and includes the technical overlays that informs its direction.

Key matters highlighted in considering the framework included recognising it as a mechanism to assist in promoting vibrancy to engage the community, including local government, in the design and development of the campus. In addition, the framework helps facilitate conversations on the location, positioning of various facilities and promote constructive dialogue on the longer-term vision and possibilities for not only students but also the local community.

22-05-2020_UC_13297-7810

Council approved the Inveresk Urban Design Framework.

4.6 Hedberg Project Budget Status

22-05-2020_UC_19510-7838

Council

- Approved an increase of [REDACTED] M in funding for:
 - COVID-19 related delay impacts ([REDACTED] K);
 - Scope changes related to additional Fixtures, Furniture, and Audio Visual and IT equipment to increase the functionality of the building ([REDACTED]);
 - Scope change related to the City of Hobart and State Growth's requirement to include screening of the rooftop mechanical plant for the building ([REDACTED] K);
 - Approved scope items that were under-estimated in terms of budget allocation;
 - Construction costs associated with the redesign of levels 4, 5 and 6 ([REDACTED] K)
 - Installation of the Recital Hall Lantern ([REDACTED] K)
 - Acoustic ceiling treatment for the Studio Theatre ([REDACTED] K)
 - Extension of time costs associated with the delay in design for performance space seating and value of agreed contract variation claims made by the construction contractor ([REDACTED] K)
- Approved a contingency allowance of [REDACTED] K to cover possible market increases for the COVID related deferred scope items are undertaken in 2021; and
- Delegated authority to the Vice-Chancellor to approve expenditure within the proposed revised project envelope of up to [REDACTED] M (including [REDACTED] K contingency) to a total of \$ [REDACTED] M.

4.7 * Academic Senate Membership

The key matter raised in consideration of this agenda item was the extent of professional membership on Academic Senate. It was noted that:

- A review of the structure of Academic Senate is envisaged and it is expected that a proposal for an alternative model for Academic Senate will be presented to the June 2020 Council meeting for consideration.
- There is benefit in professional representation on Academic Senate, particularly those staff who are responsible for fundamental academic processes which impact key academic risks or facilitate compliance with legislative or regulatory requirements of the University.
- Professional representation on Academic Senate is common within the Higher Education sector in Australia.

22-05-2020_UC_12790-7777

Council approved the membership changes to Ordinance 13 – Academic Senate.

4.8 Revocation and Reissue of an Award

22-05-2020_UC_19164-7742

Council revokes the award of Bachelor of Music for graduate [REDACTED] and re-confers the same award in the name [REDACTED].

Matters for Discussion

5.1 * Report from Academic Senate Meeting

Key matters from the meeting of Academic Senate highlighted for the attention of Council included:

- New Undergraduate Course Architectures - the broad scope and deep thought with which activities have been undertaken within particularly constrained timeframes.
- Report on 2019 eVALUate Outcomes - the move to on-line delivery which has been fast-tracked due to the COVID-19 crisis. Student feedback is being solicited on what has and has not worked. The usual mechanism to capture this information has been eVALUate which has some limitations. However, this will still be used as a mechanism to capture student feedback and to facilitate enhancement to unit teaching and delivery in the spirit of continuous improvement.
- Recording No Failure in Response to Online Offerings due to COVID-19 - supporting students during the COVID-19 crisis, noting that a student failing during the current semester will not have the failure recorded on their academic transcript. It will also provide students with the option to use 'ungraded pass' should their results not meet their own expectations.

It was queried as to what matters of concern have been raised in respect to the academic transformation which required addressing. Matters noted included:

- The number of units not housed within a major but available in an extension. It was noted that there is a need to be mindful that interdisciplinary units are not omitted but also that there is not an over proliferation of these units.
- From a service teaching perspective, there is a need for greater consistency across each of the Colleges.

It was also noted that in reviewing course offerings there continues to be a strong focus on distinctiveness and simplification and the level of engagement of the Colleges has been terrific.

22-05-2020_UC_14385-7358

Council received the report and the draft minutes of the Academic Senate meetings held on 7 April and 1 May 2020.

5.2 * Report from Audit & Risk Committee

Key matters from the meeting highlighted for Council included:

- The timeliness and extent of activity required to review and update business continuity plans across the University, particularly given the current COVID-19 crisis. It was noted that the transition to alternative modes of course delivery was significantly aided by the timely refresh of business continuity planning, which was initiated in November 2019. It is important that the COVID-19 crisis presents learnings for further enhancing the University's business planning capabilities in order to sustain quality of delivery in the longer term
- Noting that the Non-compliance and Complaints Summary report will be a regular report to the Audit & Risk Committee given the responsibilities of Council members in this area.

22-05-2020_UC_19866-7361

Council received the report from the Chair of Audit & Risk Committee and the draft minutes of the 29 April 2020 Audit & Risk Committee meeting.

5.3 * Report from Built Environment & Infrastructure Committee

In addition to the Inveresk Urban Design Framework, matters for highlighting included noting the:

- Impressive presentation on the River's Edge and Willis Street Buildings developments. A special committee meeting is scheduled for 7 June 2020 to consider the final schematic designs.
- Domain Campus Heritage Plan document which highlights opportunity to develop the site and align with the site's overall cultural heritage significance. The plan has been well received by residents of the Glebe and the wider community, noting their support would be significant with any future plans for development at the Domain Campus.

22-05-2020_UC_13825-7359

Council received the report from the Chair of Built Environment & Infrastructure Committee (BEIC) and the draft minutes of the 5 May 2020 BEIC meeting.

5.4 * Report from Finance Committee

In addition to the COVID-19 financial response, a key matter being monitored by the Finance Committee is progress of the PBSA2 development in Melville Street Hobart. [REDACTED]

[REDACTED]. It is expected that the outcomes will be positive for the University.

22-05-2020_UC_14309-7360

Council received the report from the Chair of Finance Committee and the draft minutes of the 30 April 2020 Finance Committee meeting.

5.5 * Report from University Foundation Committee

Key matters from the meeting highlighted for Council included:

- An opportunity to re-set the role of the Committee, with a greater focus on philanthropic activities, acknowledging that there remains some work to do as to how the University and Foundation fund structure is managed. This presents a live opportunity to clearly articulate the boundaries between the role of a Council Committee and management, which while complex, is expected to be able to be progressed in a constructive manner.
- It was noted that financial support for a range of the University's philanthropic pursuits by staff could be greater. This is being rectified with a campaign to raise awareness of the University's philanthropic initiatives among senior leaders of the University, particularly during a period where there is a profound and unexpected financial impact on our students. Communications have been sent to University leaders to consider financial contribution. It was noted that feedback received to date had been positive.

22-05-2020_UC_18504-7768

Council received and noted the report and draft minutes from the University Foundation Committee - 27 April 2020.

Matters for Noting

6.1 Working Better update

22-05-2020_UC_12056-7989

Council received and noted the Working Better update.

Other Business

7.1 *Graduation in Absentia

22-05-2020_UC_11762-7363

Council approved the applications for the conferring.

7.2 * Conferral of an Honorary Degree on Professor [REDACTED] – Doctor of Medicine

The Chancellor admitted [REDACTED] to the degree of Doctor of Medicine, honoris causa.

7.3 * Other Business, Confidential Items and Future Meetings

1. Other Business

There was no further business.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. 2020 Meeting Dates

- 26 June 2020 (Burnie)*
- 28 August 2020 (Sydney)*
- 30 & 31 October 2020 (Launceston)*
- 4 December 2020 (Hobart)*.

* All meetings will be by video conference (zoom) until the foreseeable future.

Meeting closed at 2.09pm.

Strictly Confidential**COUNCIL**

A meeting of the University Council was held by circular on 9 June 2020.

Alastair McDougall
Secretary

Declaration of Interest

There were no new interests declared.

Graduation in Absentia

09-06-2020_UC_16558-8052

Council approved the applications for the conferring of awards to be awarded on 18 June 2020.

Council

The University Council met by video conference (Zoom) on Friday 26 June 2020 from 9.02am.

Present: The Chancellor (The Honourable Michael Field) in the Chair, Vice-Chancellor (Professor Rufus Black), Professor Natalie Brown, Ms Jenny Burgess, Mrs Susan Chen, Mr Harvey Gibson, Mr Paul Gregg, Mr James Groom, Ms Ella Hilder, Distinguished Professor Jamie Kirkpatrick, Professor Kwong Lee Dow, Ms Pip Leedham and Mr Corey Peterson.

Attendees: [REDACTED] attended for all items other than members only.

Mr Alastair McDougall attended as Secretary.

Other Attendees:

[REDACTED]

Introductory Items

The Chancellor welcomed members with an acknowledgement of Country.

1.1 *Introductory Items

The Vice-Chancellor provided condolences on the recent passing of University staff member, [REDACTED]. [REDACTED] supported many within the University through challenging times, both professionally and personally. As a result, his circle of friends and admirers ran the breadth and depth of the organisation. [REDACTED] was a people person and was deeply caring of others. These were qualities which served the University well during his time as [REDACTED] and more recently as [REDACTED]. Our thoughts are with [REDACTED] family.

1. Apologies

There were no apologies.

2. Declarations of interest

There were no new declarations of interest.

3. Minutes

26-06-2020_UC_3009-7364

Council confirmed the minutes of the meeting held on 22 May 2020 and the meeting held by circular on 9 June 2020.

4. Actions

26-06-2020_UC_13009-7365

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

Agenda item 4.2 PBSA Launceston Financing Approach was starred at the request of Professor Kirkpatrick.

There were no additional agenda items starred for discussion. The motions relating to the unstarred items were passed in a block-

- 2.3 TUU Board of Management - Extension of Chair
- 4.3 Maritime, Defence, Innovation and Design Precinct
- 4.4 Establishment of three new schools in CoSE
- 6.1 Tasmania Law Reform Institute 2019 Annual Report.

Members Only

2.1 *Members Only

Members of Council met in closed session and other than those matters included on the agenda, no further matters were raised for discussion.

2.2 * External Review of Council Operations – Composition and skills mix on Council

Following receipt of the report arising from the external review of Council operations and discussion at the May Council meeting on the respective roles of Council and management, members were invited to participate in discussions on the skills mix on Council. By way of introduction it was noted that:

- several Council members have terms concluding in December 2020 and there is need to understand Council's collective thoughts in respect to desired skills mix.
- there are a number of members whose appointments are not fully within the control of Council as they are either by election or Ministerial appointment.

Specific queries raised for member consideration and discussion were:

- Is the University able to fulfill its strategic mission with the current skills mix on Council or is change required?
- Does the current process governing member appointments or election to Council enable the desired skills mix to be achieved?

In considering the specific queries, key matters raised included:

- Noting a number of members considered that the current mix of skills was appropriate and that Council membership was well balanced.
- Highlighting the importance of attributes, other than technical skills, in particular the need for members to be critical thinkers, question management appropriately, communicate effectively and have an ability to engage in difficult conversations in a constructive manner.
- Notwithstanding the constraints on the selection of members, it was considered that there exists sufficient scope within the current framework for constituting Council to ensure that skills mix requirements are able to be met.
- Noting that with a Council of 14 members, it is considered beneficial that some are elected members.
- An expressed view that the capability currently on Council would compare favourably with other universities. However, there is a need to ensure mechanisms exist to monitor and adapt membership as needs dictate.

- Noting specific opportunities for further enhancing Council capability included:
 - Large organisational leadership experience to assist with addressing a range of complex choices which the University will likely face in coming years.
 - Higher education sector expertise to ensure that a viewpoint independent of management can be applied.
 - Information technology expertise, particularly to drive efficiency and effectiveness in the University's operation and offerings.
 - Property expertise is a key area of focus in light of existing and proposed campus transformation activities.
- Highlighting the benefits of codifying Council's composition in a skills matrix to inform future appointments, guided by the University's strategic direction. There is a need for a forward thinking focus and examples exist for other universities which could provide a useful reference point in developing a skills matrix.
- Acknowledging that the University has grown and evolved significantly over the past decade, becoming a larger and more complex organisation and there is a need to ensure that this is recognised in forward planning activities for Council.
- Noting that cohesion matters greatly and that this is a real strength of the current Council. It is critical, as change occurs, that cohesion and collegiality is retained within Council.
- Noting the existence of external perspectives which consider that Council is comprised predominantly of representative members and that these expectations may require management.
- Noting that while the external report encouraged fundamental change, there is scope within the current structure, governed by the University of Tasmania Act, that does allow sufficient scope to deliver effective composition on Council.
- Recognising a diversity of views, including those from regional Tasmania, are a sound mechanism to receive and respond to prevailing views of the community.

It was resolved that Remunerations and Nominations Committee will meet prior to the next Council meeting to establish a process to deal with immediate Council appointments and also to consider a longer term strategic approach to Council appointments.

Noting the need to work collaboratively with key stakeholders, including the State Government, as appointments to Council are affected.

It was queried as to the status of the Chancellor selection process and whether an update could be provided to members. It was noted that as previously reported to Council, it was agreed with the preferred candidate that further discussions would be conducted in mid-2020. These discussions are yet to occur, however it is expected that members will be provided with an update following these discussions.

26-06-2020_UC_12265-8035

Council noted:

- the discussion on the composition and skills mix for Council
- noted that a process for Council appointments will be present to the August Council meeting.

2.3 TUU Board of Management – Extension of Chair

26-06-2020_UC_13734-8036

Council:

- approved the extension of the term of office for the current Chair of the Tasmanian University Union Inc. Board of Management, Sophie Muller, until 31 August 2020 or the appointment of a new Chair
- noted the proposed process for the selection and appointment of a new Chair of the TUU Board of Management.

Strategic and Performance Sessions

3.0 * Commonwealth Funding Model Reform

[REDACTED] joined the meeting at 9.49am

The Federal Government recently announced proposed changes to funding structures for the higher education sector in Australia. The proposed changes are expected to grow the number of university places but change the nature of course funding while providing a number of short-term funding incentives to address a range of issues from increasing rural access to industry collaboration. This is expected to have some medium-term challenges for the University but also present some significant longer term opportunities.

Key matters highlighted for consideration and discussion included:

- Noting that the reforms are comprised of a series of packages for the higher education sector which seek to address a range of Federal Government priorities. The starting point of the reforms is to enable continued growth in higher education participation while not increasing Federal Government contribution. A looming challenge is the expected significant increase in the number of Australian school leavers in the mid-2020s. Accordingly, the package seeks to increase student contributions and redistribute Federal Government contributions to a range of initiatives, focussing on an indexed system growth, regional access and stronger industry linkages.
- Noting that previously, course funding was not aligned to costs of delivery and this reform seeks to address this with focus at the course unit level.
- Noting that the proposed funding changes would present some areas of immediate challenge for the University, particularly where courses have a significantly higher Equivalent Full-time Student Load (EFTSL) than the sector average and a reduction in Federal Government funding. This highlights the need to build student participation in other areas. However, the proposed course structure envisaged through the University's course redesign process presents opportunities to optimise income depending on the mix of units within a course.
- Noting that some of the funding realignments have a negative impact on the cost to students, particularly in the humanities and social sciences, but it is not yet evident how this may impact student enrolments. However, there is evidence around student sensitivity on price to suggest that it may not impact significantly. Further, historical data indicates that the University's humanities students have strong job prospects and that humanities and creative arts graduates are earning more than science graduates.
- [REDACTED]
- A transition fund is being established to assist those universities disadvantaged in the short-term, but it does not appear to supplement funding if the places are not filled. This aspect of the proposed model is being discussed with the Federal Government to fully understand consequential outcomes. [REDACTED]
- [REDACTED]
- The proposed funding model does provide major opportunities to advance the University's strategy and in particular, grow and sustain domestic student intake for core offerings, create greater access to attract students and create economic growth and social inclusion through industry engagement.

Matters raised for discussions in considering the proposed changes to the Federal Government's funding model included:

- [REDACTED]

[REDACTED]

It was noted that the Federal Government has expressed a desire for no university to be disadvantaged under the proposed arrangements. University management is currently in discussions with the Federal Government to fully understand whether there are any unintended adverse consequences for the University within the proposed reforms.

- Noting that the \$5,000 Tertiary Access Payment for outer regional and remote school leavers would appear to present a great opportunity for students and the University and querying whether there has been any financial modelling of potential impact. This aspect would likely be attractive to a range of prospective University students with staggered payments being a sound design feature.
- [REDACTED]
- fewer Year 12 school leavers leaving Tasmania to study interstate due to the COVID-19 impact.
- Noting that there are some challenges with some of the University's existing non-core offerings and these are being progressively worked through with the Bachelor of Social Science (Police Studies) requiring the greatest attention.

26-06-2020_UC_17079-8230

Council received the presentation on the Government funding reform package.

[REDACTED] left the meeting at 11.02am

3.1 * Risk Appetite Statements and Risk Framework

[REDACTED] joined the meeting at 11.05am

The Risk Appetite Statements (RAS) are a key risk tool within the University's draft Risk Framework. Management provided a presentation on the proposed actions to operationalise and integrate the RAS with other key governance instruments. Key matters highlighted included noting:

- Clarity in the roles and responsibilities for Council and management.
- The six core elements of the risk management framework for which Council has responsibility and in particular the:
 - General Delegation Ordinance and Strategic and Tier One risks which have previously been approved by Council
 - Overall risk framework and risk criteria which are yet to be approved by Council
 - RAS which are presented for Council consideration and approval.
- That management responsibilities include monitoring risk triggers, managing core risks and sustaining a strong risk culture.
- The strong level of engagement from management in developing and evolving the RAS. These statements are comprised of seven categories which align with the University's strategic pillars.

Matters discussed in considering the motion included noting:

- That the RAS are yet to be considered in detail by the Audit & Risk Committee.
- One member's perspective that the RAS appears to mix strategic goals with risk and that measures to indicate the type and volume of risk which can be accepted are not included. In addition, it was noted that some statements do not appear to be clearly defined, increasing risk of ambiguity. It was noted that the RAS are one component of the broader risk management framework which needs to be considered holistically. Further, there is a need to introduce measures and metrics to further evolve the RAS over a period of time once the framework is fully implemented.

- Support for the logical approach to the RAS and that Council's effort and focus should be on the broader framework and reporting and not to be drawn into considering and discussing excessive detail.
- The role of the RAS is to provide guidance and accountability as to how management operates and that it is a critical instrument of delegation within the University which Council may see fit to amend as circumstances and needs dictate.
- Noting the iterative nature of developing and maturing risk management tools such as the RAS. Senior management has given the RAS deep consideration noting that it is expected that it will evolve to incorporate a greater level of quantification of risk parameters to inform the level of risk that the University is prepared to assume in decision making.
- Querying why there is no reference to the indigenous community particularly in the 'Our People' RAS. It was noted that this is not currently explicitly stated and that perhaps the diversity wording could be more specific in addressing the indigenous community.
- Querying whether consideration has been given to risk management reporting and how risk information may best be represented visually once all the key elements of the framework are complete. It was noted that the Division of the Chief Operating Officer will be presenting a Divisional Executive Risk report to the July Audit & Risk Committee meeting with the intention that this report would be prepared with reference to the new risk management framework.
- Noting that the individual statements which are starred in the RAS are aspirational statements which the University aims to achieve in the short term to medium term.

It was resolved that there is a need to consider the full suite of completed risk management components to gain a broader perspective and understanding of the framework and how the constituent components interlink. Accordingly, it was proposed that the motion be amended to reflect that Council note the new Risk Appetite Statements and that all elements of the broader risk management framework are considered by the Audit & Risk Committee prior to further Council consideration.

26-06-2020_UC_10026-8128

Council:

- Noted the new Risk Appetite Statements
- Noted the draft Risk Framework presentation and proposed management actions in relation to operationalising the Risk Framework.

[REDACTED] left the meeting at 11.48am

3.2 * University positioning – Brand, stakeholders and media

[REDACTED] joined the meeting at 11.49am

The presentation focused on the need to position the University in a new way with stakeholders through a refreshed brand direction and communication strategy.

Key matters highlighted for consideration and discussion included:

- Noting that the University's Strategic Plan 2019-2024 establishes a clear way forward, however there is a recognised need for positioning the University in a new way with stakeholders.
- Noting that the University's brand needs to give expression to stories that demonstrate strategy in action. Aligning strategy with stories that the community care about will build a foundation for social licence. Council were provided with specific recent examples demonstrating the University doing things 'for' Tasmania; 'from' Tasmania; creating a sustainable place; in a distinctive and people centred way.
- The development of a University brand framework was initiated by listening to the voices of people in the University and Tasmanian community in a collaborative and iterative way. This revealed a range of challenges and opportunities for the University. Receiving feedback on the Southern Future project also reinforced the insights gained from these conversations.
- Noting the uniqueness in what it means to be Tasmanian and identifying resonating themes.
- Noting the need to reposition the University's brand direction to be more consistent and aligned with the Strategic Plan, supported by a forward-looking, disciplined stakeholder and public engagement approach.

From this activity, a brand narrative was shared with Council noting that it had been developed drawing on feedback from the University's Strategic Plan. In considering the narrative, matters discussed by Council included:

- Noting the broad support for the positive and powerful messages within the brand narrative.
- Noting that over the past decade there had been a number of points where the University's brand has been considered. Previously, focus had been on University rankings as the means to attract students and accordingly resources were directed to these efforts. However, more recent analysis indicated that there has not been such a strong correlation between rankings and increased international student enrolments and this has also informed the development of the brand narrative.
- Recognising the critical importance of authenticity in brand positioning.
- Considering how future employability and skills development could be incorporated into brand positioning.
- Noting the importance of ensuring that the narrative is translated into actions and that these actions become entrenched within the University.
- Highlighting that Tasmania's image has changed to the extent that the State's natural strengths are now more widely recognised and that Tasmanians are no longer compelled to deny mediocracy.
- While acknowledging that there have been recent changes at the University which reflect some of the aspirations articulated in the narrative, there remains significant work in order to make further progress. Implementing actions espoused in the narrative will require deep change to culture and systems and this will take some time.

Management further noted that:

- This is a deeper branding initiative which goes far beyond changing logos and speaks to the University's essence and qualities recognising that actions are important. Notwithstanding, the University's visual expression is not currently simple or consistent which requires redress over time and this needs to be undertaken in a consultative manner.
- While the University has good brand recognition in Tasmania, it has little penetration outside of the State.
- There is a need to reposition the University's brand direction to be more consistent and aligned with the Strategic Plan, and supported by a forward-looking, disciplined stakeholder and public engagement approach.
- A clear strategy and distinctive brand narrative will guide how the University operates in a way that builds social licence over time. This will facilitate a more strategic approach to communications underpinned by consistent, transparent, honest and authentic messaging to both internal and external stakeholders.

26-06-2020_UC_13562-8037

Council received the presentation on University Positioning – Brand and Strategic Communications.

[REDACTED] left the meeting at 12.47pm

3.3 * Regional Strategy update

An update on the regional strategy will be provided to a future Council meeting.

26-06-2020_UC_16300-8038

Council noted the Regional Strategy update.

3.4 *

[REDACTED]

[REDACTED] joined the meeting at 1.31pm

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- o Lean training is being rolled out at scale to support the redesign of processes and shift to

26-06-2020_UC_12062-8143

Council noted the progress update on the [REDACTED].

[REDACTED] left the meeting at 1.45pm

3.5 * University Performance Report

[REDACTED] joined the meeting at 1.46pm

The Vice-Chancellor and respective portfolio leads highlighted specific areas of interest noting that:

- All major projects are progressing in line with expectations.
- With staff and students expected to return to campus in greater numbers following the COVID-19 lockdown period, a clear plan has been established to respond to future outbreaks and this will be highlight visible.
- Domestic student recruitment for Semester 2 is tracking ahead of 2019 recruitment numbers and international student recruitment is in line with the best case COVID-19 scenario previously presented to Council
- The Schools Recommendation Program is continuing to generate a steady stream of applications from prospective students.
- The University has led the sector in delivering an approved variation to the Enterprise Agreement which is a significant achievement.
- There has been an increased focus on the quality of research grant applications and while volume is down, the success rate is up. Research income is slightly below target but ahead of 2019 noting that there has been some funding delays due to COVID-19 as well as some changed funding patterns.
- There has been a strong focus on savings initiatives and also on the proposed changes to the Federal Government funding arrangements.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- The University has performed well in the recent graduate outcomes survey noting that graduates consistently achieve higher levels of full-time and overall employment as well as higher salaries than the national averages.
- There is a strong focus on Work Integrated Learning as is evidenced by its prominence in the Working Better initiative.
- Course and Curriculum Transformation activities are progressing well and on time with all course revisions expected to be approved by the Academic Senate in early July.

Matters raised for discussion included:

- Noting that return to campus plans have been developed at a work unit level and tailored to address specific risk and need. Communications with staff and students are being co-ordinated at

each unit level. While there are some specific exemptions from this approach, these are assessed on a risk basis and require the Crisis Management and Recovery Team (CMRT) approval prior to being enacted.

- Noting that negotiations for amendment to the terms of State Government funding arrangements for the Northern Transformation Project are in the process of being resolved and are expected to be finalised within the next week.
- Querying the reference to the 190 unique combinations for double degrees which would appear to be at odds with the desire for a more simplified approach. It was noted that this reflects the total number of permutations for the 20 bachelor degree courses which are proposed and that the ability for students to navigate this on the University's website will be clear and simple.
- Querying whether consideration had been given to facilitating transportation for international students into mainland Australia and Tasmania and whether discussions had been held with the State Government. Extensive discussions have been held with the State Government but the travel arrangements for international students will largely depend on the timing of the Federal Government's decision to open national borders. Detailed and sophisticated modelling is also being undertaken to gain insights to potential impacts of future outbreaks as a result of international arrivals.
- Querying whether consideration had been given to addressing the increased cost to staff as a result of working from home. It was noted that the University has sought to equip staff for working from home not only from an IT and equipment perspective but also through offering wellbeing support. It is expected that should work from home arrangements for staff remain on-going then spot checks of ergonomic arrangements are expected to be undertaken.
- Querying whether the need to align research activities to the University's strategic mission may adversely impact fundamental or discovery research. Strategic alignment is necessary to ensure initial focus of all research is appropriate within the University's strategic context and also to better enable provision of Divisional and College guidance to researchers.

26-06-2020_UC_19683-7367

Council received and noted the University Performance Report.

[REDACTED] left the meeting at 2.24pm
[REDACTED] left the meeting at 2.37pm

Matters for Decision

4.1 * River's Edge & Willis Street Buildings

[REDACTED] joined the meeting at 2.37pm

The revised schematic designs for the River's Edge and Willis Street buildings and the development applications for both buildings were considered and endorsed by the Built Environment & Infrastructure Committee at a special meeting on 11 June 2020.

[REDACTED] provided Council with an overview of schematic designs and key features for both River's Edge and Willis Street buildings.

In support of the motion it was noted that:

- The design process has been challenging during the COVID-19 period, however there had been strong stakeholder engagements in the process.
- Industrial form sympathetic to the site had been retained and cultural values respected in accordance with the design brief.
- While each building has distinctive characteristics, the designs have been mindful of the needs of the future student and strive to facilitate a distinctive student experience.

26-06-2020_UC_11918-8070

Council approved the schematic design for the Willis Street and River's Edge buildings.

[REDACTED] left the meeting at 3.13pm

4.2 PBSA Launceston Financing Approach

It was noted that due to the impact of COVID-19 on the occupancy levels in Launceston student accommodation and the wider impact on the credit markets, discussions with DIF / Spark Living for the

construction of Purpose-built Student Accommodation (PBSA) developments in both Hobart and Launceston were suspended in March 2020. [REDACTED]

26-06-2020 UC 12015-8115 [REDACTED]

4.3 Maritime, Defence, Innovation and Design Precinct

26-06-2020_UC_17484-8041

Council delegated authority to the Vice-Chancellor to sign a Bilateral Collaborative Project Agreement to provide a mechanism for the Department of Defence to invest [REDACTED] million over 2020-23 for the establishment of a Maritime, Defence, Innovation and Design Precinct, subject to appropriate Legal and Financial advice.

4.4 Establishment of three new Schools in CoSE

26-06-2020_UC_16053-8090

Council approved the amendment of Ordinance 14: Academic Structure to:

- establish three new Schools in the College of Sciences and Engineering (CoSE) –the School of Architecture and Design, the School of Geography, Planning, and Spatial Sciences, and the School of Information and Communication Technology.
- consequentially disaggregate the School of Technology, Environments and Design (STED) resulting in the creation of a syndicate of Schools with a focus on the professions and shared research, supervision, resources, leadership, and management.

Matters for Discussion

5.1 * Student Attrition & Retention

[REDACTED] *joined the meeting at 3.18pm*

The University's high attrition rate has led to the Tertiary Education Quality and Standards Agency (TEQSA) imposing a 'Student Performance Monitoring' condition on the renewal of the University's registration, requiring more comprehensive reporting on attrition, progression and completion outcomes.

Management provided an update on relevant data and analysis together with proposed actions to address student attrition, progression and completion outcomes, noting that this matter was also considered Academic Senate at its June 2020 meeting.

Key matters highlighted in the presentation included:

- Noting that while there is a significant lag in student retention data, progress has been made in addressing the University's long-standing student attrition problem through a comprehensive retention strategy which is supported by strengthened analytical capability.
- Attrition has improved from 2017 to 2018 but remains well above the historic sector average.
- A detailed analysis in 2019 identified four characteristics as major factors for high attrition:
 - Australian Tertiary Admission Rank (ATAR) - students with a lower ATAR or no ATAR are more likely to not continue or complete their degree.
 - Age - the likelihood of attrition increases with age.

- Mode of study - studying by distance increases the likelihood of attrition.
 - Study status - one in three part-time students do not continue or complete their degree.
- Noting that a comprehensive retention strategy, informed by the analysis, has allowed the University to increase the number of students for whom support is offered beyond those identified in the original predictive analytics. The strategy focusses on five strategic priorities which have been initiated this year and target specific student cohorts:
 1. Supported Pathways - creating diploma pathways to better support students into a higher level of study.
 2. Enhanced curriculum - building critical learning and language literacies into the curriculum of high attrition courses.
 3. Activity-based interventions - using early assessment and engagement indicators to drive targeted support interventions.
 4. 24-hour learning support - outsourced learning support services for all students.
 5. Transition Mentoring - five first semester mentoring / advising touch points for at risk students.
- Noting that the Transition Mentoring strategy builds on the previously established Student Advice Mentor (SAM) model and further develops early intervention activity for students identified by behavioural characteristics as being at a higher risk of attrition.
- Noting that the key to successful student retention is engagement which is reflected in student retention data for 2020.
- Noting the intention to continue to support an expanded number of at risk students by combining predictive behavioural and demographic data to focus effort and to:
 - inform development of first-year course design and assessment
 - identify and support at risk students early
 - track student outcomes to facilitate continuous improvement and refinement of the strategies.

Matters raised for discussion included:

- Querying whether there is focus given to students who choose not to engage. It was noted that as data analytics capability grows, there is greater opportunity to consider this cohort of students.
- Encouraging further thinking on emerging software or technology which could be further deployed to not only identify and more effectively manage student engagement but also to assist in delivering enhanced outcomes, such as improved employability and future directional guidance, for all students.
- Offering support for the activities undertaken to date but querying whether there had been any specific focus on how modernisation of teaching and learning practices impacts student retention.

26-06-2020_UC_16294-8071

Council noted the presentation on Student Attrition and Retention.

 left the meeting at 3.46pm

5.2 * Report from Academic Senate Meeting

In addition to detailed focus on student attrition, progression and completion together with a report on the Retention Taskforce progress, key matters from the meeting of Academic Senate highlighted for the attention of Council included:

- The significant volume of activity required for Academic Senate and its Committees to consider and approve courses associated with the Course and Curriculum Transformation project within condensed timeframes and without comprising quality standards.
- An overview of the academic framework for delivery in adapted modes and what stages of return to campus would make the framework possible. The three key messages arising from this discussion were:
 - Unit design and pedagogy being critical.
 - Sense of purpose for all activities and challenging the status quo
 - Equity – being aware of what resources individual students are able to access.
- Approval of the Schools Recommendation Program.
- Receipt of the report on student conduct and complaints in 2019 which can be used as a tool for fostering continuous improvement.
- Receiving the internal audit report on Work Integrated Learning, noting that the findings have broad application across the University. Accordingly, work integrated learning is a key component

of the Working Better initiative to ensure that students are presented with opportunities to interact in authentic learning environments,

26-06-2020_UC_10000-8072

Council received the report and the draft minutes of the Academic Senate meetings held on 12 June 2020.

Matters for Noting

6.1 Tasmania Law Reform Institute 2019 Annual Report

26-06-2020_UC_16244-8097

Council received and notes the 2019 Tasmania Law Reform Institute Annual Report.

Other Business

7.1 *Graduation in Absentia

26-06-2020_UC_18749-7372

Council approved the applications for the conferring.

7.3 * Other Business, Confidential Items and Future Meetings

1. Other Business

There was no further business.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. 2020 Meeting Dates

- 28 August 2020 (Sydney)*
- 30 & 31 October 2020 (Launceston)*
- 4 December 2020 (Hobart)*.

* All meetings will be by video conference (zoom) until the foreseeable future.

Meeting closed at 3.55pm.

Strictly Confidential**University Council**

A meeting of the University Council was held by circular on 18 August 2020.

Alastair McDougall
Secretary

1. Declaration of Interest

There were no new declarations of interest

2. Graduation in Absentia

18-08-2020_UC_15862-8525

Council:

- (1) approved the applications for the conferring of awards in the Hobart conferral list (attachment 1), back dating that conferral to 14 August 2020.
- (2) approved the applications for the conferring of awards in the Launceston conferral list (attachment 2), forward dating that conferral to 22 August 2020.

Council

The University Council met by video conference (Zoom) on Friday 28 August 2020 from 9am.

Present: The Chancellor (The Honourable Michael Field AC) in the Chair, Vice-Chancellor (Professor Rufus Black), Professor Natalie Brown, Ms Jenny Burgess, Mrs Susan Chen, Mr Harvey Gibson, Mr Paul Gregg, Mr James Groom, Ms Ella Hilder, Distinguished Professor Jamie Kirkpatrick, Professor Kwong Lee Dow, Ms Pip Leedham and Mr Corey Peterson.

Attendees: [REDACTED]) attended for all items other than members only.

Mr Alastair McDougall attended as Secretary.

Other Attendees:

Item 3.1 - [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Introductory Items

The Chancellor welcomed members with an acknowledgement of Country.

1.1 *Introductory Items

1. Apologies

There were no apologies.

2. Declarations of interest

There were no new declarations of interest.

3. Minutes

28-08-2020_UC_14854-7373

Council confirmed the minutes of the meeting held on 26 June 2020 and the meeting held by circular on 18 August 2020.

4. Actions

28-08-2020_UC_14854-7374

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

The following agenda items were starred for discussion:

- 5.2 University Council Ordinance
- 5.4 Research Training Ordinance
- 5.6 Intellectual Property Policy
- 5.7 Behaviour Policy and Student Behaviour and Conduct Ordinance
- 5.8 Academic Freedom and Free Speech Policy
- 5.10 Corporate Policies.

There were no additional agenda items starred for discussion. The motions relating to the unstarred items were passed in a block-

- 2.4 Council Succession Planning
- 2.5 TUU Board of Management - Appointment of Chair
- 4.2 River's Street & Willis St - early contractor involvement
- 4.3 The Cuthbertson Tasmania Research Scholarships
- 4.4 Rectification of Trust Reports
- 5.3 Student Participation and Attainment Ordinance
- 5.5 Revocation of Library ordinance and rules and amendment of University By-laws
- 5.9 Academic Titles and Ceremonial Dress
- 5.11 Revocations- Ordinances 8, 14, 16, 30 and 42
- 7.1 Financial Audit Strategy - year ended 31 December 2020
- 7.2 2021 Budget Process
- 7.3 Kangaroo Bay update.

Members Only

2.1 *Members Only

Members of Council met in closed session and the following matters were raised for discussion:

Professor Rathjen

In the context of the recently released Independent Commissioner Against Corruption (ICAC) report relating to allegations of improper conduct by Professor Peter Rathjen, it was noted that the University has undertaken an internal review of personnel records to identify if there were any issues which require deeper investigation. It was noted that:

- There is no evidence retained on Professor Rathjen's personnel file to indicate similar behaviour during the term of his employment at the University.
- University staff have been provided with an avenue to report any instances improper behaviour and also that support is available to staff should it be required.
- [REDACTED]
- [REDACTED] Vice-Chancellor has been in communication with the Commonwealth Sex Discrimination Commissioner about the actions the University has taken.
- This appears to be part of a broader sector issue of senior individuals, who do not behave in an appropriate manner, moving between institutions without adequate attention to these issues.

It was noted that it has been reported that there is a movement for Professor Rathjen's name to be removed from University of Adelaide testamurs. This will be monitored and Council advised further should University of Tasmania graduates desire a similar course of action. Consideration may also be given to the process to address ways in which Professor Rathjen's time was recognised at the University of Tasmania.

The importance of ensuring the existence of clearly articulated and well understood procedures for handling complaints made to the Chancellor was highlighted.

Foreign interference

[REDACTED]

- [REDACTED]
- Highlighting that the University takes a range of measures in line with the Federal Government's guidance on protecting Australian universities from Foreign Interference and other measures to secure knowledge that the University would want to protect. Equally, the University sees the importance for a long-term relationship with China and building strong relationships with staff in Chinese universities who do share many of the universal values that exist in university communities. These values will be important in supporting universities in being stabilising pillars in a post totalitarian China in the long-run. In the nearer term, encouraging and supporting China to work on matters of shared global interest such as tackling climate change, protecting the Antarctic and Southern Ocean and improving sustainable agriculture, which are all areas on which the University is working with Chinese institutions.

In considering the University's exposure to foreign interference it was noted that:

- Feedback from the Federal Government's relevant agency is that the University is well progressed in managing foreign interference risks.
- The University has reviewed relationships with foreign bodies and formed a view the National guidelines informing management of these activities could be enhanced to achieve desired National outcomes in a more effective manner.
- There is a need to adopt a risk based approach in an environment which needs to foster the principles of academic freedom and free speech so that in tackling foreign interference the University does not take measures which compromise liberal values.
- This matter was considered and discussed at Academic Senate earlier in 2020.

Public criticism of the University apology to the indigenous community

The matter of recent media reports of local historians requesting a public retraction of a specific aspect of the University's apology to the indigenous community in December 2019 was raised. The request relates to a statement that the institution had failed to teach the truth regarding Aboriginal history in Tasmania. It was noted that:

- The apology included broad statements and was not intended to focus on specific matters.
- Some have interpreted the apology in a narrower sense and feel somewhat aggrieved.
- There has been correspondence with those who have expressed dissatisfaction in an attempt to put matters right.

[REDACTED] to

[REDACTED] joined the meeting at 9.30am

No further matters were raised for discussion.

2.2 * Chancellor Selection Committee

Mr Field left the meeting and Mr Gibson assumed the chair at 9.40am

In addition to the tabled report, members were provided with an update on the status of the Chancellor selection process. Key matters noted in support of the resolution included:

- It was intended that the candidate would be in a position to affirm interest in the role of Chancellor in mid-2020, however the impact of COVID-19 has delayed this until at least February 2021. It is the expectation of the Chancellor Selection Committee that the candidate will affirm interest in the role but at this point there is a need for the identity of the candidate to remain undisclosed. This is due to sensitivities associated with the candidate's current role.
- Querying how this delay may impact the role of the Deputy Chancellor. It was noted that the term of the Deputy Chancellor on Council has previously been extended to 31 December 2021 to address transition of Chancellors.
- Querying whether there is an alternative strategy should negotiations with the preferred candidate not be successful. Based on discussions with the preferred candidate, it is the expectation that the candidate will be secured.

28-08-2020_UC_11858-8516

Council extended the term of office for the current Chancellor, the Hon Michael Field AC, until 30 June 2021

Mr Field re-joined the meeting and assumed the Chair at 9.50am

2.3 * External Review of Council Operations

Following discussion at the May and June 2020 Council meetings, the Remuneration & Nominations Committee considered the proposed response to the External Review of Council Operations – May 2020 (the Atkinson Report). The proposed actions and recommendations from Remuneration & Nominations Committee were considered and discussed.

Key matters highlighted for discussion in support of the amended resolutions included:

- Querying the time limit of nine years proposed for members and how this might in practice work particularly for those members who are elected to Council. It was noted that the *University of Tasmania Act 1992* currently imposes a 12 year time limit on members which can be extended if resolved by Council. It was noted that the [REDACTED] suggested that the 12 year limit was too long from a perspective of sound governance and promotion of timely renewal of membership. It was also queried how this may impact staff elected and the Chair of Academic Senate positions on Council and whether this may preclude these members being on Council beyond a nine year term. It was resolved that the 9 year term limit be considered further by Remuneration & Nomination Committee.
- Noting the need for Council to remain agile and for Council Committees to adapt and serve the interests of Council as they may change in order to fulfill its governance role.
- Acknowledging that the formation of a Strategic Resourcing Committee and the disestablishment of the Finance and Built Environment and Infrastructure Committees will considerably reduce administrative time and effort.
- Highlighting that the proposed changes to Council Committee structure should occur in parallel with the desire to enhance Council member skills and in the spirit of continuous improvement for Council collectively and members individually.
- Emphasising that the Strategic Resourcing Committee is not purely a combination of Finance and Built Environment & Infrastructure Committees but rather designed to better suit a more contemporary governance structure and operate as a more efficient and effective advisory body for Council.
- Noting the intent to develop terms of reference and proposed membership for Strategic Resourcing Committee consideration at the next Council meeting.
- Noting that the expression of interest process for the identification and appointment of the student member on Council is the preferred mechanism and that ideally an individual could participate on Council for more than a single year. Noting the importance of maintaining constructive engagement with the Tasmania University Union to ensure student views and perspectives are clearly understood and acknowledged.

28-08-2020_UC_16204-8425

Council approved the response to the External Review of Council Operations.

28-08-2020_UC_16204-8456

Council approved the framework for Council appointments and elections which effectively staggers Council member terms.

28-08-2020_UC_16204-8630

Council requested Remuneration & Nominations Committee to give further consideration of the 9-year term limit for Council members.

28-08-2020_UC_16204-8457

Council approved the disestablishment of Finance Committee and Built Environment and Infrastructure Committees (following the commencement of a Strategic Resources Committee).

28-08-2020_UC_16204-8458

Subject to resolving the terms of reference and membership, Council approved the establishment of a Strategic Resourcing Committee as a Committee of Council.

28-08-2020_UC_16204-8459

Council noted that Remuneration and Nominations Committee will bring proposed terms of reference and membership of the Strategic Resourcing Committee to the next meeting of Council.

28-08-2020_UC_16204-8460

Council approved the enhancement of Council and Council Committee member induction and training.

2.4 Council Succession Planning

28-08-2020_UC_12302-8453

Council received and noted the update on Council succession planning activities.

2.5 TUU Board of Management – Extension of Chair

28-08-2020_UC_14718-8450

Council approved the appointment of the Hon David J Bartlett to the role of Chair of the Tasmanian University Union Board of Management for a term concluding on 30 June 2023.

████████████████████ joined the meeting at 10.04am

Strategic and Performance Sessions

3.1 * Regionally Networked Strategy

████████████████████ joined the meeting at 10.04am

At the May 2020 meeting, Council was provided with a vision for the regionally networked strategy, which included key elements such as strengthening Tasmanian Institute of Agriculture (TIA) in the north, establishing an engineering presence in the North-West and increasing the presence of professional staff in the regions. Since that time, management has engaged with stakeholders and the strategy has been further refined to ensure equitable provision of services within each region, with a particular focus on course offerings across Tasmania. The presentation provided an overview of the refined strategy with focus on delivery to students, local communities and industry. Key matters highlighted included:

- Consolidation of TIA in Launceston in the new Willis Street Building and refurbished laboratories on the Newnham campus and the creation of a professional services centre at Newnham. In particular:
 - While recognising that the logic for the move of TIA is sound, the University needs to engage carefully around staff and students in the South.
 - A need to carefully manage staff expectations on movement of professional staff from Hobart to Launceston.
- Consolidation of the Institute of Marine and Antarctic Studies (IMAS) at Taroona and creation of an Institute for Wilderness Studies in the south of the state. In particular, it is noted that:
 - Moving IMAS (Aquaculture) to the South has previously been met with resistance, however engagement now indicates resistance may have diminished.
 - The scope and naming of the Wilderness Institute requires further market research and stakeholder engagement.
- Creation of a Centre for Manufacturing Engineering on the Cradle Coast. In particular, it is noted that expanding engineering in the North-West is essential for the region, highlighting a need to leverage the manufacturing centre and link it to agriculture and business.
- Highlighting the importance of promoting an expanded number of courses to be made available in the North and North-West as only a small proportion of units in major undergraduate courses are offered on campus in the Cradle Coast and some areas in Launceston. Accordingly, there is a need to clearly articulate how further offerings are to be made available across all regions.
- Noting that management is now ready to announce the refined regionally networked strategy and that changes are planned to occur in a staged manner across the timeframe of the current strategic planning horizon.

Key matters raised for discussion included:

- Clarifying that the timeframe for implementation of the strategy is over the next three to four years. It was noted that there has been significant engagement with TIA leadership to date and that meetings with relevant staff will be occurring over the next few weeks. Consideration is being given as to how the strategy can best be implemented in a manner which places people at the centre, particularly should roles move between regions.
- Querying how quality and contemporary teaching and learning practices are being embedded as part of the strategy. It was noted that the Academic Executive Director is working closely with College Executives on modes of delivery in the regions.

- Highlighting the importance of ensuring that key announcements of this strategy should occur in the North of the State.
- Querying as to whether thought has been given to whether students can undertake studies in cross regional locations as part of course completion. It was noted that this has been considered with strong focus on individual regional distinctiveness and strengths. There is also opportunity to consider how delivery of courses can positively impact regional communities, delivered from a central location with cross over between disciplines to deliver outcomes which strengthen communities.

28-08-2020_UC_12021-7375

Council noted the presentation on the Regionally Networked Strategy.

left the meeting at 10.47am

3.2 * Southern Master Planning Update

joined the meeting at 10.47am

In 2020 [redacted] were appointed as Master Planners for the Hobart CBD campus relocation and [redacted] were appointed as Landscape Master Planners. These engagements were paused in March 2020 due to the impact of the COVID-19 pandemic. The Southern Master Plan is now ready to recommence.

Council was provided with an update on the status of the relocation and proposed next steps. Key matters included:

- An overview of the significant progress on the design of a Hobart CBD campus prior to COVID-19. A draft framework and plan to restart the conversation has been developed leveraging pre-COVID-19 activities. Central to this plan is the on-going engagement with internal and external communities including the city and our staff and students.
- Exploring the qualities of our city sites and learning about the key characteristics which make university cities flourish, noting that a Hobart city campus would be linear in nature.
- Synthesising insights gained into a set of four Urban Design Principles being the:
 - Place – distinctive natural and human qualities of Hobart
 - Sustainability - bring nature into the city as an integral part of a sustainable campus
 - Community - create an accessible heart to a connected series of university and city communities
 - Connectivity - create a campus that enhances and promotes connections across the city
- Providing an overview of the range of strategies which support each of the design principles.
- Presenting a draft masterplan for discussion which articulates a campus with five interconnected districts with a campus heart at its centre and with each district defined by a combination of geography and programmatic connections. The districts, supported by strategies to implement the design principles, comprise Mid town; Rivulet; Domain; Medical precinct; and Wapping
- An overview of proposed short term streetscape and building activations to bring life and energy to the campus. This included a high level timeline to deliver a final masterplan by the end of 2020 with a progress update for Council at the October meeting.

Matters raised for discussion in considering the presentation included:

- Querying whether the short term activations are self-sustaining so that momentum can be maintained. It was noted that it is critical with urban campuses that community use of sites continues even during periods when staff and student are not present.
- Querying whether development of additional student accommodation facilitates in the Hobart CBD are now no longer required. The preferred site for future student accommodation facilities is the existing K&D site and it is envisaged that this would be the final site for development. This site could be reconfigured to include further student accommodation should future demand warrant. It was further noted that other providers of accommodation, accessible to students, are also entering the market in Hobart.
- Noting the strategic significance of acquiring the Websters property given that it is central to initial planning for Hobart CBD campus development.
- Highlighting the criticality of aligning University, State Government and local government thinking in the implementation of the masterplan and querying whether there is a structure for establishing a framework to align all. It was noted that each component of the draft masterplan has a natural owner which will assist in facilitating constructive stakeholder engagement. This will require consolidation into a more holistic framework for engagement.

- Noting an expressed desire of a number of stakeholders to move away from use of cars in the CBD. In particular, residents of the Domain are strongly opposed to increased car usage and development of car parking infrastructure at the Domain.
- Querying whether transitional transport arrangements have been considered for movement between the Sandy Bay and Hobart CBD campuses. It was noted that this will require deeper consideration of bus timetabling, alternative modes of transport and greatly improved cycle way connections.
- Querying whether the designs are 'future proofed' should future demand for space grow. It was noted that master planning does allow for growth however, with a 'right sized' University strategy this will guard against overreach. Gensler will be advising how best to respond to future needs through detailed design work.

28-08-2020_UC_18886-8451

Council received the update and noted the presentation on the restart for Southern Master planning.

[REDACTED] left the meeting at 12.05pm

3.3 * University Performance Report

[REDACTED] joined the meeting at 12.07pm
Ms Bye joined the meeting at 12.12pm

The Vice-Chancellor and respective portfolio leads highlighted specific areas of interest noting that:

- [REDACTED]
- The 2020 forecasted operating result is particularly strong which has been driven by favourable domestic enrolments and significant non-salary expense savings arising from the implementation of COVID-19 management measures. The challenge will be how long the cost savings measures can be sustained. However, should forecast results be delivered, and cost restraint continues, then the transition to 2021 will be more as a 'business as usual' environment rather than being heavily impacted by COVID-19.
- The investment drawdown has resulted in the overdraft being reduced to nil, with a cash surplus being reported.
- The curriculum and course transformation for undergraduate activities has been approved by Academic Senate as focus turns to post graduate offerings.
- The Rozelle campus redevelopment commenced in August this year.
- The success of the massive open online course (MOOC) Understanding Multiple Sclerosis
- From 2021 the accelerated delivery model for the Bachelor of Business to Burnie will be extended, enabling all students in northern Tasmania to complete their degree in just two years.
- A key focus for People & Wellbeing has been the voluntary redundancy program which has attracted greater interest than expected. This will lead to a focus on future workforce planning matters.
- Research activities have been required to adapt to continue fieldwork during the COVID-19 impacted period. It was queried whether adjusting to a framework which promotes research 'for Tasmania' has presented challenge and whether it could lead adversely impact rankings. It was noted that in some case this change in focus has required significant adjustment and rationale for the change is requiring clear and purposeful articulation as to its strategic relevance and importance.
- Student numbers have reached the 2020 Commonwealth Grants Scheme (CGS) Funding Cap for the first time, driven by a mix of both core and non-core cohorts. Consideration is being given to how the University can strategically manage the challenges of reaching the cap and this is expected to involve decisions on non-core course prioritisation and pricing. While international student numbers have dropped, this has not been to the extent expected. This has been aided in part due to the ability to leverage favourable visa conditions offered by the State Government.
- The success of the schools recommendations program which has enabled a significant number of offers to Tasmanian Year 12 students in the first week of applications being open, rather than in December as normally occurs each year. It was noted that there has been a 30% increase in applications received from Year 12 student in the North West, however, there has been aggressive marketing to Tasmania student by other universities.

Council:

- received and noted the University Performance Report
- requested that the realised and unrealised income be disaggregated for future reporting to Council.

████████████████████ left the meeting at 12.50pm

Matters for Decision

4.1 * Risk Management Framework

The Audit & Risk Committee considered the Risk Management Framework at its July 2020 meeting and provided feedback to management. On the basis that key elements of the framework were considered at the June Council meeting, no further matters were raised for detailed discussion and consideration in support of the motion.

28-08-2020_UC_18192-8448

Council approved the:

- Risk Management Framework
- Risk Management Procedure
- Risk Rating Matrix
- Risk Appetite Statements
- Amendments to the General Delegations Ordinance.

4.2 River's Edge and Willis Street - Early Contractor Involvement

28-08-2020_UC_19886-8495

Council delegated authority to the Vice-Chancellor to negotiate and sign a contract, subject to appropriate financial and legal due diligence, for the construction of the:

1. River's Edge building up to the value of ██████ M; and
2. Willis Street building up to the value of \$ ██████

under an Early Contractor Involvement (ECI) Model with Construction against a Guaranteed Maximum Price; and if the University is unable to award under the ECI Model, or, if the ECI Contractor is unsuccessful in securing award of the main works, under a fixed price Construction Only contract.

4.3 The Cuthbertson Tasmania Research Scholarships

28-08-2020_UC_18617-8454

Council approved the recommendation by the Board of the University of Tasmania Foundation Inc. that pursuant to clause 22 of the Cuthbertson Scholarships Memorandum the following amendments be made to the said Memorandum: -

- Under Clause 1 of the Memorandum, in the first paragraph,(i) delete "Foundation" appearing at the end of the first sentence.(ii) delete "conditions governing the operations of the Foundation" appearing at the end of the second sentence and substitute the words "terms of this Memorandum".(iii) delete "Foundation" appearing in the third sentence and substitute "University of Tasmania".
- Under Clause 1 of the Memorandum, in the second paragraph,(i) delete "Foundation", which appears twice in this paragraph and substitute it with "University of Tasmania" in both instances.
- Under Clause 2 of the Memorandum, in the first paragraph,(i) delete "The Foundation and the University are" appearing in the second sentence of the first paragraph and substitute "The University of Tasmania is".
- Under Clause 17 of the Memorandum, in the first sentence,(i) delete "15 and 17" and substitute "12, 13 and 14"(ii) delete "Office of Research" and substitute "of Graduate Research Office, or equivalent successor role".
- Under Clause 16 of the Memorandum, delete "the Foundation" and substitute "the University of Tasmania Foundation Committee or its replacement".
- Under Clause 19 of the Memorandum, delete "Government's Recombinant DNA Monitoring Committee and rulings of the Safety and Ethics Committees of the University of Tasmania" and substitute "Code for the Responsible Conduct of Research, or equivalent successor body or replacement code or standard".

- Under Clause 22 of the Memorandum, following the words "University of Tasmania Foundation", insert "Committee or its replacement".

4.4 Rectification of Trust Funds

28-08-2020_UC_17498-8455

Council

- received and noted the ten Trust Reports
- approved the recommended rectification actions for each Trust Fund outlined in the Trust Report.

Matters for Decision - Governance Instruments Framework Review Project

5.1 * Governance Instruments Review Project overview

 joined the meeting at 1.17pm

The University is progressively moving to a simplified Governance Instruments Framework that reduces the suite of instruments to Ordinances, University By-laws and principles-based policies underpinned by supporting procedures. It was acknowledged that there has been considerable engagement and commitment from across the University to progress this project within desired timeframes.

While a number of agenda items were starred for discussion, these were considered as part of Agenda Item 5.1. Key matters raised for discussion included:

- Agenda Item 5.2 University Council Ordinance. It was suggested that the Ordinance should be amended to:
 - Recognise Council as the University's governing authority.
 - Recognise Council's role in reviewing and well as approving the strategic mission and planning of the University and that clause 4.1(a) be amended to reflect this role.
 - Replace 'oversighting' to 'overseeing' in clause 4.1(i).
- Agenda Item 5.4 Research Training Ordinance. It was queried as to why leave may not be approved where it is within 6 month full-time equivalent prior to the expiry of the degree period for the doctoral degree. It was noted that this would be managed through procedure and the ordinance could be amended to reflect a more principles based approach to addressing leave approval.
- Agenda Item 5.10 Corporate policies. It was requested that:
 - Reference to 'brand' be removed from the 'Entities and Affiliated Organisations Policy'.
 - A definition for affiliated entities be added to the definitions section of the 'Entities and Affiliated Organisations Policy'
- Agenda Item 5.8 Academic Freedom and Free Speech Policy. Clarification of the intent of clause 1.3 was requested, particularly in respect to the Council action item addressing the Event Hire Policy. It was noted that:
 - The principles included in the policy provide a framework to guide staff and students.
 - In respect to the scenario where staff refuse to work together based on race or ideological belief, it was noted that this is not a matter of academic freedom and that academic freedom does not permit unethical or illegal acts or behaviour.
 - In respect to invited visitors to the University, the policy, which aligns with the principles contained within the French Model Code, provides guidance for a range of scenarios including unlawful activities; unpleasant activities; and activities which have little or no academic credibility. In this regard, Council's approval of this policy, the action in respect to the Event hire policy can now be considered complete.
- Agenda items 5.6 Intellectual Property Policy; 5.7 Behaviour Policy and Student Behaviour and Conduct Ordinance; and 5.8 Academic Freedom and Free Speech Policy. It was noted that these matters have been included on the agenda for the September 2020 Academic Senate meeting. There was discussion on whether the Chair of Academic Senate should abstain from voting on these matters on the basis that they are yet to be formally considered by Academic Senate. In considering this matter it was noted that:
 - Members of Council are responsible and accountable to the Council rather than to any constituent body by which he or she was appointed or elected.
 - The approval of this Ordinance and policies are matters for decision by University Council.
 - It is preferred for academic matters to be initially considered by Academic Senate in order to appropriately advise Council.

In respect to these agenda items it was noted that they will be presented to Academic Senate on 4 September 2020 for noting and Council acknowledging that it looks forward to Academic Senate's comment and will address any feedback at a subsequent meeting.

28-08-2020_UC_15840-8470

Council:

1. noted the project update and the final instrument suite
2. noted the summary of recommendations to Council to implement the new Governance Instruments Framework on this agenda
3. noted that the governance-level academic policies will be included on the September 2020 Academic Senate meeting agenda for noting, with feedback to be addressed at a subsequent meeting of Council
4. revoked all governance-level policies approved by Council under the previous policy framework subject to approval and commencement of instruments that provide appropriate coverage where it is required.

5.2 University Council Ordinance

28-08-2020_UC_15991-8471

Council:

1. approved the University Council Ordinance, subject to the suggested amendments to:
 - Recognise Council as the University's governing authority.
 - Recognise Council's iterative role in the strategic mission and planning of the University and that clause 4.1(a) be amended to reflect this role.
 - Replace 'oversighting' to 'overseeing' in clause 4.1(i).
2. revoked the University of Tasmania Council Charter
3. revoked Ordinance 84: Council Elections
4. revokes Rule 107: Council Elections

with all changes to commence on 25 September 2020.

5.3 Student Participation and Attainment Ordinance

28-08-2020_UC_11725-8480

Council approved the Student Participation and Attainment Ordinance to commence on 25 September 2020.

5.4 Research Training Ordinance

28-08-2020_UC_12449-8472

Council approved:

- the Research Training Ordinance to commence on 25 September 2020, subject to the suggested amendments to reflect a more principle based approach to addressing leave approval
- the default exemption of current Masters by Research Candidates from the new confirmation of candidature period (reduced from 12 to six months) to ensure they are not unfairly disadvantaged.

5.5 Revocation of Library ordinance and rules and amendment of University By-laws

28-08-2020_UC_12411-8473

Council:

1. revoked Ordinance 79: Use of Library
2. revoked Rule 101: Library Rules
3. approved the amendment to the University By-laws 1993 to include provisions for the safety and preservation of the University Library collections for loan

with all changes to commence on 25 September 2020 subject to:

1. approval and commencement of the Student Participation Ordinance and Attainment and the Research Training Ordinance including provisions for withholding certification until all fees, and charges have been paid
2. appropriate agreements in place with the four hospital sites housing University Library collections on non-University land to enable the by-laws to provide coverage at those sites.

5.6 Intellectual Property Policy

28-08-2020_UC_11219-8474

Council:

- approved the Intellectual Property Policy
- revoked Ordinance 18: Intellectual Property

to commence on 25 September 2020.

5.7 Behaviour Policy and Student Behaviour and Conduct Ordinance

28-08-2020_UC_12871-8475

Council approved

- the Behaviour Policy.
- the amended Student Behaviour and Conduct Ordinance.

5.8 Academic Freedom and Free Speech

28-08-2020_UC_17853-8476

Council approved the Academic Freedom and Free Speech Policy to commence on 25 September 2020.

5.9 Academic Titles and Ceremonial Dress

28-08-2020_UC_12189-8477

Council:

1. Approved the 'Honorary Title' principles from the Academic Promotions, Honorary and Adjunct Titles Policy and revokes Ordinance 10: Emeritus Professors
2. Approved the 'Conferral', 'Joint Awards', 'Honorary Degrees and Fellows of the University' and 'Ceremonial and Academic Dress' principles from the Qualifications and Certification Policy and revokes Ordinance 33: Academic Dress
3. Noted that the supporting procedures will be a management responsibility under the auspices of the Vice-Chancellor

with all changes to commence on 25 September 2020.

5.10 Corporate Policies

28-08-2020_UC_19351-8469

Council approved

1. the Entities and Affiliated Organisations Policy, subject to the suggested amendments:
 - Reference to 'brand' be removed.
 - A definition for affiliated entities be added to the definitions.
2. the Treasury and Investment Policy
3. the Risk Management policy principles from the Risk Management and Business Resilience Policy
4. the Fundraising and Naming Policy
5. the amendments to the General Delegations Ordinance to ensure it is consistent with the revised Risk Management Framework and Treasury and Investment Policy

with all policies and ordinance amendments to commence on 25 September 2020.

5.11 Revocations – Ordinances 8, 14, 16, 30 and 42

28-08-2020_UC_17596-8478

Council revoked the following ordinances to take effect from 25 September 2020:

- *Ordinance 8: Student Complaints*, subject to commencement of a University approved procedure
- *Ordinance 14: Academic Structure*
- *Ordinance 30: Endowments, Prizes and Scholarships*.

28-08-2020_UC_17596-8479

Council revoked the following ordinances to take effect from 31 December 2020:

- *Ordinance 42: Affiliated Student Associations*
- *Ordinance 16: Tasmania University Union Constitution (TUU)*
subject to establishment of an affiliation agreement with the TUU by 31 December 2020.

left the meeting at 1.51pm

Matters for Discussion

6.1 * Report from Academic Senate

Key matters from the meeting of Academic Senate raised for the attention of Council included:

- Highlighting the importance of the current focus on student attrition, progression and completion data as critical input to continuous course improvement activities. It is expected that detailed College Action Plans responding to the data are expected to be presented to the September meeting of Academic Senate.
- Noting the standardisation of student admission intakes will create a greater efficiencies and levels of consistency for commencements, study periods and enable more systematic orientation and support for an increased number of students.
- Noting that the Open Universities Australia (OUA) initiative has been particularly positive during a period where on-line learning has escalated during the COVID-19 impacted environment. The OUA project team has been working to ensure the quality of the online units meet current requirements for online delivery such that the University is able to lift standards of course offering and appropriately support teaching staff.

A query was raised as to the impost on staff to teach out rather than transition students to new courses. It was noted that students are being incentivised to transition to new course structures and that those not choosing to have historically been few in number.

28-08-2020_UC_19811-7377

Council received and noted the report and draft minutes of the 17 July 2020 Academic Senate meeting.

6.2 * Report from Audit & Risk Committee

Key matters from the meeting of Audit & Risk Committee highlighted for the attention of Council included:

- Highlighting a need for proactive and on-going engagement with the external auditors in respect to the expected financial impact of COVID-19 on the 2020 annual financial statements.
- Noting a minor typographical error in the Financial Audit Strategy “Any individual material misstatement greater than \$1.06m will be communicated immediately, while misstatements greater less than \$1.06m and less than \$0.21m will be recorded..”.
- The Executive Risk Presentation – Division of the Chief Operating Officer is the first risk report presented in the context of the new risk management framework and provides a very sound structure for future executive risk reports. The focus on Strategic and Tier One risks relevant to functions within the Division and with reference to new framework was particularly useful in presenting an institutional view of risk.
- The Non-compliance and Complaints Summary Report was commended as a key report for Council focus and references a range of matters for which Council is responsible and accountable.
- The Examination Process Review project was undertaken by internal resources and considered the mitigation of risks associated with changes to examinations processes as a result of COVID-19 impacts.

28-08-2020_UC_17273-7378

Council received and noted the report and draft minutes of the 23 July 2020 Audit & Risk Committee meeting.

6.3 * Report from Built Environment & Infrastructure Committee

The key matters from the meeting of Built Environment & Infrastructure Committee highlighted for the attention of Council was highlighting the strategies being implemented to reduce the carbon footprint of the new Inveresk buildings.

28-08-2020_UC_10748-7379

Council received and noted the report and draft minutes of the 24 July 2020 Built Environment & Infrastructure Committee meeting.

6.4 * Report from Finance Committee

The key matter from the meeting of Finance Committee highlighted for the attention of Council was the emerging risks due to the impact of COVID-19 on the student accommodation portfolio, and the subsequent financial risk associate with the [REDACTED] debt structure. It was noted that:

- a range of measures have been implemented to monitor debt service cover ratios and noted that [REDACTED] is incentivised to secure funding for completion so the risk exposure for the University is still considered low.
- current student accommodation occupancy levels are [REDACTED] across all sites and that risk exposures are expected to reduce when State and National borders re-open.

28-08-2020_UC_13066-7380

Council received and noted the report and draft minutes of the 30 July 2020 Finance Committee meeting.

6.5 * Report from University Foundation Committee

No additional matters were highlighted for the attention of members.

28-08-2020_UC_10797-8452

Council received and noted the report and draft minutes of the 27 July 2020 University Foundation Committee meeting.

Matters for Noting

7.1 Financial Audit Strategy – year end 31 December 2020

28-08-2020_UC_14567-8447

Council received and noted the Financial Audit Strategy for the year ending 31 December 2020.

7.2 2021 Budget Process

28-08-2020_UC_11004-8481

Council received the report on the 2021 Budget process and noted the redesigned timeline.

7.3 Kangaroo Bay update

28-08-2020_UC_14510-8482

Council noted that the University and Chambroad have agreed that the Kangaroo Bay Project is not commercially viable to proceed at this time.

Other Business

7.1 * Other Business, Confidential Items and Future Meetings

1. Other Business

Members were provided with a walkthrough of the University of Tasmania's 2020 Virtual Open day. It was noted that:

- Marketing of open day had occurred largely through social media and on-line platforms.
- Detailed and extensive data collated from the on-line experience can be analysed as part of the whole student lifecycle.
- While a face to face experience is preferable, there has been significant interest within excess of 4,000 registrations.

There was no further business.

2. Confidential Items

While the location and form of the meetings will be confirmed the dates for meetings are for the remainder of 2020 are.

3. 2020 Meeting Dates

- 30 & 31 October 2020 (Launceston)*
- 4 December 2020 (Hobart)*.

* All meetings will be by video conference (zoom) until the foreseeable future.

Meeting closed at 2.35pm.

Strictly Confidential

University Council

A meeting of the University Council was held by circular on 24 September 2020.

Alastair McDougall
 Secretary

1. Declaration of Interest

██████████ advised that as the University's North West Advisory Board has been disbanded, it can be removed from the register.

There were no new other declarations of interest.

2. Graduation in Absentia

24-09-2020_UC_17166-8657

That Council approved the applications for the conferring of awards to be awarded in September 2020.

Student ID	Award Formal Name	Award Title
██████████	██████████	Bachelor of Engineering (Honours) (Biomedical)
██████████	██████████	Doctor of Philosophy
██████████	██████████	Graduate Certificate in Research
██████████	██████████	Doctor of Philosophy
██████████	██████████	Doctor of Philosophy
██████████	██████████	Graduate Certificate in Research
██████████	██████████	Doctor of Philosophy
██████████	██████████	Graduate Certificate in Research
██████████	██████████	Bachelor of Psychological Science
██████████	██████████	Graduate Certificate in Infrastructure Asset Management
██████████	██████████	Graduate Diploma of Nursing (Acute Care Nursing)
██████████	██████████	Master of Business Administration (International)
██████████	██████████	Graduate Certificate in Nursing (Paediatric Nursing)

Strictly Confidential**University Council**

A meeting of the University Council was held by circular on 15 October 2020.

Alastair McDougall
Secretary

1. Declaration of Interest

Ms Ella Hilder advised that she is now an employee of Integrity Commission Tasmania.

There were no new other declarations of interest.

2. Investment Update

13-10-2020_UC_19972-8749

Council received and noted:

- the outcomes from the Investment Advisory Panel's annual strategy meeting
- the process for reviewing the current investment advisory and portfolio management model
- the updates to the to the Investment Schedules accompanying the Treasury and Investment Policy.

13-10-2020_UC_19972-8750

Council approved the change to Treasury and Investment Policy principle 1 to achieve a zero-carbon future with the University's decisions to be governed by a negative fossil fuel screen and a positive screen that considers the United Nations Sustainable Development Goals.

Council

The University Council met in the Sir Raymond Ferrall Centre and by video conference (Zoom) on Thursday 29 October 2020 from 4pm.

Present: The Chancellor (The Honourable Michael Field AC) in the Chair, Vice-Chancellor (Professor Rufus Black), Professor Natalie Brown, Ms Jenny Burgess, Mrs Susan Chen, Mr Harvey Gibson, Mr Paul Gregg, Mr James Groom, Ms Ella Hilder, Distinguished Professor Jamie Kirkpatrick, Professor Kwong Lee Dow, Ms Pip Leedham and Mr Corey Peterson.

Attendees: [REDACTED] and Ms Sally Paynter (Manger, University Governance) attended for all items other than members only.

Mr Alastair McDougall attended as Secretary.

Other Attendees:

Item 3.2 University Performance Report - [REDACTED]

Item 4.3 Return to Campus – [REDACTED]

Introductory Items

The Chancellor welcomed members with an acknowledgement of Country.

1.1 *Introductory Items

1. Apologies

There were no apologies.

2. Declarations of interest

There were no new declarations of interest.

3. Minutes

With reference to the Academic Freedom and Free Speech Policy discussed at the 28 August 2020 Council meeting, a member of Academic Senate has since queried use of the term 'wellbeing' as it relates to staff and students and requested further clarity and perhaps use of alternative terminology. It was noted that the principles of the French Model Code have been adopted by the University and these have been affirmed by Council. It was agreed that the member of Academic Senate can be reassured that there should be no constraint on honest and fearless academic debate and if there is constraint on such matters then Academic Senate should be advised. The Chair of Academic Senate agreed to provide this feedback to Academic Senate.

30-10-2020_UC_11588-8782

Council confirmed the minutes of the meeting held on 28 August 2020 and the meetings held by circular on 24 September 2020 and 15 October 2020.

4. Actions

30-10-2020_UC_11588-8783

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

The following agenda item was starred for discussion:

- 4.7 Ordinance Amendments

There were no additional agenda items starred for discussion. The motions relating to the unstarred items were passed in a block:

- 2.3 Ceremony and Honorary Degrees Committee
- 4.4 River's Edge and Willis Street Buildings Design Development
- 4.5 Inveresk Landscaping Design
- 4.6 December 2020 Graduation Ceremonies
- 4.8 Revocation and reissue of testamurs
- 6.1 2021 University Planning Calendar.

Members Only

2.1 *Members Only

There were no additional items raised for discussion in the Members Only closed session.

Mr Gibson joined the meeting at 4.13pm

2.2 * Remuneration & Nominations Committee

The Chancellor provided an update on the Remuneration & Nomination Committee's progress with Council succession planning activities. It was noted that:

- The Committee has considered the specific skill requirements for Council in the context of known vacancies, the University's strategic direction and the desire to retain strong collegiality of Council. There has been on-going dialogue with the Minister who has been briefed on progress with succession planning activities including the legislated requirement to ensure appropriate regional Tasmanian representation on Council.
- The call for student nominations has now closed with more than 100 nominations received. These are being reviewed for Selection Panel consideration to identify a shortlist and make a suitable recommendation.
- The call for academic and professional staff member nominations has opened and will close on 6 November 2020.
- It is the intention that Council will formally consider appointments at the December 2020 meeting.

In considering the establishment of the Strategic Resourcing Committee (SRC), it was noted that:

- Any delegation of authority to the SRC will be on a specific case by case basis rather than general in nature.
- Prior to considering future appointments, gender diversity on the SRC needs greater consideration.
- Council members can attend SRC meetings as per the arrangements for other Council Committees.
- Reference to 'Zoom' in the proposed terms of reference should be removed and replaced with generic terminology.
- There is a need to guard against Council agenda packs increasing in size and density, to avoid the risk that Council members become disengaged due to the density and volume of information they are asked to consider.
- It was queried as to whether there is intent for all members to serve on a Council Committee. It was noted that with the formation of the SRC there is a clear focus on the role of Council discharging its obligations under the *University of Tasmania Act 1992*, overseeing operation and assuming a more strategically focussed role. To deliver this outcome, it is the intention that there is an uplift of Council skill sets which would be achieved through greater rigour applied to succession planning and enhanced induction processes.

Mr Gregg, Mrs Chen and Mr Groom left the meeting at 4.24pm

30-10-2020_UC_19151-8772

Council approved the adoption of a 9-year limit on Council member terms (overall) for members appointed by Council or by the Minister and commencing on or after 1 January 2021, unless Council otherwise determines in a specific case.

30-10-2020_UC_19151-8773

Council approved

- the proposed terms of reference and membership for the Strategic Resourcing Committee, subject to the word 'zoom' being replaced with generic terminology.
- the appointment of Mr James Groom as Chair of the Strategic Resourcing Committee for a term ending 31 December 2021.
- the appointment of Mrs Sue Chen to the Strategic Resources Committee for a period aligning with her term as a Council member.

30-10-2020_UC_19151-8774

Council approved

- the amendment of UTAS Properties Pty Ltd (UPPL) Membership Rules to permit a Non-Executive Director to be appointed as a Chair of the Board.
- the appointment of Paul Gregg as a Non-Executive Director of UPPL effective 1 January 2021.

Mr Gregg, Mrs Chen and Mr Groom re-joined the meeting at 4.26pm

2.3 Ceremonial and Honorary Degrees Committee

30-10-2020_UC_16503-8775

Council approved the conferral of the title of Distinguished Emeritus Professor on Professor [REDACTED]

30-10-2020_UC_16503-8776

Council approved the conferral of the title of Emeritus Professor on

- [REDACTED]

Strategic and Performance Sessions

3.1 Strategy Session – Friday 30 October 2020

A full day strategic session was held on 30 October.

3.2 * University Performance Report

[REDACTED] *joined the meeting at 4.26pm*

The University Performance Report for October 2020 is comprised of an operational and a strategic section. In consideration of the report, key matters highlighted during discussion included:

- A recognition of the significant efforts made by many staff to deliver a substantial body of work across 2020 to ensure that the University is in a sound strategic position leading into 2021. Staff were thanked for their considerable effort, while noting an agreed focus on managing staff workloads and not introducing new initiatives for the balance of 2020.
- The course and unit consolidation activities have resulted in a considerable reduction in units with a clear and on-going focus on viability and quality. There has been a strong focus on the domestic student recruitment, which has seen a 20% increase in numbers, which has helped offset the decline in revenue from international student. There has been a strong focus on improving the enrolment process. Pleasingly there has been a significant uplift in the number of students able to enrol without assistance which marks a significant improvement on prior years.
- The University has in principle agreement with the State Government to manage quarantining arrangements for impacted students.
- The success of the Schools Engagement Program which provides a sound base on which to build stronger relations with Tasmanian schools over the longer term. While recruitment has been growing in Southern and North Western regions of the State, it has been flat in the North. This is due in part to a need to further enhance relationships with some schools and this is being actively

addressed. It was suggested that if there are schools where there does not appear to be traction, then this data could be provided to the Department of Education to assist with strengthening relationships where possible. It was noted that several schools have recognised the benefit of the Schools Recommendation Program and this has shifted the nature of conversations with students in their final schooling years.

- There has been strong staff uptake of the Voluntary Redundance program, noting also that the Early Retirement scheme has recently been approved by the Australian Tax Office. These initiatives will assist in transitioning the University to a more financially sustainable cost base. It was noted that both programs will result in colleagues departing the University and there is a desire to recognise the efforts of these staff, many of whom have made a significant impact over several years. It was also noted that the Early Retirement scheme will present greater opportunities for Level E and B academics and an ability to introduce further early career talent. Ensuring that the gender pay gap is addressed is being actively being considered, with work being undertaken to develop a strategy to inform hiring.
- The Research Division has been working closely with the Colleges to shape research priorities. There is some concern on commencing Higher Degree Research numbers which have been adversely impacted largely by COVID-19 constraints. It was recognised that research continuing throughout the COVID-19 constrained period has resulted in strong contracted revenues for 2020. The inclusion of metrics in the report which presents the pipeline of contracted research provides early visibility and greater understanding of expected revenues across the strategic planning horizon.
- The University has delivered a strong year to date financial result given the prevailing environment and remains on track to meet targets outlined in the strategic plan. The balance sheet remains strong notwithstanding [REDACTED]
- The University's commercialisation activities are now being given consideration and it is expected that Council will be engaged on how these activities may best be progressed.
- Noting that the University has increased borrowing capability [REDACTED]. In conjunction with transitioning to a more sustainable cost base, and a favourable free cash position, this will better enable financing of the Hobart CBD campus move within the desired timeframes.

Matters raised for discussion included querying:

- [REDACTED] It was noted that the requirement is that the University obtains a credit rating rather than attain a specific rating; and
- whether strategic measures, such as professional to academic ratio have established targets. It was noted that some strategic metrics are yet to include targets however it is expected that these will be in place by Q2 2021.

30-10-2020_UC_13269-7386

Council received the University Operational and Strategic Performance Reports.

[REDACTED] left the meeting at 5.04pm

Matters for Decision

4.1 * Proposed organisational structural and resourcing changes

30-10-2020_UC_18076-8787

Council:

- noted the update to structures in the Division of the Vice-Chancellor and Division of the Chief Operating Officer (COO) supporting improved governance strategy and operations.
- noted the new reporting line for the General Counsel to have a direct reporting line to the Chancellor in relation to matters of integrity.
- noted the clarification of future roles and responsibilities for governance functions.
- approved the 2021 internal audit budget of [REDACTED].

4.2 * UTAS Properties Pty Ltd

The Chair provided an overview of matters discussed at recent board meetings. Key matters noted included:

- The progress with development of a Sandy Bay campus masterplan and in particular, a procurement strategy has been prepared with a closed tender process being conducted to engage a preferred provider to develop the masterplan [REDACTED]. It was noted that the criteria to be applied for developing the Sandy Bay masterplan will align with the criteria applied for progressing campus planning for the Hobart CBD. Importantly, sustainability has been highlighted as a central theme in these design principles for master planning activities.
- Several short-term projects have been initiated including considering:

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30-10-2020_UC_16731-8758

Council approved the Risk Appetite Statements and Delegation Policy for UTAS Properties Pty Ltd (UPPL).

30-10-2020_UC_16731-8785

Council received and noted the report and minutes of the 13 August 2020 and draft minutes of the 25 August 2020 for UTAS Properties Pty Ltd.

4.3 * Return to Campus

With social distancing measures likely to continue into 2021, there is a desire to physically return students and staff to campus. In order to facilitate this, more suitable learning and teaching is required than is currently available on the Sandy Bay campus. Key matters highlighted energise the University community to create the experience students desire and expect in 2021 on campus included recognition that:

- We are primarily an on-campus university however COVID-19 has required a move to on-line operation.
- While successfully adapting to the COVID-19 environment, there is a need for a long-term model to be on-campus or risk losing students or not adequately delivering on the student experience.
- Students need to be placed at the centre and shifting focus and culture to create a sector-leading experience, while supporting workplace flexibility.

It was noted that a range of steps have been established to develop the 2021 plan to create and contribute towards a vibrant campus experience and this is a particular focus for staff during November 2020.

Matters raised for discussion included:

- Querying whether, in progressing with the leasing and refurbishment of Hobart CBD sites, all sites on the Sandy Bay campus had been explored for suitability. It was noted that functionally the Sandy Bay campus does not provide sufficiently suitable small group learning spaces which enable new modes of delivery and quality learning outcomes. In addition, while these Hobart CBD spaces are not envisaged for long term use, they will facilitate full day usage to promote social connectivity and creation of critical mass of students and staff.
- Querying whether consideration has been given to alternatives should the University be unable to secure the leasehold space within desired timelines. It was noted that a short-term lease agreement, with options, has been executed in respect to the KPMG building and that this will largely address the immediate shortage of suitable learning and teaching spaces.
- Noting that while COVID-19 has presented significant challenges to the University, there are a range of opportunities which have arisen through changed teaching methods and importantly as a potential accelerator of a longer term campus move to the Hobart CBD. This will afford opportunity to recreate the on-site campus experience and test concepts and ideas in the short term for application as part of longer-term relocation planning.
- Noting the need to consider access to buildings in a COVID-19 constrained environment which have multiple stories and predominantly depends on use of lifts.
- Some College leadership have expressed a desire to test new approaches to learning and teaching and utilise short term leased space in the Hobart CBD. It was noted that there is a critical need to physically return students and staff to campus and create a vibrant and positive experience.
- Querying how student attitudes are being monitored. It was noted that student surveys have been conducted throughout the COVID-19 period to collect views and experiences and inform how

students are best engaged.

A query was raised in respect to the extent of input from the academic community in developing the approach to return to campus. It was noted that a 'bottom up' collaborative approach has been adopted when engaging with key stakeholders, including academic staff, with a strong student centric focus.

30-10-2020_UC_16610-8778

Council noted the intention to secure leasehold space in the Hobart CBD for the delivery of 2021 Learning and Teaching space in response to continued COVID19 restrictions on space utilization.

30-10-2020_UC_16610-8778

Council delegated authority to the Vice-Chancellor to execute contracts (subject to appropriate legal and financial advice) for the refurbishment of:

- the Forestry building (estimated value \$ [REDACTED])
- Philip Smith Centre, Graphics & LARC buildings (estimated value [REDACTED]).

4.4 River's Edge and Willis Street Buildings Design Development

30-10-2020_UC_17907-8769

Council approved the River's Edge and Willis Street Buildings Designs.

4.5 Inveresk Landscaping Design

30-10-2020_UC_16698-8770

Council approved the Inveresk Landscaping Designs.

4.6 December 2020 Graduation Ceremonies

30-10-2020_UC_14879-8685

Council authorised other Council Members, in addition to the Chancellor and Deputy Chancellor, to confer degrees at any of the December 2020 University of Tasmania graduation ceremonies.

4.7 Ordinance Amendments

The key matter raised for discussion was querying whether Academic Senate is supportive of the proposed change in articulation arrangements and agreements which would result in some matters requiring authority of Executive Deans rather than Academic Senate. It was noted that, in the context of facilitating student success, Colleges are best placed and appropriately resourced to engage on these matters. The Chair, Academic Senate indicated that she has been consulted and is supportive of the proposed change.

30-10-2020_UC_15322-8784

Council approved the proposed amendments to Section 11: Educational Partnerships:

- sub-sections 11.5.2 (Joint Awards) and 11.6.2 and 11.6.3 (Dual Awards) with respect to Higher Degrees by Research, of the *Academic Delegations Ordinance - Schedule of Academic Delegations*.
- sub-sections 11.1, 11.2 and 11.3 (Articulation) of the *Academic Delegations Ordinance - Schedule of Academic Delegations*.

30-10-2020_UC_15322-8924

Council approved the proposed amendment to the *Student Participation and Attainment Ordinance* (clause 31.4: formal articulation arrangements).

30-10-2020_UC_15322-8804

Council approved the amendment of section 4.1 (a) of the Council Ordinance to read "approving the mission, strategic direction and strategic plan of the University, ensuring their relevance and currency over time and overseeing the implementation of the strategic plan".

4.8 Revocation and reissue of testamurs

30-10-2020_UC_16887-8779

Council approved the issue of a new testamur for:

- [REDACTED], Bachelor of Science (conferred 10 August 2013) and Bachelor of Science with Honours (conferred 14 August 2015) originally conferred in the name [REDACTED].
- [REDACTED], Graduate Diploma of Science (conferred 19 December 2012) and Bachelor of Science with Honours (conferred 16 December 2013) originally conferred in the name [REDACTED].
- [REDACTED], Doctor of Philosophy (conferred 11 August 2018) and Graduate Certificate in Research (also conferred 11 August 2018) originally conferred in the name [REDACTED].

Matters for Discussion

5.1 * Senior Appointments – Division of the Chief Operating Officer

The Chief Operating Officer provided an update on proposed senior staff movements within the Division of the Chief Operating Officer. Members noted the establishment of a formal reporting line from the General Counsel to the Chancellor to support and advise the Chancellor should events require an independent reporting line.

It was requested that Council be kept informed of future movements in key management personnel.

30-10-2020_UC_15858-8786

Council noted the report on senior appointments within the Division of the Chief Operating Officer at the University of Tasmania.

5.2 * Report from Academic Senate

Key matters reported included:

- Highlighting how data is being used to monitor student attrition and retention; impact of late enrolments; and academic integrity.
- Highlighting the focus on the re-invigoration of Course Advisory Committees and how they may best add value to course offerings. It was noted that the membership composition of Course Advisory Committee is not prescribed and may include employers, industry representation and former students.
- Noting the increased interest in membership of Academic Senate through the recent member nominations process.

30-10-2020_UC_18725-8771

Council received and noted the report and draft minutes of the 4 September 2020 Academic Senate meeting.

5.3 * Report from Audit & Risk Committee

Key matters reported by the Chair included:

- Highlighting the quality of the Research Division's Executive Risk presentation.
- Noting on-going activity to ensure that superannuation payments to the regulator are complete and accurate. Subject matter experts have been engaged to assist in developing an internal audit project scope, with the fieldwork to be undertaken by the internal audit service provider. It was noted that project scoping has been completed with an expectation that the project will be finalised prior to the end of 2020.

30-10-2020_UC_13675-7388

Council received and noted the report and draft minutes of the 17 September 2020 Audit & Risk Committee meeting.

5.4 * Report from Built Environment & Infrastructure Committee

The Chair noted that the October 2020 meeting was the final meeting of the Built Environment & Infrastructure Committee. On reflection it was noted that sustainability has emerged as a critical component of the University's built environment considerations in recent years and that this is evidenced through the Inveresk development which was visited by members earlier in the day.

The Chair thanked committee members and supporting secretariat for their efforts.

30-10-2020_UC_10405-7389

Council received and noted the report and draft minutes of the 20 October 2020 Built Environment & Infrastructure Committee meeting.

5.5 * Report from Finance Committee

The Chair highlighted that the new Federal Government funding model will bring substantial change to the higher education sector and the University. While it is expected that there may be some initial financial benefit for the University in the first three years of the funding package, the University must continue to be fiscally vigilant and disciplined during a period of transition.

The key matter raised for discussion was querying whether, in hindsight, the staff pay freeze during 2020 was necessary. It was noted that this was a fiscally prudent decision which has, together with other decisions, contributed to a sound year to date financial outcome for the University. With expected increases in debt levels and with Enterprise Bargaining negotiations for the next staff agreement commencing, it is critical that University is on sound financial footing with a commitment to long term sustainability. It was also noted that the Voluntary Redundancy and Voluntary Retirement schemes will also assist in ensuring that the University maintains sustainable cost structures. The year to date financial result has been delivered without the need for forced redundancies, while sustaining the number of casual academic staff and also increasing the number of staff on permanent contracts.

30-10-2020_UC_12437-7390

Council received and noted the report and draft minutes of the 12 October 2020 Finance Committee meeting.

Matters for Noting

6.1 2021 Planning Calendar

30-10-2020_UC_14752-7391

Council received and noted the 2021 UTAS Planning Calendar.

Other Business

7.1 * Graduation in Absentia

30-10-2020_UC_16988-7392

Council approved the applications for the conferring of awards.

7.2 * Other Business, Confidential Items and Future Meetings

1. Other Business

There was no further business.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. 2020 Meeting Dates

- 4 December 2020 (Hobart and by videoconference).

Meeting closed at 6.24pm.

Council

The University Council met in Harvard 2 Lecture Theatre, Sandy Bay Campus and by video conference (Zoom) on Friday 4 December 2020 from 9am.

Present: The Chancellor (The Honourable Michael Field AC) in the Chair, Vice-Chancellor (Professor Rufus Black), Professor Natalie Brown, Ms Jenny Burgess, Mrs Susan Chen, Mr Harvey Gibson, Mr Paul Gregg, Mr James Groom, Ms Ella Hilder, Distinguished Professor Jamie Kirkpatrick, Professor Kwong Lee Dow, Ms Pip Leedham and Mr Corey Peterson.

Attendees: [REDACTED] attended for all items other than members only.

Ms Sally Paynter attended as Secretary.

Other Attendees:

[REDACTED]

Introductory Items

The Chancellor welcomed members with an acknowledgement of Country.

1.1 *Introductory Items

1. Apologies

There were no apologies.

2. Declarations of interest

There were no new declarations of interest.

3. Minutes

04-12-2020_UC_14872-7393

Council confirmed the minutes of the meeting held on 29 October 2020.

4. Actions

04-12-2020_UC_14872-7394

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

There were no additional agenda items starred for discussion.

The motions relating to the unstarred items were passed in a block:

- 2.5 Results of the 2020 Council elections
- 4.5 University Catering and Retail Services
- 4.6 Revocation of Ordinance 19 University Institutes
- 4.7 Jointly Badged Testamurs

Members Only

2.1 *Members Only

Confidential item

■■■■■ joined the meeting at 9.12am

Outcomes from the complaints concerning the conduct of Professor Peter Rathjen

In response to the South Australian Independent Commissioner Against Corruption (ICAC) report findings relating to improper conduct by Professor Peter Rathjen during his time as Vice-Chancellor of the University of Adelaide, the University of Tasmania has undertaken an internal review encouraging current and former staff and students to raise complaints regarding Professor Rathjen's conduct as Vice-Chancellor.

It was noted that:

- Maree Norton, a Barrister from the Victorian Bar was appointed to provide an external and independent contact point for complainants and to draft high level advice and recommendations including steps the University could take to improve its ability to respond to complaints concerning sexual harassment, bullying and similar behaviour in the future.

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- Council takes responsibility for the failure to ensure a culture of respect and well-being for staff and students whilst Professor Rathjen was Vice-Chancellor.
- Council will issue a public apology for the distressed caused due to the lack of appropriate reporting and complaints handling systems. The apology will acknowledge that the University believes those complainants who have come forward and that they will be provided with whatever support they require.
- All eight recommendations from the Independent review will be accepted and implemented.
- There will be a focus on education and training for University Council members in relation to their role in identifying and responding to unacceptable behaviour. This will involve training for existing Council members, the inclusion of relevant training through the induction process for new members and refresher training for all member throughout their terms. Individual training will be provided for the Chancellor and matters of integrity may be dealt with through the new reporting line for the General Counsel direct to the Chancellor.

■■■■■ joined the meeting at 10.00am

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04-12-2020_UC_12304-9025

Council noted the draft advice and draft recommendations from Maree Norton, Barrister, Victorian Bar, and endorsed the draft recommendations and proposed UTAS response and agreed to issue a public apology.

2.2 * Extended Nominations Committee

2.2.1 Council appointments by the University Council

04-12-2020_UC_13820-9014

Council reappointed Ms Pip Leedham for a further 1-year term ending 31 December 2021.

04-12-2020_UC_13820-9015

Council appointed Mrs Susan Chen for a 1-year term ending 31 December 2021.

04-12-2020_UC_13820-9016

Council reappointed Professor Kwong Lee Dow for the first meeting of Council 2021.

04-12-2020_UC_13820-9017

Noted that one position on Council will stay vacant to allow the Chancellor-elect a position as a Council member until 1 July 2021 when the Chancellor-elect is due to take office as Chancellor.

2.2.2 Members appointed by the Minister

Council noted that the selection of members appointed by the Minister is yet to be finalised, with conversations between the University and the Minister continuing. Under current Tasmanian legislation (*Acts Interpretation Act 1931-Clause 21 (3)*) current members appointed to Council by the Minister may continue for up to six months after their official term has ended with current Ministerial appointed Council member Ms Jenny Burgess invited to continue until the finalisation of the appointments for 2021.

2.2.3 Student appointed by Council

As previously reported to Council, an expression of interest process was conducted for the selection of the Student member of Council with record interest in the role with more than 100 applications received. A Selection Panel chaired by Professor Natalie Brown shortlisted five candidates and met with each for an interview. It was noted that the field was particularly strong this year resulting in three outstanding finalists for the role with the Panel unanimously recommending the appointment of Ms Jacqueline Saward. Ms Saward is originally from North West Tasmania and is studying a Bachelor of Psychological Sciences (Honours). Ms Saward applied for the role previously and has worked to obtain further governance experience in the time since through her roles as Secretary for Weightlifting Tasmania Inc. and the Hive Collective.

04-12-2020_UC_13820-9018

Council appointed Jacqueline Saward to the University Council for a 1-year term, ending 31 December 2021.

2.3 * Remuneration & Nominations Committee

2.3.1 University Foundation Committee

04-12-2020_UC_15305-9019

Council reappointed Dr Damian Bugg AM QC and Mr Peter Worrall to the University Foundation Committee for a term ending on 31 December 2022.

2.3.2 Council Committee membership update

04-12-2020_UC_15305-9020

Council approved the replacement of the ex-officio position of Chair of Finance Committee with Chair of Strategic Resourcing Committee on both the Audit & Risk Committee and Remuneration & Nominations Committee.

2.3.3 Audit & Risk Committee

04-12-2020_UC_15305-9021

Council reappointed:

- Professor Jamie Kirkpatrick to the Audit & Risk Committee for a term ending on 31 December 2022

- Professor Kwong Lee Dow for the first Audit & Risk Committee meeting of 2021 (subject to Professor Lee Dow's availability).

2.4 * Appointment of University Secretary

[REDACTED] left the meeting at 10.19am
[REDACTED] joined the meeting at 10.20am

04-12-2020_UC_19217-8954

Council approved the appointment of Ms Sally Paynter as University Secretary.

[REDACTED] left the meeting at 10.22am
[REDACTED] left the meeting at 10.23am

2.5 Results of the 2020 Council Elections

With the announcement of the 2020 Council election results for academic and professional staff members it was noted that this meeting would be the last for Mr Corey Peterson. Mr Peterson was recognised for his commitment and contribution to Council over the past 8 years. Distinguished Professor Jamie Kirkpatrick was congratulated on his reappointment for a further term.

04-12-2020_UC_15507-8951

Council noted the results of the 2020 Council elections:

- Distinguished Professor Jamie Kirkpatrick - Academic staff member
- Kate Bramich - Professional staff member

both for terms commencing 1 January 2021 and ending 31 December 2022.

2.6 David Warren Gift in honour of Larry Forbes

04-12-2020_UC_15948-9013

Council approved the naming of the proposed "Forbes and Warren Honours Scholarship in Mathematics and Physics" to be held in perpetuity.

Strategic and Performance Sessions

[REDACTED]
[REDACTED] joined the meeting at 10.25am

3.1 Strategy Session – Revenue

Building upon the overview of revenue provided to Council in October 2020, Council were provided with an outlook for revenue for the University as the 2021 budget is being built and the longer-term revenue picture is developed. The presentation focused on the external factors that may impact revenue outcomes, the risks associated with revenue outlook and the specific activities the University is pursuing to respond to those external factors and risks to build a sustainable revenue base. The presentation highlighted the following key issues:

Unpredictable patterns impacting student load and revenue

- Opportunities exist to shift the enrolment pattern for Tasmania and whilst it is hard to predict outcomes with no way to compare this year against prior years, factors such as high unemployment historically increases demand for higher education enrolments, then contracts.
- Domestic revenue expectations are improving in 2020 but challenges are evident in international markets because of COVID-19 restrictions. Whilst there are positive signs, enrolments for 2021 and beyond are unpredictable with uncertainty around conversions of increased applications, especially year 12 students.
- COVID-19 related border restrictions have had significant impact on the Tasmania and Australian population outlook which is in significant decline with potentially less migration. Travel restrictions impacting international student numbers due to reliance on migration and onshore enrolments.
- Job Ready Graduate package and Commonwealth Grant Scheme will provide some certainty regarding revenue for the next 3 years. However, the impact in 2024 when the higher education reform guarantee ends are unknown.

•

[REDACTED]

International Students

- Core distinctive courses have provided steady revenue which has continued even in 2020. Courses linked to migration advantages have grown rapidly in recent years and have equally declined rapidly this year. In line with the University's strategy, the focus in the future is on growing core distinctive courses and reducing exposure to courses driven by migration advantages.
- The onshore market contains international students already studying or living within Australia. Travel restrictions and falling international enrolments of mainland universities will cause this market to [REDACTED] and as there is generally a 2-year lag on the impact on the onshore market, it is expected that this market will reduce and competition for the remaining students will intensify.
- [REDACTED]
- [REDACTED]
- [REDACTED]. Best case scenarios is based on assumptions of continuing on current trajectory on acceptances, which will offset the decline in applications, worst case is based on the emerging trend for deferrals which would lead to the lowest cohort in years.
- A number of steps are being considered to address the short-term risk of deferrals includes a strategy to 'bundle' support for students designed to incentivise students to choose UTAS rather than compete directly on price. Bundles include themed packages targeted at attracting students with free accommodation, travel vouchers, paid work placements, gym membership and other incentives.

Growing revenue

- Initiatives are being developed across four key segments of Tasmania, Interstate, International and non-core courses that manage the short and long term risks to help deliver a sustainable revenue pipeline.
- Growth from the Tasmanian market reflects the progress made through the Schools Recommendation Program (SRP) with the program set to expand in 2021 with a focus on working with regional Pro Vice-Chancellor's to improve schools engagement, continue to make course offerings distinctive and embed mobility experiences into the curriculum.
- Strategies to target interstate students moving to Tasmania is seeing results in core courses with an uplift of 8% in 2020. Strategies for greater uplift in 2021 include investment in digital activity and an interstate-based team with a recruitment focus; continuing the SRP on the mainland by targeting specific schools and areas with a history and affinity with Tasmania; and digital targeting to specific cohorts and interest groups attracted to diverse courses and experiences such as the Bachelor of Natural Environment and Wilderness.
- Targeted marketing campaign activity is performing well with 78 million impressions delivered in current undergraduate brand campaign up from 56 million from the 2019 campaign. The click through rate has almost doubled with the inclusion of animated digital display ads and the use of social media platforms. New social channels including podcasts are being tested and added to the campaign based on performance.
- The Job Ready Graduates Package provides a strong incentive to charge more HECS is a larger proportion of student funding. Total HECS revenue has capacity to increase by over 60% from 2019 to 2024. The strategic pricing of non-core products increases HECS revenue by \$16m despite lower Equivalent Full-time Student Load (EFTSL) with significant progress made to adapt pricing of our non-core offerings in 2020 with a number of additional core offerings to move in 2021.

[REDACTED]

04-12-2020_UC_10804-7395

Council received and noted the strategy session on revenue.

[REDACTED] left the meeting at 11.10am

3.2 * University Performance Report

joined the meeting at 11.20am

The Vice-Chancellor and respective portfolio leads highlighted specific areas of interest noting that:

- The course curriculum transformation project continues with the postgraduate course portfolios nearing finalisation, with Colleges taking the opportunity to review curriculum as they work through aligning the new postgraduate course architecture in the first quarter of 2021.
- The School of Education is planning to offer a vertical double degree, combining Bachelor and Master degrees combining Music and Fine Arts. The programs offer students a time savings compared with studying a Bachelor and a Master degree separately. The program is expected to attract high achieving students when it launches in 2022, subject to accreditation.
- The University Community Engagement model is designed to deliver a new and distinctive student experience at the University with commencement students having the opportunity to build stronger connections with their peers, staff and alumni and engage with the community in diverse place-based experiences. Advancement were working closely with alumni networks to engage them in the piloting of the model which will be delivered as a prototype in Semester 1, 2021 building towards a fully embedded roll out in 2022.
- The Student Advice and Mentoring (SAM) model pilot continues to engage students with identified risk factors at five key milestone moments in their commencing semester. Students engaging with one or more SAM contacts report a positive interaction with 23% more likely to be retained than targeted students who did not engage at all. Further analysis of the 2020 pilot will be undertaken to inform delivery in 2021.
- The new University website will be released in the coming weeks with changes to the platform and functionality already implemented in 2020 now complimented by the new look and feel of the website and better alignment to brand.
- Improvements to the enrolment process has made significant impact on outcomes for prospective students with more than 80% of students enrolling without assistance. Further improvements will be implemented after the March 2021 enrolment period. Significant refinement of the course and curriculum offering have aided the process improvement and a more coordinated approach across College and Divisional boundaries which has led to the implementation of smart operational improvements.
- The People and Wellbeing team continue to focus on supporting staff exiting the University through the Voluntary Redundancy (VR) and Early Retirement Scheme (ERS). Key new vacancies have been advertised in the People and Wellbeing team to add critical expertise and necessary leadership to support the delivery of the People Strategy. These include Executive Director Leadership, Culture and Innovation, Director Business Partnering, Workplace Relations Manager, and Workplace Diversity and Inclusion Manager.
- Management will be focusing on workplace relations including the enterprise agreement negotiations in preparation for a new agreement to commence from June 2021.
- There will continue to be monitoring of rehire and new hires across the University following the recent VR and ERS process, with established workforce plans for Colleges and Divisions agreed by Management with any variations to be considered and agreed through the Transformation Integration Group, chaired by the Vice-Chancellor. This workforce planning includes regular monitoring of ratios of academic and professional staff and a centralised process for hiring of casual employees.
- Research Division continue to focus on research prioritisation to ensure high research impact, including research scholarships and infrastructure, resourcing decisions, and partnerships. The Elsevier projects to develop a model to measure a whole of university's societal impact continues, with an article to be published by Times Higher Education.

An exceptional outcome given most universities have seen significant decline in research income.

- The University's financial position is stronger than the same time last year due to improved results from the investment portfolio, savings from the implementation of non-salary savings strategies and the outcomes of both the approved changes to the Staff Agreement which saw staff forego the 2% salary increase scheduled for 1 July and the Voluntary Redundancy programs. These will also be major drivers for future resource efficiencies.
- The Northern Campus Transformation continues to track on time and on budget with a small delay in the completion of the pedestrian and cycle bridge at Inveresk set for completion in early 2021.

In recognition of Mr Paul Gregg's last meeting of Council, the considerable impact of his contribution during his 12 year term on Council was discussed, noting specifically the University's overall Net Assets valued at over \$400M, an uplift of more than fifty percent in the past decade. The result due primarily to the creation of the investment portfolio which Mr Gregg had expertly guided.

04-12-2020_UC_19563-7396

Council received the University Performance Report.

[REDACTED] left the meeting at 11.50am

Matters for Decision

4.1 * Apology to the Tasmanian Aboriginal People

[REDACTED] joined the meeting 11.51am

In October 2019, Council approved the wording for the Apology to the Tasmanian Aboriginal People with an Apology made at an event in December 2019. It was noted that since this time there has been support for the Apology to the Tasmanian Aboriginal People to be printed and displayed at other University locations around the State. To reflect this approach, it is recommended that 'nipulana country of Hobart' is replaced with 'lutruwita country of Tasmania'. The subject of the length of time that Aboriginal communities have existed in Tasmania continues to be disputed and therefore rather than referencing a specific timeframe the wording 'possessed these lands for sixty millennia' will be replaced with 'an enduring sovereignty over these lands'. The revisions will also remove some unnecessary repetition in the first and second lines of the Apology.

In response to a question raised about whether the wording for the Apology will need to be revised again when it is displayed at campuses outside of Tasmania including Rozelle, it was noted that revisions to the wording would be proposed based upon conversations with the local traditional owners of those lands on which the campus stands. Opportunities to improve the landscaping around the existing site for the plaque at Domain House will be pursued and discussions continue around suitable locations for the Apology to Tasmanian Aboriginal People on the Inveresk and West Park campuses.

04-12-2020_U C_14708-8969

Council approved the updated wording of the Apology to the Tasmanian Aboriginal People.

[REDACTED] left the meeting 12.10pm

4.2 * University 2021 Budget

[REDACTED] joined the meeting 12.11pm

In response to the ongoing revenue uncertainty driven by COVID-19, Council approved a revised institutional approach to the collation of the 2021 Budget at its meeting in August 2020. As per the agreed redesigned timeline, a Revenue Budget and therefore a University EBITDA (Earnings before Interest, Tax, Depreciation and Amortisation) a proxy for Cash Operating Result, and a Core Operating Result will be submitted for approval at the April 2021 Council meeting.

[REDACTED]

[REDACTED]

04-12-2020_UC_13142-8983

Council delegated authority to the Vice-Chancellor to approve the 2021 Operating Expense and Salary budgets provided they are within the above prescribed ranges.

04-12-2020_UC_13142-8966

Council noted that the 2021 Revenue budget, EBITDA (Earnings before Interest, Tax, Depreciation and Amortisation) and Core Operating Result, including College and Divisional performance, will be submitted for approval at the April 2021 Council meeting.

4.3 * Southern Campus Funding

[REDACTED] joined the meeting 12.30pm

Management spoke to the Southern Campus Funding proposal, outlining the rationale for the University to increase debt by [REDACTED]m as part of a suite of funding sources to enable the delivery of the southern campus strategy over the next 7-8 years.

[REDACTED]

Increasing the debt by [REDACTED]m will enable the southern campus strategy to commence in 2021 with shovel ready projects that activate vacant sites and existing buildings.

In discussion it was noted that:

- [REDACTED]

Council were advised that the Strategic Resourcing Committee (SRC) had met on 1 December 2020 to consider the southern campus funding proposal noting that the proposed financing arrangements reflect projected cash flows under the "worst case" scenarios for revenue and conservative assumptions for costs. Under these assumptions, the University's debt to equity ratio is expected to remain below the proposed new limit of 30% and fall back below the existing limit of 25% by 2029. SRC recommends Council approve the southern campus funding proposal with the inclusion of an additional recommendation, for Council to approve Management taking the necessary steps to obtain a formal credit rating from a credit rating agency.

04-12-2020_UC_17552-8949

Council approved the following to deliver the southern campus strategy:

- [REDACTED] necessary steps to [REDACTED]
- [REDACTED]
- [REDACTED]
- a change to *Treasury and Investment Policy* principle 2.1 to increase the University's consolidated debt to equity ratio from 25 per cent to 30 per cent.

4.4 * University Commercialisation

[REDACTED] joined the meeting 12.51pm

The University has operated using a number of models to administer commercialisation, and this function is currently supported by the Innovation & Enterprise portfolio within the Division of the Deputy Vice-Chancellor, Research (DVC-R). There are gaps in the current commercialisation process and consequently commercial benefits have not been realised and a new approach to the University commercialisation process is proposed. Council was presented with an overview of the University's commercialisation strategy and the following key matters were highlighted:

- Principles underpinning the strategy are informed by identified key features demonstrated by leaders in commercialisation in the Higher Education sector. This includes a strong commitment led by the Vice-Chancellor to research commercialisation and an entrepreneurial culture; the establishment of an early stage investment fund and a business incubator at the university; the university maintaining ownership of Intellectual Property (IP) generated by researchers employed by the university; and senior management commitment to developing a culture, and systems for the reward and recognition of staff, that encourages commercialisation activity.
- The Executive Director Innovation and Enterprise will be encouraged to continue to consult widely within the sector to understand the current key attributes of successful programs and the mistakes that have been made and are to be avoided.
- The University has recently approved new IP including commercialisation principles with procedures to support the Policy in development.
- Identified commercialisation opportunities to be supported through a Commercialisation and Innovation Fund that will be made available to Holding Co, in accordance with agreed delegations, funded by an allocation of up to \$10 million of the Investment Portfolio (to be replaced with Federal Funding).

Council noted that the proposed process for the identification, assessment and investment of commercialisation opportunities as follows:

- Innovation options will be sourced from a "Universe of Opportunities" created through the Research portfolio directly or with industry partners via an incubator and be assessed through a 3-phase process:
 - Phase 1- *Testing the Tech* - a pre-commercialisation review will assess applications via Committee chaired by the DVC-R and comprising of the Executive Director of Innovation & Enterprise, UTAS researchers and commercialisation experts and applications assessed as having potential will have the opportunity to be seeded with small to medium size grant.
 - Phase 2 – *Testing the Business* - identifying commercialisation investment by the Holding Co Board through the evaluation of business cases prepared for each opportunity recommended by the Assessment Committee. If the business case is deemed suitable for further investment, Holding Co Board will use its delegated authority to determine a funding strategy to support, options will include the Innovation and Commercialisation Fund, the Investment Fund, external funding and/or Co-funding options.
 - Phase 3 – *Monetisation*- the Holding Co Board is responsible for providing the final recommendation for endorsement by the Strategic Resources Committee (SRC) on the most appropriate pathway to commercialisation. It is envisaged that upon successful monetisation any profits that are generated would be attributed back to Holding Co or the investment portfolio in weighted proportion to the investment

Key matters raised for discussion included:

- In response to a question raised about why this process will work better than past models for commercialisation, it was advised that this was a systematic approach that provided genuine commercialisation backing providing appropriate funding and the right expertise. The value impact will be drawn from the co-designing process at Phase 1 and by investing in individual academics and understanding the project impact from conception.
- The process provides early proof of concept opportunities and will enable the University to co-invest with the Investment Fund allowing the University to have the first right of refusal on whether to invest in its own IP. The process will be actively managed through hubs located in each College and the next steps involve recruitment of key staff roles to support the process and to establish incubators and accelerators in Hobart and Launceston.
- Innovation opportunities will be sourced from all around the University and open to anyone including professional staff and students noting that the proposal currently reads as though only available for academic staff and the messaging will be revised to be more inclusive.

04-12-2020_UC_17475-8955

Council:

- endorsed the high-level commercialisation framework and noted the proposed role of UTAS Holdings Pty Ltd (Holding Co) in the assessment and funding of commercial opportunities
- note the role of Holding Co to oversee the review of the University policies and procedures to underpin the commercialisation process and that the policies in conjunction with the constitution and membership rules will be submitted to Council for approval;
- endorsed the allocation of up to \$10 million of the Investment Portfolio (to be replaced with Federal Funding) to a Commercialisation and Innovation Fund that will be made available, in accordance with agreed delegations, to support commercial opportunities; and
- approved the proposed wind up of the dormant entity, Sense-Co Tasmania Pty Ltd a direct subsidiary of Holding Co.

[REDACTED] left the meeting at 1.08pm

4.5 University Catering and Retail Services

04-12-2020_UC_19225-8948

Council:

- approved termination of the current Master Services Agreement with [REDACTED] to expedite the introduction of services that support a place-based catering and retail services model
- noted the intention to retain the Residential Catering Agreement with [REDACTED]
- noted the intention to implement a locally delivered, place-based model of catering and retail services for existing University campuses and the new Transformation developments.

4.6 Revocation of Ordinance 19 University Institutes

04-12-2020_UC_10639-8950

Council revoked Ordinance 19 University Institutes.

4.7 Jointly Badged Testamurs

04-12-2020_UC_15955-8956

Council approved the use of dual badged testamurs for the joint awards of Bachelor of Engineering (Specialisation) (Honours) and Bachelor of Maritime Engineering (Specialisation) (Honours) programs offered by the Australian Maritime College in conjunction with both Flinders University and Edith Cowan University respectively.

Matters for Discussion

5.1 * Student Accommodation – Financing Update

As reported to Council in August through previous update, COVID-19 pandemic has materially affected the occupancy levels within student accommodation across the state, adversely impacting the returns to the [REDACTED] financiers. In addition to the financing update provided in the circulated paper members noted the following:

- [REDACTED]

Key matters raised during discussion included:

- The available student accommodation will be used through the various support bundles offered to students in 2021. Under the terms of the overflow agreement, overflow facilities cannot be offered to students until the portfolio properties are full. The nature of most of the overflow capacity, MidCity, Fountainside and the Annexe, is ensuite accommodation, which will be available to support a quarantine program if needed

- [REDACTED]

04-12-2020_UC_15711-8979

Council noted the impact of the COVID-19 pandemic on the financing arrangements for the 42 Melville Street Purpose Built Student Accommodation (PBSA2) build and the mitigation plan to achieve practical completion.

5.2 * Report from Academic Senate

The Chair of Academic Senate raised for the attention of Council the Strategic Session on Higher Degree Research (HDR) and Embedding Research Integrity that was a focus at the Academic Senate meeting in November. Discussion centred around strategies to improve alignment, support, and management of HDR candidates. The importance of HDR supervisors were student centric and not necessarily an expert in the same field of research as the HDR candidate they are supervising, recognising the value of as interdisciplinary research for HDR candidates.

Embedding Research Integrity is key to shifting the University culture to value and display integrity as a fundamental aspect of research excellence. Whilst the University has numerous research integrity risk controls in place, there are weaknesses highlighted through the application of the new risk framework which indicated that the University was operating outside the risk appetite for research integrity. Research integrity was identified as an area of risk that would continue to be a focus for Academic Senate.

04-12-2020_UC_14852-7397

Council received the Academic Senate Report.

5.3 * Report from Audit & Risk Committee

The Chief Operating Officer declared a conflict of interest in relation to this item noting he is a Director of UniMutual

The Chair provided an overview of matters discussed at recent meeting. Key matters of note included:

- Premiums for the University's insurances had increased noting that the insurance market for higher education providers had been extremely complex in 2020, and that it was now very difficult to obtain cover for weather events against property.
- The internal audit and risk management plan for 2021 will focus on embedding the new Risk Management Framework into business-as-usual protocols.
- Non-compliance and compliance summary reports will continue to be provided to Council in full, noting the suggestion that future internal audit activity should incorporate consideration of controls which identify and report conflicts of interest.

04-12-2020_UC_10821-7398

Council received and noted the report of the 23 November 2020 Audit & Risk Committee meeting.

5.4 * Report from Strategic Resourcing Committee

The Chair advise that following its establishment by Council in August 2020, the Strategic Resourcing Committee (SRC) has convened to consider the Southern Campus Funding proposal on 1 December 2020

(ref item 4.3). It was noted that an additional short meeting of SRC will be arranged early in 2021 to enable members to further discuss the terms of reference and plan out how the Committee will operate going forward prior to the first formal meeting scheduled for March 2021. It was noted that the Strategic Resourcing Committee's terms of reference and membership will be reviewed at the end of 2021.

04-12-2020_UC_15270-8981

Council noted the report from the Chair, Strategic Resourcing Committee.

04-12-2020_UC_15270-9024

Council noted that the Strategic Resourcing Committee's terms of reference and membership will be reviewed at the end of 2021.

5.5 * Report from University Foundation Committee

The Chair of the University Foundation Committee advised that there had been a shift in the work of the University Foundation Committee, which had evolved from needing to focus and resolve governance issues to now successfully implement strategies to increase funding opportunities supported by modernise financial monitoring and reporting. It was noted that because of this shift there will be a reduced need for the Committee long term.

04-12-2020_UC_18271-8965

Council received and noted the report and draft minutes of the 3 November 2020 University Foundation Committee meeting.

5.6 * Report from UTAS Properties Pty Ltd

The Chair advised that matters discussed at recent board meetings included an update on the Sandy Bay Master Planning the CBD retail strategy and UTAS Properties Pty Ltd (UPPL) responsibilities and priorities in relation to the Newnham campus

In response to a question raised about how UPPL will work with commercialisation incubators it was advised that UPPL will continue to focus on property and specifically the management of surplus University property.

04-12-2020_UC_18051-8957

Council received and noted the report and draft minutes of the 23 October 2020 UTAS Properties Pty Ltd Committee meeting.

Other Business

7.2 * Other Business, Confidential Items and Future Meetings

1. Other Business

Induction and Training for Council Members

Following the disestablishment of the Finance Committee members noted the need for more intensive financial training for new members and an offer of additional training for current members to ensure Council were able to appropriately scrutinise financial information presented by Management. In addition to exploring options for a curated course through the Australian Institute of Company Directors (AICD), an internally focused session will be coordinated and delivered by Financial experts within the University.

Farewell

Council acknowledged and thanked outgoing members Mr Paul Gregg, Ms Ella Hilder and Mr Corey Peterson for their contribution and commitment throughout their terms, noting that Mr Gregg and Mr Peterson had been long serving members at 12 and 8 years, respectively. Members recognised the significant contributions of Mr Gregg noting that he will continue in his roles as Chair of UPPL and through the AMC Board and thanked Ms Hilder for her engaged and insightful participation during her two-year term and wished her success in her future endeavours. Mr Petersen was acknowledged for his continued dedication to sustainability and demonstrated pursuit of better sustainable practices for the University.

It was noted that Council intends to recognise outgoing Council and Council committee members at a function scheduled for February next year.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. 2021 Meeting Dates

Members noted the meeting dates for 2021.

Meeting closed at 2.46pm

Council

The University Council met in Harvard 2 Lecture Theatre, Sandy Bay Campus and by video conference (Zoom) on Friday 12 February 2021 from 9am.

Present: The Chancellor (The Honourable Michael Field AC) in the Chair, Vice-Chancellor (Professor Rufus Black), Miss Kate Bramich, Professor Natalie Brown, Mrs Susan Chen, Mr Harvey Gibson, Mr James Groom, Distinguished Professor Jamie Kirkpatrick, Professor Kwong Lee Dow, Ms Pip Leedham and Ms Jacqueline Saward.

Attendees: [REDACTED] attended for all items other than members only.

Ms Sally Paynter attended as Secretary.

Other Attendees:

[REDACTED]

Introductory Items

The Chancellor welcomed members with an acknowledgement of Country.

1.1 *Introductory Items

1. Welcome and Apologies

The Chair noted that this was Professor Lee Dow's last Council meeting. Members recognised Professor Lee Dow's significant contribution throughout his seven year term as a Council member, noting his key insights into important sector wide issues affecting the University and the warm and positive tone he set in conversation. Professor Lee Dow thanked Council and noted the strength of the leadership throughout the disruption of the past year and felt assured that the University was well prepared to navigate the potential continued uncertainties in 2021 and beyond.

The Chair acknowledged Ministerial appointee, Ms Jenny Burgess had completed her term as of 31 December 2020 and thanked her for her contributions during her time on Council, noting that a letter of thanks from the Chair on behalf of Council would be sent to Ms Burgess.

The Chair welcomed Professional staff member Ms Kate Bramich and Student member, Ms Jacqueline Saward to their first meeting of Council. Members noted that Ms Bramich had an interest in corporate governance and had applied for the role to focus on contributing to the University in a different way and hoped to bring a different perspective to discussions. Ms Saward advised that she was driven to apply for the role because of her interest in governance and how it best serves the community, recognising the transformational role education plays in supporting communities across Tasmania. Both members noted their excitement to begin their new roles and reflected on what a privilege it was to serve on the University Council.

There were no apologies.

2. Declarations of interest

There were no new declarations of interest.

3. Minutes

12-02-2021_UC_17875-9133

Council confirmed the minutes of the meeting held on 4 December 2020.

4. Actions

12-02-2021_UC_17875-9134

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

Item 6.4 was starred for discussion.

The motions relating to the unstarred items were passed in a block:

- 4.2 Revocation of awards
- 6.1 Appointment of CEO of UTAS Properties Pty Ltd
- 6.2 Modern Slavery Statement Update
- 6.3 UPPL Board Minutes 14 December 2020.

Members Only

2.1 *Members Only

Communications to Council

Members discussed the recent communication provided to Council regarding the University's plans to

[REDACTED]

[REDACTED]

Council acknowledged their role in remaining confident in the Master plan in the South and noting that official announcements and release of further detail on the Southern Transformation Project will be available shortly. An update on the Project will be presented to the April meeting of Council.

In answer to a question raised regarding the future of the Kangaroo Bay Proposal, the Vice-Chancellor advised that the University was in the process of exiting this arrangement which has been assessed as not viable due to many factors including the changes in the Asian tourist market and a decline in demand for high-end hospitality staff.

2.2 * Remuneration & Nominations Committee

12-02-2021_UC_ 17543-9158

Council appointed Ms Alicia Leis to the Audit and Risk Committee for a term ending on 31 December 2023.

2.3 * Update on the Norton Review

_____ joined the meeting at 9.12am

[REDACTED]

[REDACTED]

12-02-2021_UC_ 12995-9159

Council received the update on the Norton Review.

_____ left the meeting at 9.40am

Strategic and Performance Sessions

_____ and _____ joined the meeting at 9.43am

3.1 * 2020 Annual Financial Statements

Management provided an overview of key features of the 2020 annual financial statements, including:

- Cash operating result (EBITDA) of \$54.9m and a \$2.7m core result after impairments and write-offs had a \$17.6m improvement from 2019. A good result in a volatile year.

[REDACTED]

- Cash increased by \$33.4m in 2020 as a result of:
 - [REDACTED]
 - [REDACTED]
- Other significant items noted were:
 - [REDACTED]
 - Management clarified that the Statement of Cash Flows included a significant increase in net cash inflow due to a large gain in research funding.

During discussions members noted that the key objective of 2020 had been to achieve a sustainable base and ensure greater economic certainty. The University had achieved its goal through considerable non-salary savings and as a result of the pandemic, had fast tracked strategic initiatives including decreasing casualisation and through the voluntary redundancy program to enable an underlying cash result for 2020 that had not been anticipated until 2025. 2021 will focus on embedding a new operating model post transformation to provide sustainability.

Council acknowledged the work of the Financial Services team, recognising the considerable effort in finalising the annual financial statements within a very tight timeframe and noted that 2020 was an outstanding result in challenging times.

12-02-2021_UC_18649-9136

Council approved the 2020 Annual Financial Statements for the University and its consolidated entities and recommends that the Chancellor and Vice-Chancellor sign the financial statements of behalf of the University.

[REDACTED] left the meeting at 10.15am

3.2 * Strategic Session – Ensuring the lessons of 2020 inform our 2021 priorities

[REDACTED] joined the meeting at 10.25am

The Vice-Chancellor introduced the strategic session by outlining the University's focus for 2021 to ensure a disciplined execution of the University's strategy and a rigorous approach to performance. Council noted the following key points during the presentation:

- The circumstances that the University faced in 2020 required a focus on accelerating key transformative strategies that have helped to evolve the way the University operates.
- Early planning in 2020 and preparation for different scenarios ensured the University was well positioned for the challenges ahead and enabled it to adapt as the context within which it operated shifted.
- COVID required a focus on the transformation program, accelerating key strategies and making significant progress in the overall structure and approach to work resulted in remaining in a relatively strong financial position entering 2021, set up in a way that will enable it to minimise the impact of any future COVID outbreaks.
- The transformation program established the architecture for how the University is to move forward, recognising that it is critical to now embed the change and increase management and leadership capability to work in the new way.
- To manage uncertainty caused by COVID-19 and the proposed Higher Education reforms, revenue and expense 'ranges' were created to outline expected best and worst case financial scenarios with early indications suggesting that a break-even result is achievable in 2021. There is however no capacity for increased resourcing and care must be taken to ensure the University can deliver on expenditure budgets with little leeway for slippage.
- In 2021, while there are areas of ongoing change, there will be a shifting of focus to embed a disciplined execution of strategy and a rigorous approach to performance into the mindsets and behaviours of people. This will include a refined strategy and performance monitoring approach to support planful execution, greater access to tools to support the use of data, identified leadership priorities and COVID-

19 outbreak management plans, which will be updated in response to new, more infectious strains, to manage and control operations to minimise disruption caused by outbreaks.

During discussion on key insights from 2020 and lessons that will inform 2021, the following key points were raised:

- The Schools Recommendation Program has strengthened the University's relationships between prospective students, their parents, and schools. Simplifying the enrolment process for students has resulted in staff having time to focus on advising students rather than assisting them to navigate their online enrolment.
- The broader community has continued to engage with the University through the public lecture series despite its operating exclusively online. Community groups recently surveyed indicated that whilst there is trust in the University, they would like to see more proactive engagement with community, including sharing important information and research on subject areas such as sustainability and climate change.
- An analytics program is being developed to enable the University to understand the Tasmanian community at a survey area (level one) to enable more targeted and tailored engagement and market research.
- The continued use of technology and access to quality online learning resources benefit all students but is particularly impactful for students studying in rural communities. It was noted that the use of digital technology to aid in teaching and learning is here to stay and that it has proven to provide greater accessibility and engagement across a range of student cohorts. Ensuring that teachers and parents can fully engage in the use of technologies is vital to removing barriers for students.
- Council noted that for 2021 the take up of distinctive course offerings had increased across all areas of the University and in some areas by more than 60 per cent.

[REDACTED]

12-02-2021_UC_15507-9204

Council noted that a future strategic session will focus on sharing two or three snapshots of exemplar blended learning practice from across the University.

12-02-2021_UC_15507-9183

Council received the presentation on Reflections from 2020 for its Strategic Session.

[REDACTED] left the meeting at 11.19am

3.3 * University Performance Report

[REDACTED] joined the meeting at 11.20am

The Vice-Chancellor and respective portfolio leads highlighted specific areas of interest noting that:

- The new University Community Experience Model will be initiated in 2021 as a prototype, introducing key aspects of the concept to inform further refinement and roll out. The current focus is on engagement with stakeholders, including Colleges and the Tasmanian University Union (TUU), to collaborate on further developing the approach and delivery of initiatives targeting specific cohorts. These include commencing students and those living in residences. Sixty student leaders have undertaken training in time for Semester 1 Orientation. These student leaders will play a key role in connecting with peers and leading initiatives designed to intentionally build a sense of belonging.
- There has been an increase in UniStart enrolments with 2000 students registering and more than 500 students accessing UniStart every day throughout January. The orientation events for students include welcome dinners involving University Executive Team members and community carnivals across various campuses designed together with the TUU.
- The University has received over \$20 million in additional funding for places in Undergraduate Certificates and Graduate Certificates as part of the Commonwealth Government's Job Ready Graduates Packages, with considerable work put into ensuring that new courses funded under this program are developed and approved in time for students to enrol in 2021. Recently approved courses included Undergraduate Certificates in Aged Care Services, Functional Food and Nutrition and Cyber Security Fundamentals.

- Comparison data of acceptances versus enrolments 2020 to 2021 is yet to be finalised with students slow to convert and applications still being processed, noting some year 12 students demonstrate lower conversion rates compared with other cohorts.
- Analysis of the Schools Recommendation Program (SRP) has begun with the assistance of Professor Natalie Brown. Whilst enrolment numbers are being finalised, early signs indicated that less than 10 percent of students who came through the SRP did not receive the ATAR they had anticipated. A more detailed analysis would be reported through to Council at a future meeting.
- Research Division are focusing on identifying and developing talented academic and professional staff who support research, developing sustainable pipelines for research infrastructure and providing greater support for colleges to enable them to target larger pools of grant funding.
- As a result of our Voluntary Redundancy (VR) process, 172 staff departed at the end of 2020 with additional 20 staff due to depart by the end of February. The EOI process is still available for interested staff members and will remain the case until the Enterprise Agreement Variation (EAV) expires on 30 June 2021. Weekly meetings are being held with the COVID-19 Temporary Measures Committee (CTMC) to address change proposals and ensure that some recommended changes and restructuring could be progressed prior to the end of the year. CTMC recommenced on 21 January and will continue to meet until the Enterprise Agreement Variation expires on 30 June 2021.
- Project Respect is a review being undertaken by People and Wellbeing to address any historical complaints, concerns, or performance related challenges that have yet to reach resolution. Resolution strategies have included negotiated separations, VR's, moving to business as usual management, or addressing through a different mechanism such as restructuring or attrition. Since the project commenced 43 cases have been resolved including 15 cases of the 20 identified as requiring immediate action. There are 5 active cases remaining.
- Following early completion of Purpose Built Student Accommodation 2 (PBSA2) on 1 February 2021, [REDACTED] [REDACTED] The pedestrian and cycle bridge at Inveresk is nearing completion, the planting of the sustainable green roof is now underway at West Park and is likely to continue until late February and Lovell Chen and Cumulus Studios are progressing with design works for the restoration of the Philip Smith Centre, Graphics, LARC and Waterworth buildings on the Domain.
- The Southern Master Plan will be considered by Council in April by way of the Strategic Resourcing Committee, noting that the School of Education is scheduled to collocate with Fine Arts at Hunter Street, noting the significant research to indicate that collocation of the two disciplines is proven to be impactful.

12-02-2021_UC_15653-9137

Council received the University Performance Report.

[REDACTED] left the meeting at 11.50am

Matters for Decision

4.1 * Strategic Plan for Aboriginal Engagement

[REDACTED] joined the meeting 11.51am

[REDACTED], Pro Vice-Chancellor Aboriginal Leadership presented the draft *Strategic Plan for Aboriginal Engagement 2021-2024* for consideration by Council and spoke to the findings of the review of the *Strategic Plan for Aboriginal Engagement 2017-2020*, noting that the process of review had proven that the previous strategic plan remained sound but had highlighted the significant work still to do to ensure an increase in Aboriginal student enrolments. Members noted that there had been some pleasing growth in Aboriginal student enrolments across regional campuses, highlighting the strength of the place-based focus of course offerings but recognising the work still to do to understand who Aboriginal students are today, how best to engage them and how best to support them through to completion of their courses. It was agreed that further monitoring of outcomes for students participating in the Murina Program would be useful, specifically where these students continued to study with another institution.

Council was advised that the University receives \$3.1 million in Indigenous Student Support Program funding annually but regularly underspends the funding by as much as 20 per cent. A primary focus for the University is to understand how to best deploy these resources to align with agreed strategic initiatives, build capacity and identify and capitalise on synergies across various areas of the University.

The new Plan facilitates a transition from current supplementary initiatives, towards an institutional commitment to embed Aboriginal engagement. To succeed this will require the socialisation and accountability measures across colleges and divisions led by the Office of the Pro Vice-Chancellor Aboriginal Leadership who will refocus to facilitate capability building in colleges and divisions, while Riawunna Centre programs support this process. There will be increased emphasis on improving Aboriginal representation, retention and attainment across regions; social inclusion and cultural participation through improved access and equity across Aboriginal communities associated with each campus.

Members discussed the new Plan and the Review findings, and the following points were noted:

- There is significant benefit in employing academic staff to assist in the Indigenisation of the curriculum and whilst there will be an emphasis on shared accountability and responsibility, this approach had proven successful in the College of Sciences and Engineering.
- The attrition of Aboriginal staff members was an issue to be address, noting that there are recognised challenges of cultural safety and lateral violence (defined as the way people in positions of powerlessness, covertly or overtly direct their dissatisfaction inward toward each other, toward themselves, and toward those less powerful than themselves) recognising that in Tasmania there is an intensified situation in respect of cultural safety.
- It was agreed that Aboriginal representation through Governance forums is essential to build connection through improving Aboriginal outcomes, including representation on the University Research Committee, specifically relating to important issues of understanding methodologies, cultural appropriation to better understand and develop respectful partnerships with Aboriginal communities.

12-02-2021_UC_15325-9130

Council approved the draft Strategic Plan for Aboriginal Engagement 2021-2024 (the Draft Plan) and noted the findings of the review of the Strategic Plan for Aboriginal Engagement 2017-2020 (SPAЕ).

██████████ left the meeting 12.10pm

4.2 Revocation of awards

12-02-2021_UC_13893-9129

Council revoked the awards of Bachelor of Nursing with Professional Honours (Critical Care Nursing) and Master of Clinical Nursing (Critical Care Nursing) and confers the awards of Bachelor of Nursing with Professional Honours (Emergency Nursing) and Master of Clinical Nursing (Emergency Nursing) on ██████████, backdated to original conferral dates of 26 August 2017 and 13 December 2019, respectively.

Matters for Discussion

5.1 * Academic Freedom and Free Speech Policy

██████████ joined the meeting at 12.48pm

Council noted that the French Review of freedom of speech was commissioned by the Australian Government in 2018. It resulted in the *Model Code for the Protection of Freedom of Speech and Academic Freedom in Australian Higher Education Providers (Model Code)*, recommended to higher education providers by the Government and used to align the University's drafting of the new *Academic Freedom and Free Speech Policy*. In August 2020, the Australian Government appointed Professor (Emeritus) Sally Walker to review the adoption of the model code by Australian higher education providers and her report of this review was released on 9 December 2020. The University of Tasmania was one of the 14 universities assessed as "mostly aligned". Professor Walker's findings in relation to the University were minor and can be easily addressed, primarily by adopting the Australian Government definition of academic freedom, and by tweaking the University's *Academic Freedom and Free Speech and Entities and Affiliated Organisations* policies to make some elements of academic freedom and freedom of speech explicit rather than implied. The report of the Walker Review made a number of 'suggestions' directed to universities. Appropriate action will be taken to ensure the remainder of the suggestions, together with any further requirements from the Australian Government resulting from its adoption of the review recommendations, are addressed.

Members discussed the impact of the Australian Government's approach to enforcing universities use of the Model Code, agreeing that the process of engaging a consultant to sign-off on the alignment of universities governance instruments against the Model Code was not good practice and that it set a dangerous

precedent for Government, particularly reflective of the current climate. The Vice-Chancellor advised that he would be writing to the Australian Government to outline the University's concerns as discussed.

Council approved the amendments as presented, subject to the suggested change to the *Entities and Affiliated Organisations Policy*, section 2.1 *University affiliations with other organisations will contribute positively to the achievement of the University's strategic objectives.*

12-02-2021_UC_10938-9114

Council approved the amendments to the University's *Academic Freedom and Free Speech Policy* and the *Entities and Affiliated Organisations Policy* to more explicitly align the University's governance instruments with the *Model Code for the Protection of Freedom of Speech and Academic Freedom in Australian Higher Education Providers.*

[REDACTED] left the meeting at 12.57pm

5.2 * Report from Audit & Risk Committee

[REDACTED] joined the meeting at 1.00pm

The Chair of the Audit and Risk Committee (A&RC) provided a verbal update on the meeting held on 11 February 2021, advising that the major topic of discussion had been the 2020 Annual Financial Statements (*considered at item 3.1 on this agenda*) and noting that the complete Compliance and Non-compliance and Complaints reports would be provided to the April Council meeting. Audit and Risk had been presented with a presentation on the Cyber Risk Framework Project and had suggested Council be provided with the same presentation to ensure they were updated on the escalation of the identified risk to Tier 1.

The Chief Information Officer, [REDACTED] spoke to a presentation on Cyber Risk and provided the following key information:

- [REDACTED]

In discussions members noted that one of the key issues was to identify the acceptable levels of risk which allowed staff to continue to collaborate with colleagues from other institutions whilst best protecting important information. At present, the University was holding up well against cyber-attacks but as threats increased it was vital to have an active defence system in place that is supported by regular intelligence reporting from Government agencies.

The Chair thanked [REDACTED] for providing the update and acknowledged the excellent work of the ITS team in supporting the shift to online learning for thousands of students over the past year.

12-02-2021_UC_10857-9140

Council received the verbal report from the Chair of Audit & Risk Committee.

[REDACTED] left the meeting at 1.15pm

5.3 * Draft 2021 Academic Senate Workplan

The Chair of Academic Senate presented the Draft 2021 Academic Senate Workplan, noting that she hoped

it provided reassurance to Council that Academic Senate were meeting their delegated responsibilities and obligations under the Higher Education Standards Framework. The Plan provided a detailed schedule of activities monitored by Academic Senate and key strategic initiatives that were being reported through to Senate across 2021. Members were invited to attend any or all Academic Senate meetings as they wished, noting that the 2021 meeting schedule would be circulated to them for information.

12-02-2021_UC_16366-9141

Council noted the draft 2021 Academic Senate Workplan.

5.4 * 2020 Academic Senate Annual Report

The Chair of Academic Senate advised that in 2020 Academic Senate had held a total of 7 regular meetings, 14 meetings of the Standing Academic Committee and 11 meetings of the Academic Senate Course Approvals Committee (ASCAC). ASCAC was established in 2020 to consider with greatest efficiency, proposals generated from the work of the undergraduate course transformation and more recently undergraduate certificates. Members noted that the list of items considered by Academic Senate in 2020 was considerable and included monitoring of retention and attrition, student engagement and the review of the Governance Instruments Framework. In addition, Academic Senate had focused on encouraging greater accountability for the implementation of agreed student centric strategic initiatives by requesting action plans from colleges and division and scheduling regular discussion on progress against them.

In response to a question raised regarding the types of themes considered by Academic Senate that had provoked robust discussion, it was noted that Academic Freedom had been a topic that had generated some debate. Members were advised that the use of an alternative videoconference platform (Zoom) to host Academic Senate meetings had provided opportunity for greater engagement of members with breakout rooms and chat functionality enabling a greater diversity of opinions to be expressed, with some members feeling more comfortable and able to contribute via technology than in person.

12-02-2021_UC_14834-9142

Council noted the 2020 Academic Senate Annual Report.

Matters for Noting

6.1 Appointment of CEO of UTAS Properties Pty Ltd (UPPL)

12-02-2021_UC_18842-9103

Council noted the appointment of [REDACTED] as Chief Executive Officer of UTAS Properties Pty Ltd.

6.2 Modern Slavery Statement Update

12-02-2021_UC_13525-9131

Council noted:

- the information provided about the development and approval of the University of Tasmania Modern Slavery Statement.
- that the finalised Modern Slavery Statement will be provided to University Council for consideration on 30 April 2020.

6.3 UPPL Board Minutes 14 December 2020


12-02-2021_UC_12355-9132

Council noted the minutes of the UTAS Properties Pty Ltd Board meeting on 14 December 2020.

6.4 Purpose Built Student Accommodation 2 Financial Update

Management clarified the payment regime of the PBSA2 build following early completion on 1 February 2021

[REDACTED]



12-02-2021_UC_ 14512-9135

Council noted the completion of the Purpose Built Student Accommodation Building at 42 Melville Street and the successful funding transaction.

Other Business

7.1 * Graduation in Absentia

12-02-2021_UC_ 12974-9143

Council approved the application for the conferring of awards.

7.2 * Other Business, Confidential Items and Future Meetings

1. Other Business

There were no other items of business.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. 2021 Meeting Dates

- 12 February (Hobart / Zoom)
- 30 April (Launceston / Zoom)
- 25 June (Hobart / Zoom)
- 30 July (Hobart / Zoom)
- 10 September (Burnie / Zoom)
- 28 & 29 October (Launceston / Zoom)
- 3 December (Hobart / Zoom).

Meeting closed at 1.30pm

Council

The University Council met in the Student Centre Room 204, Launceston Campus and by video conference (Zoom) on Friday 30 April 2021 from 9am.

Present: The Chancellor (The Honourable Michael Field AC) in the Chair, Vice-Chancellor (Professor Rufus Black), Miss Kate Bramich, Professor Natalie Brown, Mrs Susan Chen, Mr Harvey Gibson, Mr James Groom, Ms Tara Howell, Distinguished Professor Jamie Kirkpatrick, Ms Pip Leedham, Ms Jacqueline Saward and Ms Sheree Vertigan AM.

Attendees: [REDACTED] attended for all items other than members only.

Ms Sally Paynter attended as University Secretary.

Other Attendees:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Item 5.1 - UTAS Holdings Constitution - Mr Rhys Edwards and [REDACTED]

Introductory Items

The Chancellor welcomed members with an acknowledgement of Country.

1.1 *Introductory Items

1. Welcome and Apologies

The Chair welcomed new members Ms Sheree Vertigan and Ms Tara Howell, Ministerial Appointees attending their first meeting as Council members. Ms Vertigan and Ms Howell introduced themselves, highlighting their mutual belief in the transformative nature of education for communities around the State and outlined their desire to make a positive contribution through their participation on Council.

2. Declarations of interest

There were no declarations of interest.

3. Minutes

Resolution 30-04-2021_UC_12963-9396

Council approved the minutes of the 12 February 2021 meeting.

4. Actions

Resolution 30-04-2021_UC_12963-9397

Council received the report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

The Chair noted the starring of item 4.6 Modern Slavery Statement.

The motions relating to the remaining unstarred items were passed in a block:

- 2.4 - Remuneration and Nominations Committee Report
- 4.7 - Amendment to the Academic Delegations Ordinance Schedule
- 4.8 - Delegation of the Tasmanian Drought Resilience Adoption and Innovation Hub Funding Agreement
- 4.9 - Delegation of National Environmental Science Program 2 Marine and Coastal Hub Funding Agreement
- 6.1 - Minutes from UTAS Properties Pty Ltd

Members Only

2.1 *Members Only

Update from Chancellor Selection Committee

The Deputy Chancellor and Chair of the Chancellor Selection Committee, Mr Harvey Gibson, provided members with an update on progress towards the finalisation of a recommendation for the appointment of the University's next Chancellor. Mr Gibson advised that it had been the Selection Committee's intention that a recommendation be provided to this April meeting of Council but due to ongoing discussions regarding some potential challenges for the appointment, this had not been possible. Discussions are continuing with the preferred candidate and it is envisaged that a final recommendation on an appointment will be provided to Council at an extraordinary meeting to take place prior to the next scheduled meeting on 25 June 2021.

2.2 *Norton Review Update

_____ joined the meeting at 9.11am

_____ joined at 9.15am

_____ Council noted that based on the recommendation _____ the University had undertaken to simplify existing complaints procedures and governance frameworks to provide effective pathways for complaints. This includes reimagining the Safe and Fair Community Unit (SaFCU) as a 'one-stop-shop' for all student and staff complaints and a commitment to invest in the requisite skill sets of staff within the Unit to effectively manage these. A new lead investigator has been employed in SaFCU and a broad training program for staff has been rolled out and set to be completed by the third quarter of 2021. Complementing this training roll out are online and face-to-face training modules for students in respect to sexual harassment and sexual assault, developed in response to recommendations from the Australian Human Rights Commission *Change the Course* report. In response to a question raised about how the University will resolve the lack of resources and staffing issues in the areas of SaFCU and People and Wellbeing required to address the issues highlighted throughout the Norton Review, _____ advised that there had been critical roles created and individuals hired to fill these roles and that these staff are set to commence imminently.

[REDACTED]

Members noted the following additional update:

- Building on the creation of the University's new Behaviour Policy released in September 2020, accessible and transparent examples of inappropriate behaviour and a definition of sexual misconduct are being developed.
- The re-designed induction program and workplace behaviours package for staff and student has been completed and online training modules for all staff have been finalised with the continuous improvement of modules due for completion in quarter two of 2021.
- All University Council members and the senior leadership group have undertaken their ethics/integrity training and one-on-one training between General Counsel and the Chancellor on integrity matters had also been completed.

Council noted that next steps included scaling and tailoring the tools and programs appropriately and as they are rolled out. The Chair thanked all three contributors for their updates, noting that the progress made to date has been positive and that the University is well advanced in its efforts to implementation the recommendations from the Norton Review.

Resolution 30-04-2021_UC_14111-9398

Council noted the current status of the implementation of recommendations following the [REDACTED] Norton Review as set out in the report presented.

Resolution 30-04-2021_UC_14111-9399

Council endorsed the extended timeframes for partially complete and not complete actions until Q2 and Q3 2021.

[REDACTED] *left the meeting at 9.22am*

2.3 * Extended Nominations Committee Report

Members expressed their support for the Extended Nominations Committee's recommendation to appoint Professor Dawkins to Council, noting that Professor Dawkins' breadth of experience and his specific expertise in higher education in Australia will ensure he makes a significant contribution to Council. Members also commented that Professor Dawkins is a particularly worthy replacement for Professor Kwong Lee Dow, whose own insightful contributions as a Council member were informed by his experience in higher education.

Resolution 30-04-2021_UC_13855-9380

Council approved the appointment of Professor Peter Dawkins to the University Council for a 3-year term ending 30 June 2024.

2.4 Remuneration and Nominations Committee Report

Resolution 30-04-2021_UC_19614-9381

Council approved the appointment of Ms Jacqueline Saward to the Ceremonial and Honorary Degree Committee for a term ending on 31 December 2021.

Strategic and Performance Sessions

joined the meeting at 9.28am

3.1 * University Performance Report

The Vice-Chancellor and respective portfolio leads highlighted specific areas of interest noting that:

- The student experience survey data published for all Australian universities shows a significant COVID-19 related decline for engagement and connection for coursework students' sector-wide and whilst UTAS experienced the same declining results in these categories, it did perform better than all but a few other universities. The Academic Executive Director will be reporting in detail to Academic Senate in May and outlining the action plan for addressing these key areas including student engagement, focusing on the quality of the educational experience at College disciplines and at course levels through the work of the Online Delivery Standards project.
- The implementation of the University Community Experience Model prototype commenced with the recruitment of 60 student community engagement leaders appointed to support the program and initiatives that underpin the reactivation of campus life in 2021. During the Welcome and Orientation weeks, commencing students had engaged in activities to facilitate a sense of belonging and engagement, with most events well attended and the Welcome Dinners recording 90 per cent attendance. Engagement activities such as Harmony Day, community sports days and other events are scheduled throughout the Semester to encourage community engagement through these structured events.
- The International School in Sydney continues to attract and progress a range of potential options for expanding enrolments with opportunities in disciplines such as health, business, and information technology under active consideration by the Executive Dean of the College of Business and Economics.
- Student enrolments for Semester Two 2021 open at the beginning of May with the University's Open Day scheduled for the end of May. The student conversion rates from application to full time load have so far proven to be less successful than anticipated, noting that the impact for Semester Two may be worse than originally predicted but there has been an increased effort to focus on securing a greater number of conversions in the lead up to the commencement of Semester Two. The biggest is has been full time students enrolling in only 3 units. Survey work has revealed that the primary driver has been students need to do paid work.
- A refreshed Research Transformation Group (formerly Research Impact Working Group) has been formed to bring together initiatives that accelerate transformation efforts that will move the University onto a long-term sustainable footing of both research excellence and research impact (*Ref agenda item 3.2 below*).
- The People and Wellbeing team will be piloting a series of leadership learning sprints to selected participants within both professional and academic portfolios. These learning sprints focus on the development of people centric leadership attributes, with an emphasis on leadership including threat versus reward response, growth mindset, resilience, change agility, and the effective delivery of feedback. If successful, the sprints will be deployed more broadly across the University.
- Work is ongoing to provide appropriate support for teams of staff impacted by the program of voluntary redundancies and voluntary early retirements undertaken in 2020, noting that a recent survey of the University Strategic Forum members indicated that more than 81 per cent of those surveys identified the need for more support as a major factor for the delivery of their strategic initiatives. The embedding of the new College Services Team will address these needs and is progressing well but will not provide an immediate fix.
- Management advised that the parameters of the Enterprise Agreement will be re-set with a focus on the careful management of the existing workforce numbers noting that with the continued closure of the international borders there will be no change to international student numbers and revenue for 2021 and a more challenging 2022.
- The Vice-Chancellor updated Council on the University's continuing response to COVID-19, noting that based on the latest health advice there is an expectation that all restrictions on face-to-face learning will lifted for Semester two 2021.
- Council noted that despite ongoing boarder closures, the University is well placed to continue to tactically address the ongoing financial challenges posed by international student numbers unlikely to resume to pre-COVID figures for some time to come. The situation is quite different to many other universities that are facing considerable financial deficits and continuing restrictions. The University is also actively working to support a national solution to safely manage the arrival of international students.

- [REDACTED]

During discussion Council requested management provide the latest information on the demographics of the University's domestic student cohort, including their average age, gender, typical study mode etc., including how this compares with other universities. It was noted that trends towards part time study are currently reflected in data from Government High Schools also, as students are needing to maintain part time work and study resulting in less time for extracurricular activities, sport and leisure activities etc. Management agreed to provide this information which will complement the data being prepared on students enrolled through the Schools Recommendation Program.

Resolution 30-04-2021_UC_13405-9400

Council received the April 2021 University Performance Report.

[REDACTED] left the meeting at 10.28am

3.2 * Strategic Session – Research Impact

[REDACTED] joined the meeting at 10.28am

The Deputy Vice-Chancellor, Research, [REDACTED] introduced the strategic session on research impact by outlining the aim of securing a long-term sustainable footing for research excellence and research impact at the University. Council noted the following key points during the presentation:

- The University has a strong base of research excellence, with record reportable income in 2020 winning \$106.8m and in ERA ratings from 2018, 97 per cent of evaluated fields of research were at 4-didigit level and were rated at or above world standards. 16 per cent of research outputs did not contribute to ERA assessment at a 4-didigit level and dragged down ERA assessment at the 2-didigit level.
- Despite a strong focus around areas of excellence, there are many narrow fields where work is produced and is not individually assessed due to volume or quality. Research is prioritised by retrofitting for ERA, requiring more work instead of prioritising as part of forward planning.
- The University has not yet achieved research impact at scale, with the long-standing belief still circulating that there must be a choice made between impact and excellence. However, the Tasmanian context provides the starting point for research impact models, focusing on areas of distinctive advantage and targeting areas of poor performance for the State including preventable health conditions and educational attainment; two areas where Tasmania is consistently worse off than the rest of the Country.
- The focus for a new research model will be on investing to strengthen research excellence and increase attention to integrated, interdisciplinary research focused on impact. The model will focus on discovery research for building new knowledge and foundational for all research systems to deliver impact. Deep discipline expertise is central to discovery research and to achieve the aims there must be a focus on both research excellence and research impact.
- Operationalising the proposed model to focus on Hypertension to improve health outcomes for Tasmanians has already proven impactful and colleges will be supported to create plans that are consistent with, and align to, the Research model. The model will be funded through direct and indirect college investment with no expectations that all funds will be expended in 2021, noting that accountability for the results continues to reside within college leadership teams.
- Next steps towards the evolution of the model will be extensive consultation with Executive Deans, college leadership teams, college committee conversations with the Deputy Vice-Chancellor (Research)

followed by detailed development and skills building.

Council thanked ██████████ for his insightful presentation noting that the research model was clear and coherent, allowing for collaborative and impactful research and will provide the right impact enablers to continue to address the needs of Tasmanians into the future.

Resolution 30-04-2021_UC_13386-9401

Council received the presentation on Research Impact.

3.3 * Strategic Session – Cyber Security Framework

██████████ joined the meeting at 11.18am

The Chief Information Officer, ██████████ introduced the strategic session by outlining how the University intends to strengthen its ability to protect digital assets through the establishment of a dedicated cyber security practice and increased threat intelligence partnering. Council noted the following key points during the presentation:

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- Progress against the Roadmap will be oversighted by the Data, Information and Cyber Security Governance Committee, a sub-committee of University Executive Team. The Roadmap will be tabled with the Audit and Risk Committee at its meeting on 20 May.

In response to a question raised during discussion about the level of risk associated with the increase in students studying online, it was noted that it was at least 40 per cent higher in 2021 compared to 2020 and that it is critical to ensure cyber security education as well as infrastructure is rolled out to attempt to mitigate these risks, understanding that they can never be completely removed.

Council thanked ██████████ for the presentation, noting the impressive work undertaken so far for such a small team and expressed appreciation for the plans to expand a dedicated team to provide threat detection, incident response and cyber security education supported by increased sector threat intelligence partnering.

Resolution 30-04-2021_UC_18063-9402

Council received the presentation on the Cyber Security Framework

[REDACTED] left the meeting at 11.47am

Matters for Decision

4.1 * 2021 Budget

[REDACTED] joined the meeting at 11.47am

Management presented the 2021 Consolidated Budget to Council and highlighted the following:

- The previously approved two-part budget process has resulted in University Council approving an operating salary and expense (including strategic investments) budget in December 2020 based on a range of revenue scenarios and a sustainable EBITDA (Earnings before Interest, Tax, Depreciation and Amortisation). A consolidated 2021 budget consisting of a revenue budget, EBITDA and Core Operating Result, is now submitted for Council's consideration.
- The 2021 budget is a Core Operating Result (EBIT) at break-even and EBITDA of \$44.6m. A cash result which meets the University's financial framework and enables strategies including sufficient cash flow to

[REDACTED]

During discussion members clarified the University's strategy to increase student enrolments in the Job Ready Certificates for Semester Two 2021, noting that there is a long list of current offerings and that the Academic Transformation Group is working to refine and focus the offerings, ensuring they are marketed appropriately and that they can be delivered across various semesters to increase enrolments.

Resolution 30-04-2021_UC_10854-9387

Council approved the 2021 Consolidated Budget.

[REDACTED] left the meeting at 12.00pm

4.2 * Investment Management Model

Management outlined for Council the proposed Investment Management Model, noting the following:

- The University has been maturing its approach and capability in managing its investments, particularly as the scale of the invested funds has continued to grow. The University is now in a position to evolve from the model where it largely relied on a single external investment adviser ([REDACTED]), to a model where it utilises more heavily the expertise of the Investment Advisory Panel along with enhanced internal administrative support. This model draws on a Panel of specialist providers for asset consulting services, product advice and access and fund administration.
- The proposed approach will enable the University to implement its recent policy change that has introduced a negative investment screen for fossil fuels and a positive screen for investments that

consider the United Nations Sustainable Development Goals, as the current product suite available through the existing external adviser is not sufficient to support this policy.

- There is also a desire to evolve the investment strategy away from a “liability model” (such as a superannuation fund that aims to accumulate assets for a period and then “de-accumulate” as funds are drawn down by the recipient) to an endowment-based model which aims to generate returns to support University activities on an ongoing basis while also providing sufficient liquidity to flexibly manage funding risks.

Members discussed the possible governance risks associated with the new model that will need to be appropriately managed including:

- Increased reliance on the capability of the Investment Advisory Panel will mean that future appointments to the Panel will need to be carefully considered to ensure maintenance of the required capability.
- Consideration for a lift in management capability to manage multiple providers and oversight the management of risks associated with the suite of services being procured and the increasing scale of the fund.

Council noted that Strategic Resourcing Committee (SRC) had recommended that it be responsible for overseeing the effectiveness of the proposed model, with an annual meeting of the SRC and the Panel to be arranged, including representation from key external service providers, to review the delivery of the investment strategy.

Resolution 30-04-2021_UC_17267-9403

Council approved the Investment Panel's endorsed proposed changes to the University's investment management model.

Resolution 30-04-2021_UC_17267-9429

Council approved the Responsible Investment Risk Appetite Statement to guide investment decisions that align with policy change in October 2020 introducing investment screens.

4.3 * Credit Rating Process and Funding Update

Credit Rating Process

Moody's have been selected as the preferred credit rating agency due to their experience in the higher education sector and understanding and monitoring of the State. The process to obtain a first-time credit rating with ratings agency Moody's is underway with [REDACTED] engaged to provide advisory and support services during this process. Members noted that a presentation is scheduled with Moody's on 11 May 2021 based on key themes including strategy, students and curriculum, research, operating performance, risk and governance and campus transformation.

The Financial projections to be submitted to the ratings agency require Council endorsement. These financial projections are designed to target:

- [REDACTED]

A preliminary review of the University's performance against Moody's key financial metrics for the Higher Education sector used as part of its ratings methodology, indicates an investment grade rating of between A1 and A2 is likely, which is broadly in line with its peers.

Resolution 30-04-2021_UC_14626-9418

[REDACTED]

Resolution 30-04-2021_UC_14626-9420

Council endorsed the financial projections that will be submitted to the ratings agency as part of the broader submission.

Funding Update

Management provided an update in relation to the funding strategy and highlighted the following:

- [REDACTED]

Resolution 30-04-2021_UC_14626-9421

Council endorsed the potential sourcing of the additional [REDACTED] term debt facility and refinancing existing \$125m debt facility from a lending source other than Tascorp. (Note: Council has already approved Tascorp as a lender for the forementioned facilities).

Resolution 30-04-2021_UC_14626-9422

That Council delegation authority to the Vice-Chancellor to execute the associated loan agreement(s).

Resolution 30-04-2021_UC_14626-9423

That Council delegates authority to the Vice-Chancellor to transact with Tascorp or an alternate lender within the revised weighted average cost of debt and tenor as defined in the paper provided.

[REDACTED] left the meeting at 1.00pm

4.4 * Urban Design Framework

[REDACTED] joined the meeting at 1.30pm

4.4.1 * Southern Transformation Update

The Vice-Chancellor presented the Southern Transformation Urban Design Framework (UDF) and Masterplan to Council and the following key items were noted during discussion:

- The relocation to Hobart city from the Sandy Bay Campus is well timed, mindful that the transformation will take place over a generation.
- The planning is informed by listening to the city and region communities and learning about what people want to see; a sustainable campus, bringing nature and green space into the city centre, enabling better partnerships and community building and one that reimagines traffic and transport options. Staff and students indicated that they wish to see a campus heart bringing disciplines together and embracing a vibrant city culture.
- The build will follow along two main spines with properties interwoven throughout the fabric of the city and creating opportunities to partner with the city, celebrate old and new buildings, promote accessibility, and activate the streetscapes.
- Four urban design principles will guide the development of a successful city campus, the place principle, the sustainability principle, the accessibility principle, and the community principle.
- The preliminary Masterplan for the city campus outlines plans for five interconnected precincts with a campus heart at its centre. Proposed locations of various disciplines and associated facilities is largely

settled, acknowledging there has been some evolution over time following further consultation with the Colleges and to ensure double degree disciplines are co-located where possible. The naming of the five precincts is drawn mostly from their locations and is still in development.

- As more of the University transitions off the Sandy Bay Campus and into the city, more of the Sandy Bay Masterplan will be progressed, noting that the development project for Sandy Bay is based upon a 30 to 50 year plan, with the objective being not to sell the land but to establish long leases for its use.
- As one of the largest agents for change in the future of the Hobart CBD over the next 10 years, the University will be subject to heightened levels of public interest and scrutiny, particularly in relation to transport and parking solutions and will need to remain committed to the Masterplan and associated principles to achieve a successful outcome for the community and the University.

Council was updated on the UDF engagement plan for April and May, noting that following consideration by Council, the intent is to release the plan publicly, including to staff through a series of briefings and to the public via key stakeholder groups and via the media. Communications to the public will be based around the UDF including a focus on the associated principles and consideration of community input, rather than tracing the history of the proposed CBD developments.

Resolution 30-04-2021_UC_11461-9389

Council noted the updated Urban Design Framework for the Southern Campus move to Hobart CBD.

4.4.2 *2021 Southern Transformation Budget

Management advised that in August 2020 when the Southern Master Plan was first presented to Council the 2021 budget for the Southern Transformation Program had not been formally approved. Whilst at that time the total program cost over the 10-year period through to 2030 has been estimated in the range of \$500m, exact costings will not be known with certainty until designs are developed progressively over the 10 year program.

Council noted the total overall Southern Transformation Budget projected is now estimated as \$550m, noting that adjustments had been made to cover key changes including:

- The acquisition of 80 Brisbane Street (the Freedom Furniture site) for ██████m
- Additional funding to accommodate a number of complexities and engineering issues identified through a preliminary concept design for the Forestry building, not originally budgeted for and an opportunity to add extra square to the footprint of the building and make provision for connection to the Freedom site adjoining.

Management confirmed that the increase in project cost is planned to be met through further refinement of the project as it progresses or surplus asset realisation. Council unanimously approved the estimated budget for 2021 to the value of ██████m.

Resolution 30-04-2021_UC_19293-9395

Council approved the proposed 2021 Financial Budget for Southern Transformation master planning and works commencement.

4.4.3 * Swisherr Equity Investment

Management outlined the proposal for a community basketball operation to be run by Swisherr basketball (Swisherr Pty Ltd) in the former K&D warehouse site until such time as the University is ready to redevelop the site as part of the CBD masterplan. Members noted that the proposal will include:

- A formal lease agreement between the University and Swisherr including the lease of the former K&D site and ██████ in basketball sporting equipment that can be relocated to other sites at the end of the lease with Swisherr.
- A commitment from Swisherr partners to a clearly defined set of KPI's that will oblige it to deliver Pathways for school children through to University enrolments; Athlete development pathways; Actively promote use of the facility across Southern Tasmanian Schools; Establish and lead a University Basketball Club; and Promote corporate sports models.
- A commitment from Swisherr to explore partnerships and research agendas with University technology and sports science personnel with a view to creation of Intellectual Property rights that may have commercial opportunity.

Management advised that to maximise long term benefits of the model of operation and building upon the considerable levels of interest shown from the community, it is proposed that an equity investment of [REDACTED] shareholding interest in Swisherr is made by UTAS Holdings Pty Ltd.

Members discussed the proposal and agreed that in considering opportunities like these a guiding principle must be an alignment with the University's strategic objectives and its urban design principles and is well understood within the community. It was noted operations like Swisherr represent the kind of arrangement the University should continue to pursue as it transitions into the CBD.

Resolution 30-04-2021_UC_19233-9391

Council approved an equity investment of [REDACTED] shareholding in the Swisherr basketball operation (Swisherr Pty Ltd), which will be based in the former K&D warehouse site.

4.4.4 * Update on Acquisition of 80 Brisbane Street

[REDACTED] noted that whilst the Vice-Chancellor has delegated authority to execute this purchase, given the potential profile and strategic nature of the acquisition, it is presented to Council for their consideration.

During discussion it was also noted that the University is in negotiation to lease the property next to McCann's Music on Elizabeth Street, currently the Trade Wear building that backs on to the student accommodation build on Melville street. The arrangement will result in zero net cost due to a commitment to continue the existing lease arrangements but will enable the University to access the back of the Trade Wear building to ensure it is tidied and well-lit to create a safe space for pedestrians to access the adjacent lane way.

Resolution 30-04-2021_UC_17392-9432

Council noted the intended acquisition of 80 Brisbane Street, Hobart (Freedom Furniture site) for \$ [REDACTED] million subject to contractual documentation and completion of the usual due diligence procedures.

[REDACTED] left the meeting at 2.19pm

4.5 * 2020 University of Tasmania Annual Report

The Chair advised members that minor suggested edits to the Institutional Overview section of the Annual Report had been provided prior to the meeting and that these changes would be incorporated into the final draft of the 2020 Annual Report. There were no other changes proposed to the draft narrative.

Resolution 30-04-2021_UC_19385-9404

Council approved the draft narrative, noting that any significant changes will be returned to Council for approval before the report is finalised.

4.6 Modern Slavery Statement

Members noted that whilst there was a definition of Modern Slavery included in the Statement's introduction, it was suggested that this may be expanded to include examples of Modern Slavery, how Australians are affected and how it relates to the University of Tasmania.

Resolution 30-04-2021_UC_18200-9311

Council approved the inaugural University of Tasmania Modern Slavery Statement subject to the confirmation that a definition of Modern Slavery is included in the Final Statement.

4.7 Amendment to the Academic Delegations Ordinance schedule

Resolution 30-04-2021_UC_11057-9405

Council approved the inclusion of a new academic delegation in the *Schedule of Academic Delegations*, with respect to Section 11: Educational Partnerships, regarding the execution of cross-institutional academic benchmarking agreements.

Resolution 30-04-2021_UC_11057-9434

Council approved the inclusion of a new academic delegation in the Schedule of Academic Delegations, with respect to Section 9: Management of Courses and Units of Study (9.1 Course Requirements), in regard to substituting units of study in course schedules.

4.8 Delegation of Tasmanian Drought Resilience adoption and Innovation Hub Funding Agreement

Resolution 30-04-2021_UC_19572-9406

Council approved delegation of authority to the Vice-Chancellor to sign a Research Funding Agreement for the Tasmanian Drought Resilience Adoption and Innovation Hub, with appropriate Legal, Financial and Business Development and Technology Transfer advice.

4.9 Delegation of National Environmental Science Program 2 Marine and Coastal Hub Funding Agreement

Resolution 30-04-2021_UC_18291-9407

Council approved delegation of authority to the Vice-Chancellor to sign a Research Funding Agreement for the Marine and Coastal Hub (under the National Environmental Science Program (NESP2), with appropriate Legal, Financial and Business Development and Technology Transfer advice.

Matters for Discussion

5.1 * UTAS Holdings Constitution

Mr Edwards and [REDACTED] joined the meeting at 2.20pm

Council was advised that UTAS Holdings Pty Ltd has been revived after being inactive for two years. As part of the revival, two new Directors have been appointed to the Board and it is proposed that the Constitution be updated to provide for remuneration of Directors and payment of dividends in line with the new commercialisation model for the company. Members noted the expansion of the company's principal purpose to ensure that the future actions of UTAS Holdings Pty Ltd fall within its purpose. The proposed amendments to the UTAS Holdings Constitution were presented and in accordance with the Constitution the amendments were approved by Council.

Members noted a detailed list of controlled, associated, and affiliated entities presented to highlight the specific difference between each category and how these related to the University.

Resolution 30-04-2021_UC_16611-9583

Council delegated to the Vice-Chancellor authority to take the necessary steps, including signature of legal documents to re-establish the entity UTAS Holdings Pty Ltd, subject to appropriate legal and financial advice.

Resolution 30-04-2021_UC_16611-9394

Council approved the updated UTAS Holdings Constitution that provides for the remuneration of Directors and payment of dividends.

Mr Edwards and [REDACTED] left the meeting at 2.30pm

5.2 * Update on conditions on Registration of the University of Tasmania

The Tertiary Education Quality and Standards Agency (TEQSA) renewed the registration of the University of Tasmania as an Australian University, for seven (7) years from 25 September 2019 and imposed two conditions on the registration, student performance monitoring and policy framework. The University is required to provide evidence against the two conditions, on 30 June each year. Council noted the report presented, specifically the update on progress made towards addressing the two conditions and the outline of evidence to be submitted on 30 June 2021.

Resolution 30-04-2021_UC_19064-9408

Council noted the update on progress in regard to the conditions imposed by the Tertiary Education Quality and Standards Agency (TEQSA) on the registration of the University.

5.3 * TEQSA 2020 Provider Risk Assessment

Resolution 30-04-2021_UC_15756-9409

Council noted the University's 2020 Provisional Provider Risk Assessment has been received from the Tertiary Education Quality and Standards Agency (TEQSA)

5.4 * Report from Academic Senate

The Chair of Academic Senate raised for the attention of Council the Strategic Session held at the March Academic Senate meeting and led by the Dean of Graduate Studies on defining Higher Degree Research (HDR) at the University of Tasmania. Senate had focused on determining an appropriate definition that is cognisant of the nature of the research projects undertaken, the type of HDR candidates the University wished to attract, the skills the candidates required. The Chair also spoke to the important topic of student participation and representation as discussed by Academic Senate, noting that the Tasmania University Union (TUU) had been rebranded to become the Tasmanian University Students Association (TUSA) effected in late 2020, which is the culmination of a range of structural and cultural changes within the student organisation.

Resolution 30-04-2021_UC_15572-9382

Council received the Academic Senate Report.

5.5 * Report from Audit and Risk Committee

The Chair of Audit and Risk Committee highlighted for members the remaining items considered by Audit and Risk not already provided to Council at its February meeting, noting the Non-Compliance and Complaint Report in particular. Council noted the importance of the Non-Compliance and Complaint Report data and agreed with the suggestion that it be considered for inclusion in the University Performance Report and if this is not appropriate, that the Report be a standalone agenda item for Council consideration.

Resolution 30-04-2021_UC_14218-9410

Council received and noted the report and minutes of the 11 February 2021 Audit & Risk Committee meeting.

5.6 * Report from Strategic Resourcing Committee**Resolution 30-04-2021_UC_16499-9412**

Council received and noted the report and minutes of the 22 March 2021 Strategic Resourcing Committee meeting.

Matters for Noting**6.1 Minutes from UTAS Properties Pty Ltd****Resolution 30-04-2021_UC_12817-9390**

Council noted the minutes of the UTAS Properties Pty Ltd meeting held on 17 February 2021.

Other Business**7.1 * Graduation in Absentia****Resolution 30-04-2021_UC_11600-9388**

Council approved the applications for the conferring of awards as presented.

7.2 * Other Business, Confidential Items and Future Meetings**1. Other Business**

There were no other items of business.

2. Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

3. 2021 Meeting Dates

- 25 June (Hobart / Zoom)
- 30 July (Hobart / Zoom)
- 10 September (Burnie / Zoom)
- 28 & 29 October (Launceston / Zoom)
- 3 December (Hobart / Zoom).

Meeting closed at 2.55pm

Special Meeting of University Council

The University Council convened for a Special Meeting in the Council Room and by video conference (Zoom) on Tuesday 15 June 2021 from 10am.

Present: The Chancellor (The Honourable Michael Field AC) in the Chair, Vice-Chancellor (Professor Rufus Black), Miss Kate Bramich, Professor Natalie Brown, Mrs Susan Chen, Mr Harvey Gibson, Mr James Groom, Ms Tara Howell, Distinguished Professor Jamie Kirkpatrick, Ms Pip Leedham, Ms Jacqueline Saward and Ms Sheree Vertigan AM.

Ms Sally Paynter attended as University Secretary.

1. Members Only Business

1.1 Election of Chancellor

The Chair welcomed members to this special meeting of Council and invited the Chair of the Chancellor Selection Panel, Deputy Chancellor Harvey Gibson to speak to the item.

The Deputy Chancellor presented to Council a report from the Chancellor Selection Panel, detailing the following:

- The Hon Michael Field's terms as Chancellor will end on 30 June 2021 and Council must elect a new Chancellor as per s.14 of the *University of Tasmania Act 1992*, University has a Chancellor elected by the Council and Council may elect a person to the office of Chancellor for a term not exceeding 4 years and may re-elect a person to that office.
- Council formed a Chancellor Selection Committee comprising University Council members, academic leaders, external panellists, and a community representative to identify an appropriate candidate.
- The Chancellor Selection Committee sought a values-centred leader with the capability to deliver a core strategic direction in the face of great change. The position was advertised State-wide and a search firm enlisted to identify suitable candidates for the role
- Distinguished alumna Ms Alison Watkins has been selected as preferred candidate for the role of Chancellor. Alison has been selected based on her deep connection to Tasmania, her extensive corporate and board experience, and strong personal values including a commitment to equity and the enduring power of education.
- Alison grew up on a farm in regional Tasmania. She attended Sorell Primary School and St Michael's Collegiate in Hobart and studied Commerce at the University of Tasmania.
- Alison has been the CEO of major Australian businesses including Berri Ltd, GrainCorp and Coca-Cola Amatil. During her earlier career she was partner at McKinsey & Co and Managing Director of Regional Banking at ANZ. Alison has been a board member of several large Australian companies and is currently a board member of the Reserve Bank of Australia and the Business Council of Australia.
- Alison has strong connection to Tasmania with her parents and parents in law living in Tasmania and she and her family regularly visit the State.
- If Council is to resolve to elect Ms Watkins to the role of Chancellor, she has signalled her willingness to take on the role and is available to commence on 1 July 2021.

Members were advised that if supported, this appointment will provide a distinct moment in history for this University electing its first female Chancellor in more than 130 years since foundation.

In response to a question raised regarding how often Ms Watkins will be able to travel to Tasmania, the Deputy Chancellor advised that Alison's intention is to spend a significant amount of time in Tasmania and will be available when required. In addition to the regular in person visits there will be ongoing engagement in Chancellor duties and responsibilities through phone and teleconference participation.

The Deputy Chancellor thanked members for their patience and support for the process, noting that the additional time taken to secure the significant appointment related to commercial in confidence sensitivities surrounding Ms Watkins' selection. Member acknowledged and thanked the Chancellor for his graciousness in extending his term to accommodate the longer than expected appointment of his successor.

Council thanked the Deputy Chancellor and members of the Selection Committee for their careful consideration and handling of this important process, noting that those members will be written to and formally thanked, with the letters to be sent at the same time as the University publicly announces the appointment.

The Vice-Chancellor briefly outlined the events and timeline for the new Chancellor's official commencement, noting that a state-wide visit will commence on Monday 21 June with visits to all campuses, meeting with staff, students, and community members with a focus on highlighting the University's strengths in climate science and sustainability. Council members will be provided opportunity to meet with Ms Watkins throughout the week noting that she will also attend the next Council meeting in Hobart on 25 June.

Resolution 15-06-2021_UC_14214-9681

University Council resolved that Ms Alison Watkins is declared elected as Chancellor of the University of Tasmania for a four-year term ending 31 December 2025.

1.2 Graduations in Absentia

Resolution 15-06-2021_UC_16200-9645

University Council endorsed the applications for the conferring of award.

1.3 Confidentiality

Council confirmed that all items are to remain confidential until officially announced, or until members are advised otherwise.

Meeting closed at 10.19am

University Council Minutes

The University Council met in the Council Room (Hobart), Sandy Bay Campus and by video conference (via Zoom) on Friday 25 June 2021 from 9am.

Present: The Chancellor (The Honourable Michael Field AC) as Chair, Vice-Chancellor (Professor Rufus Black), Miss Kate Bramich, Professor Natalie Brown, Mrs Susan Chen, Mr Harvey Gibson, Mr James Groom, Ms Tara Howell, Distinguished Professor Jamie Kirkpatrick, Ms Pip Leedham, Ms Jacqueline Saward, Ms Sheree Vertigan AM and Ms Alison Watkins.

Attendees: [REDACTED] attended for all items other than members only.

Ms Sally Paynter attended as University Secretary.

Other Attendees:

[REDACTED]

Introductory Items

The Chancellor welcomed members with an Acknowledgement of Country.

1.1 *Introductory Items

1. Welcome and Apologies

The Chair welcomed Chancellor Elect, Ms Alison Watkins to her first meeting of Council.

2. Declarations of interest

[REDACTED] declared a potential conflict of interest regarding agenda item 4.2 *Capital Expenditure Budget Increase*, specifically in relation to her employment with the Department of Primary Industry, Parks, Water and Environment (DPIPWE) confirming that she would leave the meeting whilst the item was being considered and whilst the motion was put for decision.

3. Minutes

Resolution 25-06-2021_UC_19082-9700

Council approved the minutes of the meeting on 30 April 2021 as a true and accurate record.

Resolution 25-06-2021_UC_19082-9701

Council approved the minutes of the special meeting of Council held on 15 June 2021 as a true and accurate record.

4. Actions

Resolution 25-06-2021_UC_19082-9702

Council received a report showing progress on all outstanding items from previous Council meetings.

1.2 *Items to be starred / Motions on unstarred items

The Chair noted the starring of:

- Item 5.3 – Fraud and Corruption Control Plan
- Item 5.4 – Delegations Policy for UTAS Holdings Pty Ltd

The motions relating to the remaining unstarred items were passed in a block:

- 2.6 – Changes to the Terms of Reference for the Ceremonial and Honorary Degrees Committee
- 5.2 – 2022 Budget Process
- 5.5 – Policy Level Definitions
- 5.6 – Amendment to the Fundraising and Naming Policy
- 7.1 – Minutes of UTAS Property Pty Ltd
- 7.2 – Update on the University of Tasmania's alignment with the Model Code on Freedom of Speech and Academic Freedom

Members Only

2.1 *Members Only

There were no items raised under Members Only.

2.2 * Remuneration and Nominations Committee

Resolution 25-06-2021_UC_19614-9685

Council approved the extension of the term of office for Mrs Yvonne Rundle and noted the extension of Friend of the University member Dr David Warren to the University Foundation Committee (UFC), both for terms ending on 31 December 2021.

Resolution 25-06-2021_UC_19614-9760

Council noted the resignation of UFC member Mr Peter Worrell, effective from 9 November 2021.

2.3 * Nominations for Distinguished Emeritus, Emerita and Emeritus Professor

Members expressed their unanimous support for the nominations for Distinguished Emeritus, Emerita and Emeritus Professor as presented.

Resolution 25-06-2021_UC_15894-9743

Council approved the conferral of the titles of Distinguished Emeritus Professor on Distinguished Professor [REDACTED]

Resolution 25-06-2021_UC_15894-9744

Council approved the conferral of the title of Emeritus Professor on:

- [REDACTED]

Resolution 25-06-2021_UC_15894-9745

Council approved the conferral of the title of Emerita Professor on Professor [REDACTED].

2.4 * Nominations for Honorary Degree – [REDACTED]

Members expressed their unanimous support for the Honorary Degree nomination for [REDACTED]

Resolution 25-06-2021_UC_13940-9753

Council approved the nomination to confer the award of the Degree of Doctor of Literature Honoris Cause on [REDACTED].

2.5 * Nomination for an Order of Australia and an Honorary Degree – [REDACTED]

Members expressed their unanimous support for the Honorary Degree nomination for [REDACTED]

In response to a question raised regarding whether [REDACTED] was aware of the nominations for Honorary Degree and for the Order of Australia, noting his past reluctance to be recognised with such honours, members noted that he was aware and had expressed his appreciation for the nominations.

It was agreed that, if not already included in the Order of Australia Nomination, [REDACTED] instrumental involvement in securing the Sohn Hearts and Minds Conference to be held in Hobart in 2022 should be detailed in the nomination.

Resolution 25-06-2021_UC_10591-9751

Council noted the reissue of the invitation conferring the award of the Degree of Doctor of Laws Honoris Cause on [REDACTED].

Resolution 25-06-2021_UC_10591-9752

Council noted the Ceremonial and Honorary Degree Committee's endorsement of the nomination for an Order of Australia for [REDACTED] and that the Vice-Chancellor will submit the nomination on behalf of the University.

2.6 Changes to the Terms of Reference for the Ceremonial and Honorary Degrees Committee

Resolution 25-06-2021_UC_16985-9686

Council approved the proposed amendments to the Terms of Reference for the Ceremonial and Honorary Degree Committee as set out in the report presented.

Strategic and Performance Sessions

[REDACTED] joined the meeting at 9.16am

3.1 * University Performance Report

The Vice-Chancellor and respective portfolio leads highlighted specific areas of interest noting that:

- The University is well placed to continue to remain aligned with its strategic direction and focused on its core agenda. A focus on people has resulted in an escalation of the leadership development program roll out across the institution. Detailed information on these programs and the full suite of people-centric strategic initiative would be provided to a future Council meeting.
- An increase in the number of Aboriginal and Torres Strait Islander students and an increase in the rate of these students completing their studies is very pleasing and can be attributed to the implementation of the Strategic Plan for Aboriginal Engagement and the continuing leadership of the Pro Vice-Chancellor Aboriginal Leadership, Professor Greg Lehman.
- The indigenisation of courses is also progressing with the development and significant popularity of the Indigenous Lifeworlds unit created as part of the Curriculum Transformation undertaken in 2020. This unit can be undertaken by students studying in any degree.
- The piloted roll out and continued development of the University Community Experience Model is progressing well with a detailed update to be brought to Council in July 2021.
- Declining student numbers at the Australian Maritime College (AMC) has raised some concern with management explaining that AMC has the capability to be a national leader but that this was dependent on additional government funding beyond what is currently provided for the VET component of the teaching program only, noting the expense of teaching these programs, including naval and maritime architecture and a 10 year plan was needed to build the capability for becoming a national leader in this area. Work was being undertaken to assess the teaching staff arrangements noting that VET training staff were currently provided for with academic staff arrangements and that this was under review.
- Applications and enrolment figures were pleasing with further data available once Semester two had commenced. Additional resource had been deployed to support the conversion of applications to enrolments including dedicated resources allocated both locally and interstate and by improvements to the enrolment systems which had a reported 84% satisfaction rate, exceeding the original target set of 80% satisfaction. Surveyed students had however reported being unhappy with the eStudent portal and work continues on improving the take up of scholarships for Semester 2.
- The Student Recommendation Program is open for 2022 with 1,036 Tasmanian applications (91% of total applicants use SRP) and 309 interstate applicants. Whilst other universities (such as ANU and University of the Sunshine Coast) operate similar programs using predicted ATAR scores, their programs are not as embedded in schools as UTAS, with reports indicating the SRP de-mystifies university and simply outlines

the maths, language and problem-solving skills required to participate. Discussions are continuing between the University and Tasmania Assessment, Standards and Certification (TASC) regarding options for providing additional administrative support for the SRP in schools.

- Work is continuing to support research excellence, with evidence that research impact is an area of focus for colleges, with colleges opting to focus on a range of drivers. The College of Science and Engineering is concentrating on prioritising research with a focus on the end user's needs, College of Business and Economics is focusing on improving the quality of research applications and College of Arts, Law and Education is promoting and encouraging future research capability.
- Higher Degree by Research (HDR) students surveyed had reported feeling well supported throughout the online learning periods, with many interacting online only and many of these students doing so from interstate and overseas locations. Members recognised the excellent work of these students' HDR supervisors and their efforts to tackle the challenges of encouraging and supervising candidates remotely.
- The University had received notification of an Aa2 credit rating, 7-8 levels higher than an investment grade rating, noting that with the government guarantee the University maintains an Aa1 rating. The final submissions to the Tascorp Board to be submitted for consideration at its upcoming June Board meeting.
- The project to collocate Department of Primary Industry, Parks, Water and Environment (DPIPWE) staff with Tasmanian Institute for Agriculture (TIA) staff on the Newnham campus is progressing well as is the Sandy Bay Master planning process with requests to re-zone and subdivide to begin shortly and a major project has commenced to lock in the positive share price of IDP Education Limited shares worth \$76m.
- Opportunities to explore alternative options for the Maker's Workshop in Burnie are ongoing including discussions with Hill Street Grocers regarding a cutdown version of their store to be located in the workshop. There will remain a maker's space with the Original Equipment Manufacturing (OEM) to be brought in with 21st century incubator spaces developed, with makers to transition out of the workshop to areas of greater foot fall.

During discussion of the University Performance Report, members raised the following key issues:

- Pro Vice-Chancellor Aboriginal Leadership, [REDACTED] was praised for his leadership with members resolving to invite him to a future Council meeting and take the opportunity to hear about the University's potential role in establishing a pathway to truth telling and treaty.
- Clarification was sought regarding the professional services operating model, noting that this had been reported to Council as a strategic driver for greater financial sustainability, particularly once the academic and professional staff numbers were even but that reporting indicated that there had been an increase in professional staff levels and a decrease in academic staff numbers. Members noted that the classification of professional and academic staff and the calculation of ratios as represented in the University Performance Report was confusing and a more detailed report on these ratios would be provided to a future Council meeting.
- Management advised that the professional services operating model was being implemented and that it would have a positive impact over time but due to ongoing change programs and active academic restructures in some colleges, there were academic roles waiting to be filled. The College Services model was drawing together staff from various colleges performing similar roles in administration, HR, IT and finance. Staff were now connected through to the central division and reporting into their respective heads of area and that further refinement and standardisation of the work performed would yield long term financial efficiencies.
- In response to a question raised regarding whether the University were continuing to pursue the establishment of the tourism and hospitality school at Kangaroo Bay with developers [REDACTED], management advised that the University had withdrawn from the project completely due to the ongoing international situation because of the pandemic and the decision to withdraw had left the University without any legal or financial entanglements.
- In response to a query raised regarding whether there had been a specific college or division that had been impacted more than others by the recent voluntary redundancies and voluntary early retirements programs, it was noted that these departures had been proportionately spread across the institution, with no discernible pattern identified.
- Regarding the recent media reports of student dissatisfaction about perceived issues with a particular school (concerns from social work students regarding their professional placements), members noted that in instances where there are allegations that have been substantiated by management and there are substantial, systemic issues that had strategic impact, Council would be advised. Members were also reminded of the Compliance and the Non-Compliance and Complaints Reports provided via Audit and Risk Committee to Council (*agenda item 6.2*) that highlighted areas of concern relating to student complaints. Members agreed that from a governance perspective it was critical that Council continues to engage with these reports to ensure they are aware of issues as they arise.

Action: Council to be provided with a more detailed report explaining the classification of professional and academic staff and the calculation of ratios as represented in the University Performance Report.

Resolution 25-06-2021_UC_10913-9687

Council received and noted the University Performance Report for June 2021.

[REDACTED] left the meeting at 10.26am

3.2 * Strategic Session – International Strategy

[REDACTED] joined the meeting at 10.26am

The Vice-Chancellor presented Council with an overview of the current international climate and the University's position in relation to it, highlighting the following:

- In this post-war era the University operates in a national and international environment where there is strategic competition in all domains and there is no longer a shared understanding that all countries will respect international law, with powerful actors such as China, Russia and Iran at play. International alliances matter now more than ever.
- Growing international competition will be motivated by common global issues including health and climate change where the development of technology driven solutions will be the basis of this competition. The 'winners' will be those countries dominating by their production of low carbon, high tech solutions to global challenges. Competitive dynamics fuel extremist dynamics with extremist groups becoming more fragmented and more dangerous because of it.
- The University aims to be transparent as to how it sees the world and will continue to hold conversations not in a defensive mode but is obligated to get involved in the debate over international situation.
- Key strategic initiatives to support this approach include positioning the University to continue to work with allies, maintaining important values of free speech and academic freedom whilst continuing to engage with China, making consistent, explicit, and strategic decisions about who the University chooses to engage with as research partners.
- In relation to the international student agenda the University aims to target and market in order to cover recognised skill gaps. Address dependencies on China and build a strategic approach to targeting student markets in the United States, Europe and to re-engage Japan and demonstrate a continued readiness to stand by policies of freedom of speech and academic freedom, including ensuring protections for staff and students exercising their freedom.
- Work in partnership and cooperate with other international universities to engage and continue to build research relationships and test the science by working directly with colleagues in these institutions.

In relation to the impact of the current restriction on international student markets, management advised that:

- Students were looking elsewhere for study options as international borders remain closed and international students enrolled with UTAS are seeking certainty around when Australian borders will be reopened.
- The current vaccination rate is accelerating well with the Department of Health releasing figures indicating that they are set to provide 40 million vaccinations between July – December 2021 and even without including the Astra Zeneca doses, they are set to meet the target set to open borders once 70% of the population have been vaccinated. This would indicate that borders may be open as soon as March 2022, noting that this would still present a dangerous situation for those unvaccinated individuals and requiring an accepted level of risk from the Australian public.
- The various scenarios and their long-term impacts including on the University's student pipeline were outlined including opening in February 2022, opening to low-risk countries only, the use of quarantine and its implications and establishing travel bubbles with low-risk countries.
- Tactical approaches to respond to the current international market uncertainty include tapping into unexplored markets such as the promotion of the Dementia Care course to the UK, promoting the value matching study bundles which include accommodation, internships, experiences etc to avoid price wars with other institutions and give UTAS a unique edge in the market. Other institutions such as the University of Queensland had reduced their load model, dropping their prices temporarily until the borders open again. Members noted the serious issues with this approach including the risk that the true cost of course delivery are not met and the potential damage to a university's brand.
- In terms of the strategic approach to the next 2-3 year horizon, the University will stick to its core offerings, double down on its efforts to attract a greater share of the domestic market and focus on what it is doing well, including the Schools Recommendation Program. Improvement of the conversion rates, targeting the mature age student market, intensifying efforts to retain undergraduate students and encourage them to undertake postgraduate study and on business-to-business recruitment opportunities. Micro credentialling

and just in time responses to emerging trends are opportunities that could be pursued, with the University awaiting government response on issues relating to the funding model for these offerings, noting that they are currently not financially viable for the University.

- Pursuing research opportunities for national strategic benefit that are locally based but working to ensure an Australian advantage will put the University ahead of the competitive market. Possible focus areas include maritime architecture and sustainable timber.

[REDACTED]

[REDACTED]

Management suggested that Council may wish to be provided with a reading list to ensure they are aware of the basis for the framework for developing an international strategy and can begin to build a shared knowledge to inform future debates.

Resolution 25-06-2021_UC_15552-9732

Council noted the strategic session on the International Student Strategy.

[REDACTED] left the meeting at 11.24am

Matters for Discussion

4.1 * Update on the Northern Transformation Project

[REDACTED] joined the meeting at 11.38am

Council noted the update on the Northern Transformation project and achievements to date and discussed the following key developments:

Westpark

- The first wave of transformation is coming close to completion with the first building almost complete on budget and set to be occupied from late August with teaching to begin in September 2021. Senior staff had toured the building and been impressed with the softness of the timber and had been captivated by the building's Green Roof.
- The Burnie City Council has decided to exit its tenancy (provided under Licence Agreement) in the Makers Workshop and hand the space to the University. The building offers an opportunity to add vibrancy through the relocation of the University College's OEM, the development of a commercial opportunity through the sub-lease of space for retail purposes, the establishment of an incubator and continuation of the Makers' Programme but within a smaller footprint.

Inveresk

- The program of work is on schedule and set to be completed on time and on budget. The Library and Student Experience building is on schedule to be completed in December 2021 and fully operational by Semester 1 2022.
- Piling work has been completed and foundation work set to begin on the River's Edge building, construction has commenced on the Urban Realm with practical completion set for February 2022.
- Willis Street remains the largest and most complex of the building works with the site currently busy with pile driving and the Northern Transformation Project team now located on the Willis Street side of the river.
- The function and purpose of the Architecture and Design Building and the Stone Building has been reimagined. The A&D building will become a Design Precinct and combine Architecture & Design, Creative Arts & Media and ICT. The Stone Building will become home to the purpose-built University Service Network, the Academy Gallery, the Food and Nutrition Innovation Lab, the University College, the College of Business and Economics, an incubator space and some of the University's engagement teams such as the Advancement Office.

Resolution 25-06-2021_UC_16782-9757

Council noted the Northern Transformation Program update and the achievements to date.

██████████ left the meeting at 11.50am

Council member ██████████ left the meeting at 11.50am and remained out of the meeting room for the duration of discussion of item 4.2.

4.2 * Capital Expenditure Budget Increase

In addition to the detailed report on the Capital Expenditure Budget increase circulated to Council for consideration, management advised that allocation of an additional ██████m budget for the Northern Transformation had not been factored into the original budget for the project as the initial scope for the building works had not including the refurbishment and development of additional buildings and other strategically aligned projects that had since been identified as viable. These would include the delivery of the University Services Network, requiring additional works to the Architecture and Design Building as well as the Stone Building, the centralisation of TIA to Newnham, incorporating and intensifying the Makers Workshop and the relocation of the Centre for Sustainable Architecture in Wood (CSAW) from Inveresk to Newnham.

In response to a question raised about why these projects were determined to be the most important projects to fund, management advised that each one held important interdependencies to the overall Transformation, were strategic aligned and had critical deadlines that if not met, would impede the functionality of the completed buildings.

Members sought further information from management regarding the principles-based approach applied to decisions relating to the development of capital expenditure budgets, such as a principle of making usable buildings fit for purpose in the most efficient way. Management agreed to provide further advice as suggested.

During discussion, it was noted that continued opportunities for further branding exposure through AFL games being played at UTAS Stadium were being explored and that discussions are ongoing with the City of Launceston Council to continue the naming rights and looking for possible opportunities to expand into other sports such as basketball. It was agreed that important marketing opportunities existed by accessing the spectators attending games at UTAS stadium, not just through signage and other static branding, and that all possible options for utilising this potential market would be explored.

Resolution 25-06-2021_UC_13170-9706

Council approved the allocation of an additional ██████M of budget to the Northern Transformation to include the delivery of additional strategic projects.

4.3 * Report on Forestry Building Works

██████████ (re)joined the meeting at 11.57am

Management provided a visual overview of the Forestry Building works, highlighting the following key information:

- The Forestry Building has a combined format of 11,000 meters, with any over supplied spaces able to be easily offered up, making the building extremely viable.
- The carpark beneath the building will be reduced in size to make room for the building's services which will operate from here. A carpark ramp will be constructed on the Freedom end of the building.
- Heritage Tasmania have expanded their listing for the building to include the atrium which is the key feature of the building. The atrium will be restored to its original form, but a decision is still to be finalised about whether the timber bridge inside the atrium will remain.
- The building itself is complex internally, with multiple levels, with both the architect and contractors involved early with the planning to prepare for the complexity of the refurbishment. A tender for the works and the development application submission both planned for quarter three 2021.
- Designs for the building have been informed by how each of the various teams within it will utilise their space and the University's Services Network deployment to the north of the State has been factored into the utilisation of the building.

During discussion it was noted that the University Preparation Program team will be housed in the Podium building at Purpose Built Student Accommodation (PBSA2) and University College will be based in the Forestry Building. The Law Library will be housed within the larger library and based in the current McCanns Building.

In response to a question raised about whether there had been any issues with sourcing specific construction materials or delays due to the reported State-wide shortages, management advised that due to some key strategic information provided by experts the University had been informed of a potential supply window over

the next six months and will be acting to secure this window and maximise this advantage by planning accordingly.

Resolution 25-06-2021_UC_10575-9707

Council noted the preliminary design status for the Forestry and Freedom Building sites in Hobart CBD.

[REDACTED] left the meeting at 12.11pm

4.4 * Update on Funding Strategy

[REDACTED] joined the meeting at 12.11pm

Management outlined the current position in relation to securing finance to support the Southern Transformation Program requiring an uplift from [REDACTED]. Options to source an additional \$200 million loan and refinancing existing debt facilities conditional upon commercially viable covenants and security requirements are being explored.

[REDACTED]
[REDACTED], the University has received a confirmed Aa2 rating (equivalent to the State's current rating)
[REDACTED]

[REDACTED]

[REDACTED]

Management advised that an arrangement to secure refinancing would be finalised by quarter four 2021 and were confident that through continued negotiations the complexities around security for the loan would be worked through to a successful outcome for the University. Members noted that the Strategic Resourcing Committee were continuing to focus on the funding strategy and would continue to provide advice to management as negotiations continued.

Resolution 25-06-2021_UC_11223-9780

Council approved the sourcing of an additional [REDACTED] million from [REDACTED] and refinancing of existing debt facilities conditional upon commercially viable covenants and security requirements.

Resolution 25-06-2021_UC_11223-9781

Council approved the option of sourcing the additional [REDACTED] million from the debt capital market and refinancing of existing debt facilities from a lending source other than [REDACTED] if this can deliver:

- a comparable tenor
- more favourable security terms
- a reasonable differential in cost.

Resolution 25-06-2021_UC_11223-9782

Council approved delegation of authority to the Vice-Chancellor to transact with Tascorp or an alternate lender within the updated weighted average cost of debt and tenor as defined below, and to execute any associated agreement(s) relating to the debt transactions:

- Weighted average cost of debt between [REDACTED] % and [REDACTED]
- Weighted average tenor of debt between [REDACTED] for any term debt.

- Refinancing costs on existing debt between [REDACTED]. [REDACTED] left the meeting at 12.35pm

4.5 * Sandy Bay Masterplan Update and Presentation

[REDACTED] joined the meeting at 12.35pm

The Chair of the University Property Pty Ltd (UPPL), [REDACTED] and Chief Executive Officer UPPL [REDACTED] provided Council with an update on the progress of a Masterplan for the Sandy Bay Campus, noting that as agreed, the University intended to maintain ownership of the Campus, to retain some access to sporting facilities and to diversify the use of other parts of the Campus to ensure its financial sustainability. Members noted the significance of the ecology of the Campus, specifically the upper site (beyond Churchill Avenue) which is home to blue and black gum trees and the Swift Parrot, amongst other protected species.

[REDACTED] outlined the project methodology and timeline for the finalisation of the Sandy Bay Masterplan as follows:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- The five stages of the Sandy Bay Master Planning Project include:
 - **Stage 1 (completed)** – Visioning including competition and appointment of consulting leads - Clarke Hopkins Clarke (CHC) appointed as Lead Consultant for the project for Stages 2-5.
 - **Stage 2** – Concept Masterplan, Stakeholder Engagement and Consultant Engagement ([REDACTED])
 - **Stage 3** – Development Interim Masterplan, Consultation and Authorities ([REDACTED]) including submitting.
 - **Stage 4** – Presentation and endorsement of Interim Masterplan and approval by University Council and lodgement of planning scheme amendment (PSA) ([REDACTED])
 - **Stage 5** - Presentation and Endorsement of Final Masterplan ([REDACTED])
- UPPL has established a Project Control Group (PCG) with representation from UPPL, the University and the Lead Consultant to oversee the Project through Stages 2 to 5.
- The scope and associated timeline for the completion of the masterplan will result in a submission of a statutory planning report and planning scheme amendment to Hobart City Council.

During discussion members noted the significance of the unique biodiversity of the site and the importance of ensuring that the impact of the development was carefully managed. It was agreed that maintaining the social licence established through careful stakeholder consultation and management through other key transformation projects must be maintained to avoid potential tensions from the wider community.

Resolution 25-06-2021_UC_16481-9758

Council noted:

- the appointment of Clarke Hopkins Clarke (CHC) to perform the role of Architect, including their secondary consultants for Stages 2-5 of the Sandy Bay Masterplan [REDACTED];
- the Project Methodology and Timeline for the Planning Scheme Amendment (PSA) Stage 2-5 of the Masterplan Concept; and
- that a simplified version of the Masterplan is intended to be shared with the relevant planning authorities prior to release to stakeholders including staff.

[REDACTED] left the meeting at 1.04pm

Matters for Decision

5.1 * Academic Senate Ordinance

The Chair of Academic Senate, Professor Natalie Brown advised that as part of the Governance Instruments Framework Project the Academic Senate Ordinance (the Ordinance) had recently been reviewed to align more closely with the newly revised University Council Ordinance.

The review was also an opportunity to ensure that the Ordinance included revisions that explicitly reflect a people-centric focus on valuing diversity and inclusion. Members noted that the following changes had been made to reflect this:

- The requirement for elected members to identify as either male or female had been removed, and instead the Chair is permitted to appoint up to four additional members to provide a diversity of views if the Chair believes the current membership of the Senate does not reflect the academic and cultural diversity of the University.
- The Chair may also appoint a member or members of Academic Senate to support the Chair and/or the Deputy Chair. This clause supports people in their career growth by providing the opportunity for academic staff with a keen interest in governance to assist the Chair and Deputy Chair to fulfill their duties and perform functions of the Deputy Chair (or Chair) as required.

During discussion, members questioned the fairness of the number of elected positions drawn from each College, noting that despite the difference of size between colleges, each had an even number of elected positions to Academic Senate. It was noted that heads of school are all ex-officio members of Academic Senate and that this ensured appropriate representation from larger colleges, however discussions over the right size, composition, and appropriate representation of academic staff on Academic Senate was ongoing and that the issues discussed and debated at Senate were those that had impact University-wide rather than college specific.

Professor Brown extended an invitation to all Council members to attend Academic Senate meetings as observers, noting that the meeting details would be sent to them.

Resolution 25-06-2021_UC_11226-9640

Council approved revisions to the Academic Senate Ordinance.

5.2 2022 Budget Process

Resolution 25-06-2021_UC_14320-9712

Council approved the proposed approach to preparing the 2022 Budget to separate the approval of the operational salaries and expense budget (submitted December 2021) and the 2022 consolidated budget including 2021 revenue and cashflow budget (April 2022).

5.3 * Fraud and Corruption Control Plan

Council considered a suggested amendment to the *Fraud and Corruption Control Plan*, noting that the reference to University Council's consideration of policies and measures taken to prevent, deter and detract and resolve instances, or suspected instances, of fraud or corruption throughout the University, indicated that it "*should approve*" implying that it was expected, and agreed to recommend the removal of the word *should* from the sentence.

Resolution 25-06-2021_UC_11377-9662

Council approved the Fraud and Corruption Control Plan, subject to the agreed minor amendment.

5.4 * Delegations Policy for UTAS Holdings Pty Ltd

This item was not discussed.

Resolution 25-06-2021_UC_11413-9734

Council approved the Delegations Policy for UTAS Holdings Pty Ltd.

5.5 Policy Level Definitions

This item was starred for discussion at the meeting.

Council noted a question raised regarding the reasoning behind needing a definition of a governance policy versus an operation policy if it was Council's reserved power to approve all policies within the University. Members were advised that under the *University Council Ordinance*, Council reserves for itself the power to establish 'governance-level policies' and delegates to the Vice-Chancellor the power to establish 'operational policies' but these are not currently defined. It was understood at the time of the implementation of the new Governance Instruments Framework that a definition for the two types of policies would be developed to guide classification of policies and it is these definitions that Council is asked to consider.

Resolution 25-06-2021_UC_12060-9735

Council approved the definitions of 'governance-level policy' and 'operational policy' and their inclusion in the University Council Ordinance the next time it is amended.

5.6 Amendments to the Fundraising and Naming Policy

Resolution 25-06-2021_UC_11902-9737

Council approved the amendments to Principle 3.1 of the University's *Fundraising and Naming Policy*.

Monitoring – Council Committee Reports

6.1 * Report from Audit & Risk Committee

The Chair of the Audit and Risk Committee, Mr Harvey Gibson provided an overview of the items considered by the Committee at its May meeting, including the Executive Risk Presentation provided by the Academic Division and the notification of TEQSA's Final 2020 Risk Assessment.

Resolution 25-06-2021_UC_19769-9670

Council received the Report from Audit & Risk Committee.

6.2 * Compliance Report and Non-Compliance and Complaints Report

This item was not discussed.

Resolution 25-06-2021_UC_11978-9661

Council received and noted the Compliance Report and the Non-Compliance and Complaints Report.

6.3 * Report from Academic Senate

The Chair of Academic Senate, Professor Natalie Brown provided Council with an update on the work of Academic Senate, noting that it had been engaging in discussions on how students can become involved in governance at the school and college level, how these opportunities can be created and how students can be encouraged to participate. Other key issues discussed included monitoring student complaints and reports, identifying systemic issues, ensuring early notification of potential problems, and ensuring staff and students were aware of how to identify and address these issues.

Members noted the positive response from students surveyed about their online learning environment and that these levels of satisfaction exceeded the satisfaction levels recorded in the Student Experience Survey. In response to a question raised about what tactics were being applied to encourage more students to complete surveys, Professor Brown advised that discussions with students were ongoing about how best to engage with them, noting too that there was extensive work being undertaken to improve the suite of student surveys.

Resolution 25-06-2021_UC_13241-9641

Council received and noted the Report from Academic Senate.

6.4 * Report from Strategic Resourcing Committee

The Chair of the Strategic Resourcing Committee (SRC), Mr James Groom advised that the Committee had been focused on funding strategies, specifically opportunities to optimise the University's balance sheet, identify available assets, releasing equity to drive sustainability and to fund the University's transformation.

In answer to a question raised about whether the SRC was serving its purpose, Mr Groom advised that unlike the now disestablished Finance Committee, SRC has responsibility for informing decisions on more than just financial resources but to physical, cultural, and political resources and how best to utilise them strategically for the University's overall sustainability. The Committee operates at a high strategic level and to date, discussions at SRC had been positive and have inform key decisions. As agreed by Council, the Terms of Reference for SRC will be reviewed after 12 months of operation, noting that SRC members, Council members and management will be consulted, and any proposed changes referred to Council for consideration.

Resolution 25-06-2021_UC_10435-9738

Council received the Report from the Strategic Resourcing Committee.

6.5 * Report from University Foundation Committee

Resolution 25-06-2021_UC_19571-9740

Council received the Report from the University Foundation Committee.

Matters for Noting

7.1 Minutes from UTAS Properties Pty Ltd

Resolution 25-06-2021_UC_15732-9739

Council noted the Minutes from the UTAS Property Pty Ltd meeting held on 28 April 2021.

7.2 Update on the University of Tasmania's alignment with the Model Code on Freedom of Speech and Academic Freedom

Resolution 25-06-2021_UC_17650-9698

Council noted the update on the University of Tasmania's alignment with the Model Code for Freedom of Speech and Academic Freedom.

Other Business

8.1 * Graduation in Absentia

Resolution 25-06-2021_UC_10964-9733

Council endorsed the applications for the conferring of awards.

8.2 * Other Business, Confidential Items and Future Meetings

Farewell to the Chancellor

The Vice-Chancellor asked members of Council to join him in acknowledging the Chair, Chancellor, Michael Field, and the extraordinary contribution he has made to the University, noting that this is his last Council meeting, and that Michael leaves his position on 30 June 2021 after more than eight years in the role.

The Chancellor was praised for his passion and commitment to Tasmania and to the work of the University and for bringing a strong sense of collegiality to Council and for fostering a very healthy relationship between the Council in its governance role and the management team of the University. Members acknowledged Michael's generosity in sharing his wisdom and experience with others, noting that University leaders were richer for his counsel. The Vice-Chancellor thanked Michael and wished him well in his retirement.

Confidential Items

All items are to remain confidential until officially announced, or until members are advised otherwise.

2021 Meeting Dates

- 30 July (Hobart / Zoom)
- 10 September (Burnie / Zoom)
- 28 & 29 October (Launceston / Zoom)
- 3 December (Hobart / Zoom).

Meeting closed at 2.23pm.

University Council Minutes

The University Council met by video conference (via Zoom) on Friday 30 July 2021 from 9am.

Members: The Chancellor (Ms Alison Watkins) as Chair, Vice-Chancellor (Professor Rufus Black), Miss Kate Bramich, Professor Natalie Brown, Mrs Susan Chen, Professor Peter Dawkins, Mr Harvey Gibson, Mr James Groom, Ms Tara Howell, Distinguished Professor Jamie Kirkpatrick, Ms Jacqueline Seward and Ms Sheree Vertigan AM.

Apologies: Ms Pip Leedham

In attendance: [REDACTED] attended for all items other than members only. Ms Sally Paynter attended as University Secretary.

By invitation: [REDACTED]

[REDACTED]

1 INTRODUCTORY ITEMS

The Chancellor welcomed members with an Acknowledgement of Country.

1.1 Welcome and Apologies

The Chair welcomed Professor Peter Dawkins to his first meeting of Council and noted apologies from Pip Leedham.

1.2 Declarations of interest

[REDACTED] declared a potential conflict regarding item 3.4 *Commencing and Lost Student Survey*, noting that her team had prepared the information provided. Members agreed that [REDACTED] would not be required to remove herself from the meeting or abstain from discussions.

1.3 Minutes

Resolution 30-07-2021_UC_10328-9908

Council **approved** the minutes of the meeting held on 25 June 2021 as a true and accurate record.

1.4 Actions

Resolution 30-07-2021_UC_10328-9909

Council received a report showing progress on all outstanding items from previous Council meetings.

1.5 *Items to be starred / Motions on unstarred items

The Chair noted the starring of:

- Item 4.2 – Balance Sheet Optimisation.

The motions relating to the remaining unstarred items were passed in a block:

- 2.4 - Confirmation of new Charing Arrangements
- 5.2 - Newnham Masterplan
- 5.3 - Cradle Coast Campus at West Park Update

- 6.1 - Change to Classification of University Investment Portfolio
- 6.2 - Amendments to the Schedule of Academic Delegations
- 6.3 - Amendments to the Student Participation and Attainment Ordinance
- 7.1 - Tasmanian Law Reform Institute 2020 Annual Report
- 8.3 - Compliance Report and Non-Compliance and Complaints Report

2. MEMBERS ONLY

2.1 *Members Only

Chancellor's Opening Remarks

The Chancellor opened discussions by thanking members for making her feel welcome in the new role, noting that whilst she had a hard act to follow, she was grateful for the high level of experience and continuity from Council and from the University executive, led by the Vice-Chancellor. The Chancellor hoped members would experience her as a good listener, as open, collaborative, calm and well aligned with the Vice-Chancellor.

The Chancellor went on to say that at its heart Council is united by a common passion and energy to help the University realise its mission and that members expectations of one another should be of mutual respect built through healthy debate of ideas and options, shared accountability, trust, and confidentiality. The Chancellor hoped that Council's relationship with Management will continue to be transparent and highly supportive whilst respecting boundaries and members will be great advocates for the University, come well prepared to meetings and will be valued for their expertise. Where possible Council meetings will be held in person with a dinner the night before, with informal contact between Council members as needed between meetings.

In discussion it was agreed that whilst most items of business considered by Council were confidential, it would be beneficial for other areas of the University to be made aware of the information considered by Council. It was agreed that a summary of items considered by Council would be prepared for general circulation amongst staff and confirmed that the University Performance Report prepared for Council is also provided to Academic Senate and to the Senior Executive.

Action: *University Secretary to arrange for a Council Meeting Summary to be drafted and circulated to staff after each Council meeting.*

2.2 * University Council Membership Procedures and Standing Orders

The University Council Membership Procedure and University Council Standing Orders were discussed, and the following amendments suggested:

- **Council Membership Procedure**
 - 7.15(b) *notice stating whether a senior academic is required to be elected to be deleted* as it is not relevant.
 - The statement at 7.26 *The Chancellor may extend or abridge any prescribed time limit* to be clarified confirming that this is in relation to the prescribed time limits for the election process not the member's term.
- **Council Standing Orders**
 - Item 14 regarding Council determining what information is confidential to be deleted as all information provided to Council is treated confidentially.
 - Item 17 to be revised to outline a minimum number of Council meetings to be held annually (minimum of 6 meetings) and remove the reference to time limits for meetings including reference to moving and seconding motions for extending meeting times.

Members agreed to approve the procedure and standing orders subject to the amendments, noting that once these were made the revised versions would be provided to the Chancellor, Vice-Chancellor, and Professor Kirkpatrick to confirm the changes.

Action: *University Secretary to amend the Council Membership Procedure and Council Standing Orders and send through to the Chancellor, Vice-Chancellor and Professor Kirkpatrick to confirm the changes.*

Resolution 30-07-2021_UC_14184-9897

Council **approved** the *University Council Membership Procedure and University Council Standing*

Orders, subject to the agreed amendments.

2.3 * Naming of the Building at West Park, Cradle Coast

Members expressed their unanimous support for the naming of the new building at the Cradle Coast Campus at West Park the *Field Building* in honour of former Chancellor, the Honourable Michael Field AC.

Resolution 30-07-2021_UC_15152-9875

Council **approved** the proposal that the new building at West Park be named the Field Building, in honour of former Chancellor, the Honourable Michael Field AC.

2.4 Confirmation of new Chairing Arrangements

This item was unstarred.

Resolution 30-07-2021_UC_11551-9896

Council confirmed that the Chancellor, Alison Watkins, will Chair the Remuneration and Nominations Committee, the Ceremonial and Honorary Degree Committee and join the Strategic Resourcing Committee as an ex-officio member.

3 STRATEGIC AND PERFORMANCE SESSION

_____ joined the meeting at 9.35am

The Chancellor proposed that Council considered item 3.4 Update on Current Strategic Issues as the first item for the Strategic and Performance Session.

3.4 * Update on Current Issues

The Vice-Chancellor presented Council with an update on two current strategic issues:

1. The Strategic positioning of University College to deliver on its purpose

- Under an integrated model the College of Business and Economics (CoBE) will house three distinct academic units under one College: Tasmanian School of Business and Economics, International School and University College. University College will retain its way of working and external identity, ensuring that the internal positioning does not adversely impact students or industry.
- College of Business and Economics will transform itself structurally from a discipline-based College to a market/product-based organisation, focusing on place-based courses at undergraduate and postgraduate level. The International School will have a clear focus on high-value international markets.
- Financially the model will mean less overheads, enhanced revenue through new market opportunities and improved deployment of resources and in turn increased opportunities for staff career progression and mobility.

Council discussed the changes proposed through the restructure of CoBE, noting the logic of the new organisational structure and the synergies between the University College and CoBE through pathways and industry linkages. The Executive Dean, CoBE will lead the newly structured College and it is intended that the change program will be completed by December 2021. Management advised that other than a small number of government and industry stakeholders that will be consulted throughout the change program, they are not anticipating external attention over these organisational changes in structure, nor should it affect the University College brand.

2. Understanding and responding to the evolving COVID situation

- To help the University plan for the next stage of COVID-19 as Australia moves to open its borders as the vaccinations roll out, the University have developed three scenarios for when and how it can expect international students to return and the implications to the University.
- The University has developed a first cut analysis of the vaccine roll out that helps establish the probabilities of the different scenarios playing out. Noting vaccine supply is sufficient to enable the 70-80% of the population expected to be vaccinated by December 2021.
- The analysis indicates a modestly lower sustainable revenue level and the need to adjust the University's cost base down by another _____m by 2023. These numbers are close to the previous long-

term analysis that the University's strategic plan is built on.

Council discussed the three scenarios and the key factors impacting their likelihood and the implications from these scenarios, noting that whichever scenarios play out, it is likely the University will need to address onshore international student pipeline impacts of 2020-2021 border closes by pivoting to offshore recruitment. Management advised that they are closely monitoring student demand and interest, working to build more existing course offerings in new markets, working with State Government to ensure that the University is ready when borders open to safely manage international student arrivals and quarantine to capture potential pent-up demand.

Council noted that it would receive updates on the likely scenarios as the COVID-19 situation continues.

Action: University Secretary to circulate the Update on Current Strategic Issues presentation to members.

Resolution 30-07-2021_UC_17055-9906

Council noted the update on current strategic issues.

Mr Barling left the meeting at 10.50am

3.1 * UTAS People Strategy Update

The Chief People Officer presented Council with an overview of the UTAS People Strategy, noting the following:

- The University is committed to investing in people and culture as a critical enabler for achieving the University's mission, noting that strategically mature, people-oriented organisations have a strong focus on culture, disciplined approaches to talent management and continual investment in growing leadership capability.
- The challenge for the University is the absence of contemporary people management practices and a people team with the right capability to put them in place. This combined with legacy leadership, has contributed to residual cultural inhibitors and a lack of depth in the leadership and management skills the University needs to succeed.
- To address these issues People and Wellbeing have made substantial progress in designing and embedding a new people team and developing a clear people strategy and plan.
- In parallel, work has commenced on the leadership and talent development needed to build capability, noting that there is some way to go to address the lack of trust and confidence that had badly damaged culture.

Council discussed the University's commitment to target its leadership capability, to move away from relying on individual leaders and to make a critical investment in growing its own by identifying the attributes required to successfully build a culture of strong leaders. Members noted the challenges of supporting staff through more change and the various plans in place to guide staff through change fatigue, with staff surveys to resume once management was able to appropriately respond to the feedback. Members noted that the current People Strategy would be strengthened to ensure it aligned with the values-based mission as outlined in the presentation.

Action: University Secretary to circulate the UTAS People Strategy Update presentation to members.

Resolution 30-07-2021_UC_16911-9898

Council noted the presentation on the UTAS People Strategy Update.

████████████████████ left the meeting at 11.40am

████████████████████ joined the meeting at 11.40am

3.2 * University Community Experience Model

The Provost introduced the University Community Experience Model (UCEM), noting that the Model aims to foster a sense of belonging and connectedness for students by building a supportive community of peers to draw on throughout their study. The UCEM, which sits alongside ongoing initiatives within the Student Retention Strategy, is particularly important for international students who frequently report challenges in making connections with their domestic peers.

The Executive Director, Student Experience presented to Council on the UCEM and its roll out across the University, highlighting the following:

- A prototype of UCEM has been operating in 2021 to introduce new ways of engaging with community, including welcome dinner celebrations, cultural and community celebrations and community sports

competitions. 89% of students surveyed reported that the model is having a positive impact on them establishing and maintaining connections at the University.

- Lessons learnt in Semester One through pulse surveys of students had been applied and the program refined, noting that better narratives for individual communities were needed to foster shared identity and community, and technology would be better utilised to support planning of communications to students and to track their engagement.
- Enhancements to the welcome program for Semester Two included personalised welcomes and purposeful peer-to-peer connection which has increased engagement with 92% of students surveyed indicating that they had a good, very good or excellent welcome which connected them to the University community and other students.
- Implementation for 2022 will involve a focus on three key strategies including the launch of four named communities involving all students and staff, an online student engagement platform connecting students to events and activities, and restructured governance structure to ensure students are included in all decision making.

Council noted the update, agreeing that it was important to ensure that the UCEM online platform is properly integrated into the UTAS App to reduce the number of online information points students need to access.

Action: University Secretary to circulate the University Community Experience Model presentation to members.

Resolution 30-07-2021_UC_11616-9922

Council noted the update on the prototype of the University Community Experience Model as of July 2021 and the refinements which have been made to the model to enable delivery of the full roll out of the model for 2022.

████████████████████ left the meeting at 12.10pm

████████████████████ joined the meeting at 12.10pm

3.3 * Commencing and Lost Student Survey

The Chief Marketing Officer and the Executive Director, Marketing presented an update on the outcomes of the 2021 Commencing and Lost Student Survey, noting that 2,000 commencing and 1,000 lost students had submitted survey results with the following key findings highlighted:

- The University can continue to grow key market segments by sharpening conversion rates (application to enrolment) and removing financial barriers.
- The University's place-based approach is attracting students, with lifestyle change and appealing courses being the key attractors for interstate students regardless of age.
- Students surveyed felt Tasmania is safer than other states. Efforts to improve the student experience are working with more students attending online orientation in 2021, with all students rating the activities 4 out of 5 stars on average.
- Several factors influence student choice, with 31% of school leavers indicating that COVID-19 had impacted their decision about what university they studied at and for Tasmanian students it removed the desire to move interstate/overseas.
- The University needs to position its place as an appealing study destination, invest more to support students to overcome their financial barriers and improve connection with students by offering streamlined and personalised engagement throughout their decision-making process.

Council acknowledged the work of the team led by ██████████ in preparing the survey data, noting the comprehensive and informative results. Members discussed the suggestion that financial barriers to study could be addressed through earn and learn models where students are able to earn credit for work they undertake in the workplace, noting that as the University's southern campus transitions into the Hobart CBD there will be opportunities to capitalise on the close proximity of business to the University.

Action: University Secretary to circulate the Commencing and Lost Student Survey presentation to members along with a link to more detailed survey results.

Resolution 30-07-2021_UC_11082-9928

Council noted the outcomes of the 2021 Commencing and Lost Student Survey and the decision to amplify the Tasmanian brand in the University's marketing activities, support the focused attention from the institution on conversion tactics to strengthen our overall revenue position and invest in supporting students to overcome financial barriers.

Mr Barling and Ms Weir left the meeting at 12.35pm

4 FINANCE

4.1 * Funding Update

██████████ joined the meeting at 12.35pm

At its meeting on 25 June 2021 Council approved sourcing of an additional ██████████ p and refinancing of existing debt facilities conditional upon commercially viable covenants and security requirements. ██████████

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██████████ Members acknowledged the efforts of management to secure these arrangements, noting the long process of negotiation that had taken place to reach this successful outcome.

4.2 Balance Sheet Optimisation

This item was starred for discussion.

Management provided a summary of the proposal that the University consider a long-term view of the balance sheet in terms of diversifying and managing risk, generating alternate revenue streams, supporting the development of Sandy Bay and assuring liquidity to manage unexpected events.

The current balance sheet is heavily loaded with existing property that is subject to educational overlays that suppress the fair market value of many of the University's core assets. The transformation programs in the CBDs of Burnie, Launceston and Hobart will result in significantly higher levels of property assets. A set of principles have been developed to inform decisions around potential alternative structures, vehicles, timing, and risk appetite. Additionally, any potential structure will need to consider fundamental considerations around charitable structure, tax status, accounting treatments and existing obligations to TasCorp.

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Resolution 30-07-2021_UC_10350-9903

Council noted the investigations into potential vehicles that could be used to optimise the balance sheet of the University.

██████████ left the meeting at 1.00pm

5. TRANSFORMATION UPDATE

5.1 * Sandy Bay Masterplan

_____ joined the meeting at 1.40pm

The CEO UPPL and _____ attended to outline the conceptual overview for the Sandy Bay Masterplan and provided a detailed presentation to Council which included the working mission statement *to collaboratively shape an accessible, vibrant and evolving sustainable precinct to live, work, learn and play that is inclusive to all.*

Council was stepped through the planning and staging for the project, highlighting the staged sequencing of five key phases from Masterplan through to the finalisation of the planning scheme amendment. Several consultant reports had been completed including an Economics Market Assessment, Planning Assessment, Heritage, Building Compliance, Structural Engineering and Ecology Constraints reports with the findings now informing concept planning. Draft guiding principles informed by a sustainable strategy would be tested until a final shared vision informs the draft concept masterplan with ongoing feedback and project updates shared through a digital engagement portal.

The concept masterplan consists of urban design considerations including sustainable transport plan, urban precincts, public open spaces, leverage site context, biodiversity (committed to define and protect areas of Swift Parrot habitat and other areas with sensitive biodiversity) and pedestrian and vehicle connections. The place characteristics rely on the use of five precincts, lifestyle/sporting, innovation, and civic quarter with a tapestry of old and new buildings, peri-urban neighbourhood -a hillside residential neighbourhood targeting a more sustainable lifestyle and integrating affordable housing; a learning precinct including primary and secondary schools, indoors sports facilities and playgrounds and a Mount Nelson eco-village. _____

Council discussed the involvement of engineering, architecture and design students in the program of work for the Sandy Bay campus development, noting that architecture students had been involved in the Northern Transformation Program. Other comments on the plans presented included a reference to the term Eco-village being outdated and the importance of ensuring that the visual amenity of the spaces was a priority throughout the planning considerations.

Members agreed that the amount of information provided required further consideration and it was noted that the presentation would be circulated to members with feedback to be provided to _____

Action: University Secretary to circulate the Sandy Bay Masterplan presentation to members.

Resolution 30-07-2021_UC_10700-9904

Council noted the presentation on the Sandy Bay Masterplan.

_____ left the meeting at 2.30pm

5.2 * Southern Transformation Update

_____ joined the meeting at 2.30pm

Members were updated with the latest developments on the Southern Transformation Program noting:

- The Podium space on Melville Street for University College is now open and operating
- Penny Lane and the Heritage Building beside the Podium is expected to open in late August, noting that this may be set back slightly due to delays in material deliveries from NSW.
- Forestry building (incorporating former Freedom Furniture site) to be the first major CBD property to be refurbished _____.
- Forestry and Freedom design development progressing well with the current focus on workspace layout and ability/need to integrate car parking on site. _____
- _____
- _____
- Infrastructure upgrades are required at Taroona IMAS facility to support expanding research opportunities and relocation of Launceston IMAS research facilities.

Council noted that the design proposal for the Waterworth Building on the Domain to provide facilities required for the School of Psychology had not been well received by the Glebe Residents Association. The University had decided to pause building works resulting in a deferred investment of [REDACTED]m with only landscaping works on the upper campus at the Domain to continue in the short term.

Resolution 30-07-2021_UC_14439-9911

Council noted the Southern Transformation Update.

5.3 Newnham Masterplan

This item was unstarred.

Resolution 30-07-2021_UC_17822-9891

Council noted the progress to date on the Newnham Masterplan and the emerging opportunities.

5.4 Cradle Coast Campus at West Park Update

This item was unstarred.

Resolution 30-07-2021_UC_16367-9892

Council noted:

- the status of construction at West Park;
- the opening events planned around the new campus building at West Park in Burnie;
- and attendance at the events planned around the University Council meeting of 10 September, specifically the Alumni Dinner (9 September), proposed Official Opening with Funding Partners (10 September) and Community Opening (11 September 2021).

6. MATTERS FOR DECISION

6.1 Change to Classification of University Investment Portfolio

This item was unstarred.

Resolution 30-07-2021_UC_10068-9914

Council **approved** the proposed changes to the classification of the University's investments in the annual financial statements.

6.2 Amendments to the Schedule of Academic Delegations

This item was unstarred.

Resolution 30-07-2021_UC_19061-9869

Council **approved** the amendments to the Academic Delegations Ordinance - Schedule of Academic Delegations as outlined in the attached paper.

6.3 Amendments to the Student Participation and Attainment Ordinance

This item was unstarred.

Resolution 30-07-2021_UC_15160-9874

Council **approved** amendments to the *Student Participation and Attainment Ordinance*, to change references to the position of Executive Director, Student Operations to that of Director, Student Systems and Administration.

7. MATTERS FOR NOTING

7.1 Tasmanian Law Reform Institute 2020 Annual Report

This item was unstarred.

Resolution 30-07-2021_UC_10340-9929

Council noted the 2020 Tasmanian Law Reform Institute Annual Report.

8. MONITORING- COUNCIL COMMITTEE REPORTS

8.1 * Report from Academic Senate

The Chair, Academic Senate updated members on the major items discussed at the meeting on 2 July 2021 as set out in the Report presented. Council noted that these included discussion on the sector-wide response to issues of contract cheating and academic integrity and student feedback and monitoring, including a breakout session lead by student representatives focussing on how Academic Senate can best monitor standards and action plans to ensure student concerns are addressed.

Members were reminded of their standing invitation to attend Academic Senate meetings, noting that those members who had participated had found it engaging and had appreciated Academic Senate's role in both quality assurance and ensuring appropriate student support.

Resolution 30-07-2021_UC_15481-9876

Council received the report from Academic Senate.

8.2 * Report from Audit and Risk

The Chair, Audit and Risk updated members on the major items discussed at the meeting on 15 July 2021 as set out in the Report presented, noting additionally that members had queried why the *Higher Education Standards Framework* (HESF) was still listed as a Tier 1 obligation that was outside the desired risk appetite, and that development of the required Compliance Plan was scheduled for 2022. Members had requested a more specific timeline for completion of the Active Monitoring Compliance Plan, and this would be put to the next meeting of the Committee.

Council also noted that the reduced risk for governance policy setting was not accurately reflected in the colour coding on the report provided and would be amended to reflect this.

Resolution 30-07-2021_UC_18192-9905

Council received the report from the Audit and Risk Committee.

8.3 Compliance Report and Non-Compliance and Complaints Report

This item was unstarred.

Resolution 30-07-2021_UC_14608-9895

Council received and noted the Compliance Report and the Non-Compliance and Complaints Report.

9. CLOSING ITEMS

9.1 * Other Business

There were no other items of business.

Meeting closed at 2.50pm. Council will meet again on 10 September 2021 in Burnie.

University Council

The University Council met via circular on 5 October 2021.

At the close of business on 7 October 2021 the following members had confirmed their support for the proposed motion as presented.

Present: The Chancellor (Ms Alison Watkins), Vice-Chancellor (Professor Rufus Black), Miss Kate Bramich, Professor Natalie Brown, Mrs Susan Chen, Professor Peter Dawkins, Mr Harvey Gibson, Mr James Groom, Ms Tara Howell, Distinguished Professor Jamie Kirkpatrick, Ms Pip Leedham, Ms Jacqueline Saward and Ms Sheree Vertigan AM.

1. Council meeting via circular

1.1 Introductory items

No declaration of interests were made.

1.2 Integrated Marine Observing System (IMOS) Funding Agreement Variation

Council unanimously supported the recommendation as presented.

Resolution 05-10-2021_UC_19034-10215

University Council delegates authority to the Vice-Chancellor to sign the Deed of Variation for increased funding of \$ [REDACTED] for the Integrated Marine Observing System (IMOS) under the National Collaborative Research Infrastructure Strategy (NCRIS), subject to appropriate legal advice.

University Council Minutes

The University Council met at the Launceston Campus at Newnham and by video conference (via Zoom) on Friday 28th October 2021 from 4pm.

Members: The Chancellor (Ms Alison Watkins) as Chair, Vice-Chancellor (Professor Rufus Black), Miss Kate Bramich, Professor Natalie Brown, Mrs Susan Chen, Professor Peter Dawkins, Mr Harvey Gibson, Mr James Groom, Ms Tara Howell, Distinguished Professor Jamie Kirkpatrick, Ms Pip Leedham, Ms Jacqueline Saward and Ms Sheree Vertigan AM.

In attendance [REDACTED] attended for all items other than members only. Ms Sally Paynter attended as University Secretary.

By invitation: [REDACTED]

1 INTRODUCTORY ITEMS

The Chancellor welcomed members with an Acknowledgement of Country.

1.1 Welcome and Apologies

There were no apologies.

1.2 Declarations of interest

There were no declarations of interest

1.3 Minutes

Resolution 28-10-2021_UC_18473-10276

Council **approved** the minutes of the meeting held on 10 September 2021 as a true and accurate record.

Resolution 28-10-2021_UC_18473-10302

Council **approved** the minutes of the meeting held on 5 October 2021 as a true and accurate record.

1.4 Actions

Resolution 28-10-2021_UC_18473-10303

Council received a report showing progress on all outstanding items from previous Council meetings.

1.5 *Items to be starred / Motions on unstarred items

The Chair noted the starring of the following item:

- 5.3 – Refinancing of Student Accommodation Transaction

The motions relating to the remaining unstarred items were passed in a block:

- 2.2 - Extended Nominations Committee Report
- 2.3 - Nominations for Professor Emeritus/Emerita and nomination for Honorary Degree
- 3.4 - UPPL Corporate Structuring
- 4.1 - Fraud and Corruptions Control Plan
- 4.2 - Amendments and additions to Academic Delegation Ordinance Schedule (management of courses and units)
- 5.4 - Academic Senate Review
- 6.4 - UTAS Holdings Board Minutes

- 6.5 - UPPL Board Minutes, 25 August and 6 October 2021

2. MEMBERS ONLY

2.1 *Members Only

Members discussed the upcoming Strategy Session to be held the following day, noting that the presentations would be limited to 20 minutes, with each college and division lead providing a 5-minute overview, followed by questions from Council members. The Vice-Chancellor relayed the value of the feedback provided to the University Executive Team during these sessions, adding that the University's cost budget would be settled based upon the outcome of these strategic discussions.

2.2 Extended Nominations Committee Report

This item was unstarred and therefore not discussed.

Resolution 28-10-2021_UC_12845-10292

Council **approved** the extension of the term of office for the current Deputy Chancellor, Mr Harvey Gibson for a further year for a term ending 31 December 2022.

Resolution 28-10-2021_UC_12845-10293

Council **approved** the extension of the term of office for Mr James Groom for a further three-year term ending 31 December 2024.

2.3 Nominations for Professor Emeritus / Emerita and Nomination for Honorary Degree

This item was unstarred and therefore not discussed.

Resolution 28-10-2021_UC_17188-10249

Council **approved** the conferral of the title of Professor Emerita on Professor [REDACTED].

Resolution 28-10-2021_UC_17188-10250

Council **approved** the conferral of the title of Distinguished Professor Emerita on Professor [REDACTED].

Resolution 28-10-2021_UC_17188-10251

Council **approved** the conferral of the title of Distinguished Professor Emeritus on Professor [REDACTED].

Resolution 28-10-2021_UC_17188-10252

Council **approved** the conferral of the award of Doctor of Letters (DLitt) Honoris Causa for [REDACTED].

3 STRATEGIC AND PERFORMANCE SESSION

[REDACTED] *joined the meeting at 4.17pm*

3.1 * University Performance Report

The Vice-Chancellor provided Council with an update on the University's planning for the return of international and interstate students with the announcement of the opening of the borders set to begin in the first half of 2022. Members discussed the impact of living with COVID following the easing of border restrictions, noting the strategies the University will deploy to manage the safety of students and staff on campus, including encouraging all eligible people to get vaccinated and actively managing those requiring mandatory vaccination under Public Health orders, noting the rate of vaccination for health and medicine staff and students was tracking at approximately 90% having received their first dose.

Council noted that to further mitigate long-term pipeline impacts of the drop in international students, Management had begun negotiations with two educational providers interstate to deliver teaching to international students in Melbourne and Sydney. Members discussed the monitoring of third-party arrangements such as these and queried how these related to the plans for the creation of a COBE international school in Sydney and how potential brand risk is being managed. The Provost and Academic Senate are responsible for monitoring third-party arrangements including quality assurances for course content

and delivery, and Council requested that these issues be considered by the Audit and Risk Committee in the new year, with a paper to be provided setting out the potential risks and mitigants associated with interstate educational providers.

The following additional items were raised for members attention:

- The panel of Executive Coaches established to support senior leaders has been selected based on higher education expertise, experience and alignment with the University's behaviours and values.
- The 2022 school leaver recruitment campaign is generating a strong volume of applications, particularly compared to the years prior to introduction of the Schools Recommendation Program (SRP). Applications have slowed down from larger colleges and in response the University will hold a series of roundtables with key stakeholders to understand how to best support colleges as the SRP model continues to roll out.
- [REDACTED]
- Space utilisation across buildings and teaching spaces continues to be monitored to inform timetabling of existing buildings and in the design planning around new builds.

Action: Vice-President Strategy, Finance and Marketing to prepare a paper on risks and mitigants associated with engaging interstate educational providers, to be considered by Audit and Risk Committee in 2022.

Resolution 10-09-2021_UC_19389-10085

Council noted the University Performance Report for October 2021.

[REDACTED] left the meeting at 5.12pm

3.2 * Student Performance Measures

The Provost presented Council with an overview of existing Student Performance Measures noting the following:

- The Federal Government, and individual institutions, have an interest in student performance metrics, particularly where these allow for benchmarking against the sector and these metrics traditionally drive strategic planning and the allocation of resources to various areas of focus.
- Student learning performance indicators create opportunities, but also limitations in the way in which universities work to improve the student experience.
- The relationships between individual cohort and enrolment factors and performance in key performance indicators are highly complex. The highest profile indicators are used sector wide to benchmark performance but there are limitations in their power to predict, and data for many key indicators is lagged. For example, retention data for students commencing in 2021 will not be received until late in 2023. This makes it hard to assess the impact of a single program or intervention.
- Whilst critical metrics such as retention rates guide strategic initiatives in teaching, learning and student experience, the University's approach to measuring performance in student learning must be nuanced so that it identifies and helps plan for the needs of our students.

Members noted the types of retention used in the higher education sector in Australia, noting that the Federal Government is most interested in adjusted retention which measures for commonwealth supported students only and is used when assessing institutional performance. Retention data is influenced by cohort factors, with students from disadvantaged and underrepresented groups less likely to be retained. A student's age when they commence and the ways in which they enrol also influence retention results. Retention data is closely monitored at UTAS noting the importance of examining different cohorts and trends to ensure that this informs planning for programs and initiatives such as curriculum transformation, timetabling renewal, the introduction of the keynote teaching model and the University Community Engagement Model.

Council discussed the student performance measures and their impact on the University's strategy, noting that alternative surveys such as eVALUate, the International Student Barometer, and the Commencing and Lost Student Survey are available to assess student satisfaction and experience. These surveys have different metrics and may not necessarily relate but can be used to provide alternative data which, used selectively, and adjusting controls for various cohorts, can provide valuable insight to help guide strategic initiatives and programs.

Resolution 28-10-2021_UC_14325-10295

Council noted the presentation on Student Performance Measures and the ways in which different metrics are used to assess University performance.

████████████████████ joined the meeting via zoom at 5.41pm

3.3 *Update on the first concept Sandy Bay Masterplan

The Chair, UPPL, CEO UPPL and ██████████████████████ presented the proposed Concept Sandy Bay Masterplan and set out the next steps in the process to finalisation of the Planning Scheme Amendment (PSA) scheduled for submission following Council's final approval in December.

Council noted the following:

- The PSA is being submitted to the City of Hobart to remove the education overlay to the Sandy Bay site enabling UPPL to develop surplus land and assets at the Sandy Bay site.
- Since Council's last update, the draft concept Masterplan has been considered by key stakeholder groups and based on feedback received, minor design amendments will be made in preparation for the release of the Masterplan update between 15 November and 1 December 2021.
- The execution of a comprehensive stakeholder engagement strategy has resulted in broad community consultation and informed the development of a shared vision and guiding principles against which the Concept Masterplan is being assessed. To date, media and community feedback has been favourable, with approximately 3,200 visits to the Masterplan website in the past week alone.
- Key design moves in the Concept Masterplan have been in response to themes identified from community engagement with members noting the detailed work undertaken to address each theme, resulting in 14 key community outcomes incorporated in the Concept Masterplan. These include a minimum 30 per cent reduction in embodied carbon production in all new buildings while working towards include a site-wide net zero emissions target by 2030.
- The next steps include the collation of all feedback, revise and finalise the Concept Masterplan in preparation for its release online and Council to consider and approve the Sandy Bay Masterplan for submission of the Planning Scheme Amendment and the economic viability and feasibility model.

Members discussed the major eco-tourism attraction for Hobart and Mt Nelson noting that this would include rock climbing and mountain biking and would be located within the Mount Nelson Tourism Precinct. It was agreed that the wording relating to the 'Conservation of 50 hectares of dedicated bushland reserve' would be revised to ensure it was clear that a minimum amount of this bushland would be set aside as nature reserve.

Resolution 28-10-2021_UC_18045-10296

Council noted the proposed Concept Masterplan for the Sandy Bay Campus and the next steps to finalise the Planning Scheme Amendments submission ready for final consideration by Council at its meeting on 3 December 2021.

████████████████████ left the meeting at 6.06pm

3.4 UPPL Corporate Structure

This item was unstarred and therefore not discussed.

Resolution 28-10-2021_UC_11855-10297

Council noted:

- the update on funding constraints for the UPPL funding strategy;
- the proposed Corporate Structuring Framework for Sandy Bay development; and
- a visual diagram for a 'limited recourse development finance vehicle' that will likely be a key corporate vehicle to fund development within the funding constraints.

4 FOR DECISION

4.1 Fraud and Corruptions Control Plan

This item was unstarred but was discussed under item 2.1 Members Only.

Resolution 28-10-2021_UC_14171-10169

Council **approved** the updated Fraud and Corruption Control Plan.

4.2 Amendments and additions to Academic Delegations Ordinance Schedule (management of courses and units)

This item was unstarred and therefore not discussed.

Resolution 28-10-2021_UC_15028-10245

Council **approved** the amendments and additions to the *Schedule of Academic Delegations*, with respect to Section 9: Management of Courses and Units of Study.

4.3 * Approver for the Establishment and Acquisition of Interests in Investee Companies of UTAS Holdings Pty Ltd

Council noted that the Vice-Chancellor is currently the approver for the establishment and acquisition of interests in investee companies of UTAS Holdings Pty Ltd. To enable UTAS Holdings to commercialise University Intellectual Property (IP) more efficiently through investee companies, avoid duplication of decision making and simplify and streamline the process, Council has been asked to consider a recommendation to change the approver to the UTAS Holdings Board. Considering the appropriate checks and balances in place to minimise risks and the regular reporting of UTAS Holdings Board to Council, members unanimously supported the proposal and resolved as recommended.

Resolution 28-10-2021_UC_18269-10278

University Council delegated the power to UTAS Holdings Pty Ltd to approve the establishment and acquisition of interests in investee companies, and divestment of such, to the UTAS Holdings Board subject to:

- the Board's consideration of:
 - corporate governance
 - business model
 - financial position
 - property, including IP
 - current investments and capital structure
 - maturity
 - legal due diligence
 - a comprehensive risk assessment
- regular and appropriate risk-based reporting to University Council on UTAS Holdings' investee company portfolio.
- establishment by UTAS Holdings of appropriate procedures to oversee the portfolio and administer each membership.

4.4

This item was a late paper circulated after the agenda pack was disseminated.

Council was asked to consider the late paper relating to the University's Divestment of [REDACTED]. Although Council had already approved the divestment strategy and provided delegated authority to the Vice-Chancellor and/or Chief Operating Officer to sign necessary documentation (in March 2020 and March 2021), for the University to proceed and to meet regulatory requirements of [REDACTED], a specific resolution of Council is required.

Council unanimously supported the proposal as presented and resolved as recommended.

Resolution: 28-10-2021_UC_19122-10330

University Council delegated authority to the Vice-Chancellor and/or Chief Operating Officer to:

- enter into an "Equity Collar" derivative transaction as a hedging strategy in respect of the University's [REDACTED]

5. FOR NOTING

5.1 * Funding Update

In April 2021, Council approved the potential sourcing of the additional [REDACTED] million term debt facility and refinancing existing \$ [REDACTED] million debt facility from a lending source other than Tascorp. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Resolution 28-10-2021_UC_10539-10305

Council noted

- [REDACTED]
- following constructive discussions with Tascorp and the Tasmanian Government, it is likely the commercial market will best fit the University's funding needs and Management will now proceed to a detailed assessment of these options.

5.2 * UTAS Holding Update

UTAS Holdings has recently been revamped to serve as the end-to-end commercialisation vehicle for the University, with governance structures and the Board of UTAS Holdings having been refreshed to achieve the strategic aim of increasing commercialisation capability, impact, and outcomes, as per the University's Strategy. Activity to date has focused on engaging with academic areas, building relationships and awareness, and uncovering potential opportunities.

Members noted that the University had recently hosted a successful visit from venture capital partner [REDACTED]), with various areas targeted for further exploration including [REDACTED] and the [REDACTED]. Following the visit, [REDACTED] are compiling recommendations to progress these opportunities, with further updates to be provided to Council throughout 2022.

Resolution 28-10-2021_UC_12688-10279

Council noted the update summarising the recent activity in UTAS Holdings.

5.3 * Refinancing of Student Accommodation Transaction

This item was starred for discussion.

At its meeting on 15 October 2021, the Strategic Resourcing Committee considered an update on the long-term student accommodation transaction and the risk that the student accommodation partners ([REDACTED]) will fail to refinance their debt. SRC referred the paper to Council, seeking further consideration of the aforementioned risk and to review the options for how the University may proceed.



Resolution 28-10-2021_UC_11008-10304

Council noted the elevated risk that the student accommodation transaction partners will fail to refinance their debt and the options for the University to proceed.

5.4 Academic Senate Review

This item was unstarred and therefore not discussed.

Resolution 28-10-2021_UC_14212-10246

Council noted the extensive work undertaken to review the role and composition of Academic Senate and agreed to consider it as satisfactorily meeting the intent of the following Council action from 2019: *"Council resolved that a scope for a project to review the role and composition of Academic Senate be drafted and forwarded to Council for consideration."*

6. MONITORING – COUNCIL COMMITTEE REPORTS

6.1 * Report from Academic Senate

Although starred for discussion, the Chair of Academic Senate and Council Members agreed to take the report as read with no further questions raised.

Resolution 28-10-2021_UC_14013-10247

Council received and noted the Report from Academic Senate.

6.2 * Report from Audit and Risk

Although starred for discussion, the Chair of Audit and Risk and Council Members agreed to take the report as read with no further questions raised.

Resolution 28-10-2021_UC_16333-10280

Council received and noted the Report from the Audit and Risk Committee.

6.3 * Report from the Strategic Resourcing Committee

Although starred for discussion, the Chair of the Strategic Resourcing Committee and Council Members agreed to take the report as read with no further questions raised.

Resolution 28-10-2021_UC_18990-10298

Council received and noted the Report from the Strategic Resourcing Committee.

6.4 UTAS Holdings Board Minutes

This item was unstarred and therefore not discussed.

Resolution 28-10-2021_UC_10716-10281

Council noted the Minutes from the UTAS Holdings meeting held on 3 August 2021.

6.5 UPPL Board Minutes

This item was unstarred and therefore not discussed.

Resolution 28-10-2021_UC_14441-10282

Council noted the minutes from the UPPL Board meetings held on 25 August 2021 and 6 October 2021.

7. Other Business

7.1 *Graduation in Absentia

Resolution 28-10-2021_UC_17551-10257

University Council approved the applications for the conferring of awards as presented.

Resolution 28-10-2021_UC_17551-10258

University Council revoked the awards of Bachelor of Engineering (Honours) (Mechatronics) and Diploma of Philosophy for graduate [REDACTED] and re-conferred them in the name of [REDACTED].

7.2 * Other Business, Confidential Items and Future Meetings

Thank you to UTAS staff

The Vice-Chancellor advised that the University is set to deliver a better-than-expected financial result in 2021 that ensures it is on a path to long-term financial sustainability. In recognition of the efforts of staff and in acknowledgment of their collective decision to forgo the 2per cent pay increase in the past year, Management have agreed to offer staff an additional one-off payment equivalent to 2per cent of their base salary, to be paid in the first December payroll. Staff will also be provided with additional grace days of leave in December from Christmas to New Year's Day.

Council discussed the financial impact of this decision, noting that with the inclusion of part-time and casual staff, excluding superannuation, the lump sum required would reach \$8 million. It was agreed that a one-off payment related to a percentage of staff salaries is the most equitable and least complicated approach. Members noted the update and commended the Vice-Chancellor and the University Executive Team on their decision.

Chair, Academic Senate

Council was pleased to note that Professor Natalie Brown had been re-elected to the position of Chair, Academic Senate for a further two-year term. Members congratulated Professor Brown and expressed their collective appreciation for her continued commitment to the role of Chair and her ongoing contribution to Council.

The meeting closed at 6.45pm. Council will meet again on 3 December 2021 in Hobart.

University Council Minutes

University Council members met from 8.30am to discuss their officer duties under the *Work Health and Safety (WHS) Act 2012*. Members confirmed their understanding of the officer obligations and undertook a Council safety observation across the Sandy Bay campus.

The University Council met at the Sandy Bay Campus in the Council Room and by video conference (via Zoom) on Friday 3rd December 2021 from 11am.

Members: The Chancellor (Ms Alison Watkins) as Chair, Vice-Chancellor (Professor Rufus Black), Miss Kate Bramich, Professor Natalie Brown, Mrs Susan Chen, Professor Peter Dawkins AO, Mr Harvey Gibson, Mr James Groom, Ms Tara Howell, Distinguished Professor Jamie Kirkpatrick, Ms Pip Leedham, Ms Jacqueline Seward and Ms Sheree Vertigan AM.

In attendance: [REDACTED] attended for all items other than members only. Ms Sally Paynter attended as University Secretary.

By invitation: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

1 INTRODUCTORY ITEMS

The Chancellor welcomed members with an Acknowledgement of Country.

1.1 Welcome and Apologies

There were no apologies.

1.2 Declarations of interest

There were no declarations of interest

1.3 Minutes

Resolution 03-12-2021_UC_16850-10418

Council **approved** the minutes of the meeting held on 28 October 2021 as a true and accurate record.

1.4 Actions

In response to a query regarding an outstanding action item relating to consideration of how Academic Senate engages with reports to Audit & Risk Committee on whole of University academic risks, members noted that through the appointment of the Chair, Academic Senate to the Audit and Risk Committee, a greater focus on the role of Academic Senate in respect of the management of academic risk will be undertaken. Audit and Risk Committee will seek to better understand the roles of both the Provost and Academic Senate in relation to the management of academic risks relating to the Tertiary Education Quality and Standards Agency and the application of the Higher Education Standards Framework.

Action: *Audit and Risk Committee to consider information to better understand the roles of both the Provost and Academic Senate in relation to the management of academic risks relating to the Tertiary Education Quality and Standards Agency and the application of the Higher Education Standards Framework.*

Resolution 03-12-2021_UC_16850-10419

Council **received** a report showing progress on all outstanding items from previous Council meetings.

1.5 *Items to be starred / Motions on unstarred items

The Chair noted the starring of the following items:

- 4.5 – Student Academic Integrity Ordinance
- 4.6 – Treasury and Investment Policy
- 5.2 – Update on Master Planning
- 5.5 – Disability Inclusion Action Plan 2022 – 2024
- 5.6 – Compliance Report

The motions relating to the remaining unstarred items were passed in a block:

- 2.3 – Remuneration and Nominations Report
- 4.4 – Refinancing of Student Accommodation Transaction
- 4.7 – Internal Audit and Risk Management Plan 2022 - 2024
- 4.8 – Update to Audit and Risk Committee Terms of Reference
- 5.1 – Funding Update
- 6.5 – UPPL Board Minutes.

2. MEMBERS ONLY

2.1 *Members Only

Appointments to Council

In response to a question raised regarding what consideration had been given to the appointment of an Indigenous person as a member of Council, the Vice-Chancellor advised that a suitable representative had been identified but would not be available to take on the role until the end of 2022 because of other commitments. Members noted that through appropriate succession planning a position on Council would be available for the identified individual and that it was anticipated that this could happen in 2023.

Australian Financial Review Lifetime Achievement Award

Members noted that Professor Peter Dawkins AO had been awarded the Lifetime Achievement Award by the Australian Financial Review for his dedication to improving the broader education sector. The honour recognises Professor Dawkins as one of the nation's leading authorities on education and social policy, fostering innovation and reform in his endeavours to improve education frameworks in Australia. Council congratulated Professor Dawkins for this well-deserved honour.

2.2 *Nominations for Appointment to University Council

The Chancellor spoke to the report from the Extended Nomination Committee, noting that after an active search through State-wide advertisement to identify nominees and undertaking a series of interviews with short-listed candidates, the Committee were confident in recommending both Ms Alicia Leis and Ms Sarah-Jayne Hall for appointment to Council.

As advised at the October meeting of Council, the selection process had targeted individuals who offered skills and experience in finance and audit and property development. A search was ongoing to identify a suitable candidate in the areas of IT strategy. The Chancellor thanked those Council members who had provided the names of potential nominees, noting that unsuccessful applicants would be advised of the outcome of the process before the end of the year. Members acknowledged the quality of the process undertaken by the External Nomination Committee, in particular the engagement of the external members on the Committee, that had resulted in the identification of outstanding applicants.

In response to a query raised regarding the management of the potential conflict of interest [REDACTED]

[REDACTED], members noted that [REDACTED] had flagged the conflict during the Committee's deliberations and had not been involved in discussions by the Committee nor involved in the interview process [REDACTED]. Members expressed their satisfaction that this conflict had been appropriately managed.

2.3 Remuneration and Nominations Report

This item was unstarred and therefore not discussed.

Resolution 03-12-2021_UC_11273-10452

Council **approved** the extension of Audit and Risk Committee external member, Mr Mike Blake for a 12-month term ending 28th February 2023.

Resolution 03-12-2021_UC_11273-10453

Council **appointed** external representative of the University of Tasmania's Menzies Institute for Medical Research, Mr Edward Kemp to the University Foundation Committee for a 2-year term ending 31 December 2023.

Resolution 03-12-2021_UC_11273-10454

Council **re-appointed** Dr David Warren to the University Foundation Committee for a 2-year term ending 31 December 2023.

2.4 *Election of a Second Deputy Chancellor

Due to the recognised conflict Council member Mr James Groom left the Council Room at 11.24am

Council endorsed the proposal to elect a second Deputy Chancellor and were unanimous in their support for the election of Mr James Groom to the role. Members agreed that Mr Groom demonstrated the leadership qualities and skills that align with the attributes necessary to perform the role of the Deputy Chancellor.

Resolution 03-12-2021_UC_10358-10441

Council **considered** a proposal to elect a second Deputy Chancellor.

Resolution 03-12-2021_UC_10358-10470

Council **elected** Mr James Groom to the role of Deputy Chancellor for a three-year term ending 31 December 2024.

Mr Groom re-joined the meeting at 11.26am

3 STRATEGIC AND PERFORMANCE SESSION

[REDACTED] *joined the meeting at 11.39am*

3.1 * University Performance Report

The Vice Chancellor provided Council with an update on two current strategic issues:

University relocation to the Hobart CBD

Council was informed that feedback has been received from some community members regarding the University's relocation to Hobart CBD, specifically in relation to why the University would want to consolidate in the city of Hobart and move away from the Sandy Bay campus. Whilst the sentiment was limited to a specific group of individuals, submitting the planning scheme amendments for the Sandy Bay campus and the development application for the Forestry building as planned would make public the University's plans in conjunction with a newspaper and social media presence addressing the various misconceptions. Members noted that staff had requested more information on the issues presented so that they are able to address misconceptions through their communities and networks and alumni. Hobart City Council and the Premier were also satisfied with the community consultation to date and messaging about the relocation.

Council agreed that whilst the withdrawal of plans to develop the Melville Street Parklet was disappointing, it was necessary to enable the University to focus on ensuring support to build other key developments. Focused messaging about the role of the University and the educational and student focused benefits of consolidating a city campus will be paramount to addressing community doubt and misconceptions.

Mandating COVID-19 Vaccinations

In line with the Tasmanian Government approach the University's risk assessment found that making COVID-19 vaccinations mandatory would reduce the risks posed by the virus. Vaccination status of individuals in the workplace significantly impacts the probability of transmitting COVID-19 with studies suggesting an approximate 20-fold reduction in risk if one person is vaccinated rather than unvaccinated, and a 200-fold reduction if both people are vaccinated. Following analysis of the staff and student survey recently undertaken, the result overwhelmingly reflected support for this approach (83% of staff and 76% of students voted in favour). From 15 January 2022, staff and anyone coming on to campus will be required to be fully vaccinated

or have an exemption. Members supported the approach noting the importance of efforts to reduce the risk of COVID-19 transmission for those University staff and students who cannot get vaccinated, are more vulnerable or who lived with vulnerable people.

Council discussed the impacts of living with COVID-19 after the border restrictions eased on 15th December 2021, noting that one of several scenarios planned for had included a variant strain of the virus and that vaccine effectiveness would dictate how disruptive outbreaks would be for the University community. Members were informed that contact tracing and other safety measures will be deployed to ensure the safety of staff and students.

The following additional items were raised for members attention:

- Preparations continued for the rollout of the new keynote delivery with students participating invited to provide feedback. Online delivery standards were being developed by the Academic Executive Director and once implemented would result in improved experience for students. Council was advised that students will experience at least 2 hours of on campus, face-to-face contact per week, per unit, learning through smaller group sessions.
- Preparations for the return of international students in 2022 continued with a specific focus on how to bring continuing students safely back on-island, and how to best support students traveling internationally. Early planning had factored in a COVID-19 variant with initial number of international student enrolments relatively strong, however the challenges of uncertain border restrictions remained a deterrent for some students.
- Positive feedback had been received from University Open Days held around the State and in Sydney, with attendance in line with previous years and future students reporting that meeting with academic staff and current students throughout these Open Days was their preference. Strategies for attracting more interstate students including on-island visits had proven successful, noting that early indications showed that conversation rates from offer to enrolment improve when students were able to experience where they would be studying.
- Negotiations on the renewal of the Staff Agreement were continuing with phase one of the process to simplify and update sections of the current agreement now complete. Members were advised that negotiations were likely to continue into 2022, with management anticipating that aspects of the future agreement could be put to a vote by end of Q1 2022
- [REDACTED]
- [REDACTED]

Action: Provost to present to Council on online delivery standards at an appropriate meeting in 2022.

Resolution 03-12-2021_UC_11930-10420

Council **noted** the University Performance Report for December 2021.

[REDACTED] left the meeting at 12.40pm
[REDACTED] joined the meeting at 12.40pm

3.2 * Recruitment of Tasmanian Adult Learners

The Vice President Strategy, Finance and Marketing presented Council with an overview of the strategy for recruitment of Tasmanian adult learners, noting the following:

- The recruitment of Tasmanian adult learners presents opportunities to increase on-island revenue, lift educational attainment in the state and scale up the University's approach interstate.
- Adult learners (age 20 and over) are a significant part of the University community and constitute most of the Tasmanian cohort. Teaching adult learners is an important part of the University's operating model, adult learners are significantly lower cost per acquisition (compared to non-adult learners), with adult learners making up 60% of the University's core commencing Tasmanian load, making the University the 5th highest adult learner to non-adult learner ratio in the sector, teaching 3.6 adult learners for every 1 school leaver.
- The adult learner cohort has declined slightly over the past 5 years, with 40% of Tasmanian adult learners opting to study with an interstate university, with most of these individuals remaining in the State (eg. studying via distance mode) and citing administration barriers, not getting into a specific course or it not

being offered at a preferred location as reasons for enrolling elsewhere.

- Specific recruitment strategies and dedicated resources have so far not been dedicated to this cohort of students, resulting in a lack of understanding of personal factors contributing to a higher rate of attrition in Tasmanian adult learners compared with other student cohorts.
- The Tasmanian Analytics Project (TAP) uses internal and external institutional and household data to provide insight into how to attract and target students effectively through predicting future cohorts and enabling creation of new targeted course concepts. Other strategically targeted approaches to better understand the Tasmanian adult learner cohort include focused market research to identify key channels to recruit adult learners.

Council discussed the importance of understanding and promoting industry partnerships as a way of enhancing enrolment opportunities for Tasmanian adult learners and the benefits of promoting microcredential offerings at UTAS, noting that these are certification-style qualifications that individuals choose to study to improve a skill found in a particular industry area. Members discussed the potential challenges this cohort of students faced in completing their studies and noted the targeted retention strategies planned, using the Student Advice and Mentoring model.

Resolution 03-12-2021_UC_14453-10450

Council **noted** the presentation on the Recruitment of Tasmanian Adult Learners.

██████████ left the meeting at 1.20pm

4 FOR DECISION

4.1 * University Budget 2022

██████████ joined the meeting at 1.50pm

The Vice President Strategy, Finance and Marketing and Chief Finance Officer presented the 2022 Budget to Council, advising that whilst external factors influencing international students were becoming clearer uncertainty still existed, with student behaviour, how they respond to opening borders, their ability to arrive on campus and their willingness to study offshore for Semester 1, all potentially able to materially influence the reported EFTSL and revenue for 2022. Based on this uncertainty the 2022 Budget is submitted with an institutional level budget target result for approval, noting that salary and expense budgets have been distributed at a College and Divisional level in a similar process to 2021 and that the allocation of that budget to College and Division cost centres will occur in early 2022 when there is greater clarity on international revenue.

During discussion the following was noted:

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Council unanimously approved the 2022 institutional Budget as presented.

Resolution 03-12-2021_UC_15801-10435

Council **approved** the 2022 institutional budget including:

- The institutional revenue budget based on current scenario modelling
- Salary and expense budgets, including the consolidated impact of subsidiary results
- Core Operating Result and Total Result budget targets

- An increase in the BAU capital expenditure envelope from [REDACTED]m to [REDACTED]m, excluding 2021 project carryovers.

Resolution 03-12-2021_UC_15801-10455

Council **noted** that the University Budget allocated at College and Divisional level and a Cashflow Budget would be submitted to Council in April 2022.

[REDACTED] left the meeting at 1.58pm

4.2 *Update on the Financial Masterplan

[REDACTED] joined the meeting at 1.58pm

Financial Masterplan

The Chief Operating Officer provided Council with an overview of the current Financial Masterplan, noting that the University's Strategic Plan sets out three key strategies that underpin the University's financial sustainability and in combination form the Financial Masterplan. These included applying a strategic approach to growing revenue; efficient resourcing and cost management; and strengthening the University's long-term financial position by optimising the balance sheet. Members discussed the objectives and principles of the Masterplan, noting that the revenue strategies targeting key market segments in Tasmania, interstate and internationally were on track to deliver the revenue required to achieve the University's mission. [REDACTED]

[REDACTED] The balance sheet optimisation framework would enable the University to maximise access to capital to deliver the transformation program and participate in diversified income generating activities, sourcing funds through a combination of debt, EDITDA, cash from securitisation and returns from UPPL, the Investment Portfolio and UTAS Holdings. Management advised that information that would enable members to consider and agree approaches to investment opportunities, the approach to securitisation and discuss various scenarios to determine preferred markets will be provided to the April 2022 meeting of Council.

Council discussed strategies for optimisation of the University's balance sheet, noting the current funding is insufficient to fund both teaching and research activities and replace legacy assets. Council agreed that more could be done to leverage the University's investment grade credit rating to support the Northern and Southern Transformation programs and generate significant returns through the Sandy Bay masterplan. Council supported harnessing the skills of the specialist Boards of both UPPL and UTAS Holdings to drive diversification of income strategies.

Management outlined the objectives and principles for the balance sheet optimisation framework, noting that objectives defined **what** the University is trying to achieve, and the principles determine **how** the University would go about it. The list of objectives and principles were categories under three key areas: sustainable long term financial performance; strategic prioritisation of capex; and optimising funding. In response to a query raised in relation to the objective "*Optimised utilisation of UTAS assets for both university use and value creation*" it was agreed that the statement on value creation may send the wrong message, and that further consideration would be given to clarifying this objective. Members also agreed to amend objective 5 "*Maximum funding capacity, with appropriate diversification of funding sources*" by replacing the word maximum with Increase.

Council discussed key assumptions underpinning the Masterplan, noting the following:

- The Northern Transformation is on track for a transition to the new campus at Inveresk between 2022 and 2024. Apart from the planned transition of TIA at Newnham which remained un-scoped, the budgets for all projects were scoped at either a high or detailed level. Whilst the cost of construction materials was increasing it was noted that each project incorporated varying levels of contingency.
- The Southern Transformation masterplan s being refined with Forestry and Timberyards construction starting in 2022 and the completion of the entire project set for 2030. Members noted the move towards design elements for buildings that are modular, that are designed for multiple uses, demonstrate the highest environmental performance, and can be altered to best support future need. In response to a question raised in relation to the status of the scoping of the budget and progress for the Tarooona project, it was noted that the relocation of the IMAS team from the North of the State to Tarooona was progressing and on track. The balance of the project, including refurbishment of the Tarooona site, remained unscoped.
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Resolution 03-12-2021_UC_19077-10449

Council **noted** the progress update on the development of a Financial Masterplan.

Resolution 03-12-2021_UC_19077-10493

Council **noted** that the University is transitioning to alternative lenders [REDACTED].
[REDACTED] left the meeting at 2.57pm

4.3 *Sandy Bay Masterplan – Submission of PSA

[REDACTED] joined the meeting at 2.57pm

The Chair, UPPL, CEO UPPL and [REDACTED] attended to speak to the presentation as provided in the Agenda papers, noting that Council is requested to provide final approval for the lodgement of the Planning Scheme Amendment (PSA) to the City of Hobart on 6 December 2021, for the removal of the education overlay on the UTAS Sandy Bay site.

Members were advised that since Council's last meeting in October the project had reached the final stage of engagement before the commencement of the PSA process, noting that in response to the ongoing engagement, key design changes had been applied to the Concept Master Plan including a change to building heights and density targets to provide an additional 200 dwellings for an approximate total of 2,700; an increase in retail and commercial carparking and further consideration of accessibility to attainable housing and changes to existing facilities.

During discussion Council noted that further work would be undertaken to re-orient the proposed additional townhouses in Precinct 5 following the mapping of individual trees in that area, and that these trees would be retained and form a gateway to the precinct. Members also confirmed that Source Wholefoods was included on the Master Plan and noted that details for each precinct would continue to be refined through the development application process. [REDACTED]

[REDACTED]

Members noted that the process of consideration of the PSA submission could take up to nine months, with Hobart City Council having 42 days to vote on whether to accept the submission, followed by another vote on support for the PSA and if successful, an exhibition of the Concept Master Plan would follow.

Council acknowledged the quality and quantity of work undertaken by the team, led by UPPL CEO, [REDACTED] in developing the final Planning Scheme Amendment submission, praised the guidance and expertise provided by the UPPL Board, and the outstanding Concept Master Plan for Sandy Bay [REDACTED].

Resolution 03-12-2021_UC_14347-10446

Council **approved** the lodgement of the Planning Scheme Amendment (PSA) submission to the City of Hobart on 6 December 2021 for the removal of the education overlay on the UTAS Sandy Bay site.

Resolution 03-12-2021_UC_14347-10447

Council **approved** the delegation of authority to the Vice Chancellor to provide 'owner consent' as owner of the land to which the Planning Scheme Amendment Application relates noting this is a technical requirement of the PSA submission.

[REDACTED] left the meeting at 3.29pm

4.4 Refinancing of Student Accommodation Transaction

This item was unstarred and therefore not discussed.

Resolution 03-12-2021_UC_14284-10451

Council **approved** the University negotiating an alignment of the term of all properties under the Purpose-Built Student Accommodation (PBSA) Agreement within the Student Accommodation concession to 2051, subject to financial and legal due diligence.

4.5 *Student Academic Integrity Ordinance

This item was starred for discussion.

A member of Council queried the inclusion of the following example of collusion and facilitating breaches of academic integrity "Assisting another student, whether intentionally or otherwise, to commit a breach of academic integrity" noting that this could negatively impact student undertaking group work, unaware of their fellow students' intentions.

Council agreed to approve the revised *Student Academic Integrity Ordinance*, subject to refinement of the problematic example discussed.

After the meeting, it was confirmed that the problematic example discussed will be removed from the revised Student Academic Integrity Ordinance.

Resolution 03-12-2021_UC_14887-10392

Council **approved** the revised *Student Academic Integrity Ordinance* to take effect on 1 January 2022.

4.6 *Treasury and Investment Policy

This item was starred for discussion.

Members noted that amendments to the *Treasury and Investment Policy* are being proposed in response to the University's developing a Financial Masterplan and to ensure that it more accurately reflects the revised investment operating model and associated investment strategy which is currently in place. In response to a question raised regarding the proposed removal of clause 1.5 "Investment funds will be utilised in support of the renewal of necessary physical infrastructure of the University and for strategic purposes", Management advised that removing the clause would broaden the University' ability to strategically deploy investment funds to support the University's mission beyond just renewal and transformation of physical infrastructure.

Resolution 03-12-2021_UC_19444-10430

Council **approved** the proposed changes to the current *Treasury and Investment Policy* as outlined in Section 1: Investment Funds.

4.7 Internal Audit and Risk Management Plan 2022 – 2024

This item was unstarred and therefore not discussed.

Resolution 03-12-2021_UC_17028-10426

Council **approved** the Internal Audit and Risk Management Plan 2022-2024.

4.8 Update to Audit and Risk Committee Terms of Reference

This item was unstarred and therefore not discussed.

Resolution 03-12-2021_UC_15899-10425

Council **approved** proposed amendments to the Audit & Risk Committee Terms of Reference.

5. FOR NOTING

5.1 Funding Update

This item was unstarred and therefore not discussed.

Resolution 03-12-2021_UC_12770-10433

Council **noted** that the University had discontinued negotiations with Tascorp to investigate alternative funding options with commercial lenders and had completed a request for proposal with three major Australian lenders (CBA, NAB and ANZ) in the week ending 19 November 2021.

Resolution 03-12-2021_UC_12770-10434

Council **noted** best and final offers were being negotiated and the status of the recommended outcome as provided at the Council meeting.

5.2 *Update on Master Planning

This item was starred for discussion.

Council discussed the proposed reassessment of new build requirements versus refurbishment or densification of existing buildings, specifically Hunter Street noting that 4,000 sqm of space had been assessed as being available to incorporate elements of the College of Arts, Law and Education (CALE). Management confirmed that whilst there was a potential risk that leasing arrangements between the University and the State Government might change in the future and impact the proposed refurbishment, the risk remained low.

Resolution 03-12-2021_UC_10686-10436

Council **noted** the evolution of the Masterplan for the Southern Campus and the projected capital spend.

5.3 * Forestry Project Status Update

In addition to information provided to Council through the circulated Forestry Project Status Update, members noted that the tender process for the building contract had begun and that it was anticipated that a decision would be finalised prior to the end of 2021.

[REDACTED] part of the approval to delegate authority to the Vice-Chancellor was the decision to form a sub-committee of Council to provide oversight. Two Council members (Chancellor and Chair of the Strategic Resourcing Committee) will form the sub-committee to oversee the two-part process for the project, through to the appointment of the contractor for the main construction works.

Resolution 03-12-2021_UC_16399-10437

Council **noted** that the construction cost estimate for the Forestry and Timber Yard's Project (former Forestry and Freedom buildings) remains within the Vice Chancellor's delegation to execute a construction contract [REDACTED].

Resolution 03-12-2021_UC_16399-10438

Council **noted** that the Development Application for the Forestry and Timber Yard's Project was proposed to be submitted to the City of Hobart on 17 December 2021.

5.4 *Project Aurora

This item was starred but was discussed under item 3.1 University Performance Report.

Resolution 03-12-2021_UC_16510-10432

Council **noted** the update on Project Aurora.

5.5 *Disability Inclusion Action Plan 2022 – 2024

This item was starred for discussion.

Council queried the composition of the membership of the Disability Inclusion Acton Plan Governance Group, specifically the reference to “*The Governance Group may co-opt additional members as needed, or for specific time periods, including staff or students with lived experience of disability*” and sought clarification as to why Management would not instead choose to invite a staff or student living with a disability to membership of the Group. The Provost advised that she would refer this useful feedback to the proposed Chair of the Governance Group for further consideration.

Resolution 03-12-2021_UC_11443-10369

Council **noted** the University’s Disability Inclusion Action Plan 2022-2024 and its associated Governance Group’s Terms of Reference.

5.6 *Compliance Report

This item was starred for discussion.

Council sought further information relating to the behaviour and misconduct reporting through the Compliance Report, specifically in relation to the 19 cases of sexual assault/sexual harassment (SASH) reported in 2021, noting that this number was extremely high. Management advise that the number reflected the total reported incidences and did not reflect the outcomes for each, noting that not all reports resulted in a formal complaint.

Members agreed that for a student cohort of almost 40,000, the reporting of 19 SASH incidences in a full year is a relatively low number and that whilst the total number of reports is high, it is in fact reflective of an increase in support and advocacy work undertaken by the Safe and Fair Communities Unit, resulting in more students feeling safe and supported enough to report incidences of sexual assault and sexual harassment.

Resolution 03-12-2021_UC_12887-10431

Council **received and noted** the Compliance Report.

6. MONITORING – COUNCIL COMMITTEE REPORTS

6.1 *Report from Academic Senate

In response to a question raised about the level of involvement from student representatives on Academic Senate, the Chair of Academic Senate advised that students were regularly asked to report on issues affecting them and at the November meeting of Senate a strategic session had been held to highlight emerging themes from surveyed students including changes to assessment practices, preferred content delivery and engagement methods. Student representatives had facilitated breakout groups where each College was able to focus on College-specific feedback, with outcomes to be followed up by Associate Deans, Learning, Teaching and Performance. The Chancellor advised that she had attended the November Senate meeting and had joined a discussion group, noting that the student feedback sessions had been very successful with the process skilfully facilitated and the resulting feedback to colleges constructive and well received.

Resolution 03-12-2021_UC_18468-10373

Council **received and noted** the Report from Academic Senate.

6.2 *Report from Audit and Risk

Although starred for discussion, the report was taken as read with no further questions raised.

Resolution 03-12-2021_UC_16589-10440

Council **received and noted** the Report from the Audit and Risk Committee.

6.3 * Report from the Strategic Resourcing Committee

Although starred for discussion, the report was taken as read with no further questions raised.

Resolution 03-12-2021_UC_16302-10448

Council **received and noted** the Report from the Strategic Resourcing Committee.

6.4 * Report from the University Foundation Committee

Although starred for discussion, the report was taken as read with no further questions raised.

Resolution 03-12-2021_UC_17291-10427

Council **received and noted** the Report from the University Foundation Committee.

6.5 UPPL Board Minutes

This item was unstarred and therefore not discussed.

Resolution 03-12-2021_UC_17945-10428

Council **noted** the minutes from the UPPL Board meeting held on 27 October 2021.

7. Other Business

7.1 * Other Business, Confidential Items and Future Meetings

Farewell to Outgoing Council Members

The Chancellor acknowledged that this would be Council-appointed members Mrs Susan Chen and Ms Pip Leedham's last meeting after serving 10 and 11-year terms respectively. Council expressed their appreciation for both Mrs Chen and Ms Leedham's insightful and astute contributions throughout their time on Council, noting particularly that both are committed to ensuring the University's mission was well understood and communicated, are strong advocates for regional communities and believe in the transformative impact of education on the State.

Members thanked Mrs Chen and Ms Leedham for all their efforts and involvement in countless graduation ceremonies, Council and Council committee meetings, and for their collegiality and friendship over this past decade. It was noted that both members will be recognised at a formal farewell in the new year.

The meeting closed at 4.00pm.

Council will meet again on 11th February 2022 via Zoom to consider the 2021 Financial Statements with the next full meeting of Council in Hobart on 23rd February 2022.

University Council Minutes

The University Council met by video conference (via Zoom) on Friday 11th February 2022, from 4pm.

Members: The Chancellor (Ms Alison Watkins AM) as Chair, Vice-Chancellor (Professor Rufus Black), Miss Kate Bramich, Professor Natalie Brown, Professor Peter Dawkins AO, Mr Harvey Gibson, Mr James Groom, Ms Sarah-Jayne Hall, Ms Tara Howell, Distinguished Professor Jamie Kirkpatrick, Ms Alicia Leis, Ms Jacqueline Saward and Ms Sheree Vertigan AM.

In attendance: [REDACTED]
[REDACTED] attended for all items other than members only. Ms Sally Paynter attended as University Secretary.

By invitation: [REDACTED]
[REDACTED]
[REDACTED]

1 INTRODUCTORY ITEMS

The Chancellor welcomed members with an Acknowledgement of Country.

1.1 Welcome and Apologies

The Chancellor welcomed new members, Sarah-Jayne Hall and Alicia Leis to their first meeting of Council.

Council congratulated Distinguished Professor Jamie Kirkpatrick on 50 years with the University of Tasmania. The Chancellor thanked Distinguished Professor Kirkpatrick for the expertise and passion that he brings to the work of Council, noting that the significant achievement will be appropriately acknowledged, hopefully in-person, at a Council dinner during the year.

There were no apologies.

1.2 Declarations of interest

Council noted the following amendments/additions to the Register of Interests:

- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

1.3 Minutes

Resolution 11-02-2022_UC_18997-10648

Council approved the minutes of the meeting held on 3 December as a true and accurate record.

1.4 Actions

Resolution 11-02-2022_UC_18997-10649

Council received a report showing progress on all outstanding items from previous Council meetings.

1.5 *Items to be starred / Motions on unstarred items

The motion relating to the following unstarred item was passed:

- 2.2 – Ceremonial and Honorary Degree Committee Report

2. MEMBERS ONLY

2.1 *Vice-Chancellor's Update

[REDACTED]

Members discussed the reconciliation of the total Australian Government financial assistance under Note 2 *Revenue and income from continuing operations* and confirmed that this section discloses the revenue and income received during the period according to the mandatory disclosures required by the Australian Department of Education. Whilst there was currently no flexibility to amend how this information was represented, management confirmed that they would pass this feedback onto the Department of Education for future reporting.

Council was advised that the following changes had been made to the Financial Statement since they were issued with the agenda:

- References had been updated under Note 1.1 critical accounting estimates.
- The wording of Aurora Provision had been slightly updated; reference changed to “*payment shortfalls*” from “*underpayments*” under the contingency notes on page 22 of the statements.
- Under income statement a note had been added to Key Components of the Result to say that “*Restructure Programs are not included*” (as per previous years).
- In reference to statement of cash flows on page 5, Other operating inflows have been separated into two lines Consultancy and Contracts and Other Operating Inflows.
- Under *Note 20 Key Management Personnel* the wording “*Certain members of Council also receive remuneration in respect of their ongoing employment as a University staff member*” had been added.

In addition to the above amendments, members were advised that the auditors had noted an uncorrected misstatement in their review of key management personnel in the remuneration of executive officers note, specifically in relation to the Vice-Chancellor’s remuneration as part of the bonus paid to all UTAS staff in December 2021. Management had advised the auditors that this was an error and neither the Vice-Chancellor nor Council had intended the payments to include the Vice-Chancellor. To appropriately clarify this miscommunication, management suggested that Council document formally that it confirms that the Vice-Chancellor was not entitled to the bonus payment. The Chancellor formally put a motion to Council confirming that when the Vice-Chancellor provided advice to the October 2021 Council meeting, announcing that an additional one-off payment equivalent to 2per cent of staff base salaries would be paid in the first December 2021 payroll, that this payment did not apply to the Vice-Chancellor.

Council unanimously supported the motion.

Council acknowledged the work of the Financial team, recognising the considerable effort in finalising the annual financial statements within a very tight timeframe and noted that 2021 was an outstanding result in challenging times.

Resolution 11-02-2022_UC_12120-10686

Council confirmed that when the Vice-Chancellor provided advice to the October 2021 Council meeting, announcing that an additional one-off payment equivalent to 2per cent of staff base salaries would be paid in the first December 2021 payroll, that this payment did not apply to the Vice-Chancellor.

Resolution 11-02-2022_UC_12120-10651

Council **approved** the 2021 Annual Financial Statements for the University and its consolidated entities and recommends that the Chancellor and Vice-Chancellor sign the financial statements on behalf of the University.

4. Other Business

7.1 * Other Business, Confidential Items and Future Meetings

There were no items of other business.

Meeting concluded at 4.49pm.

University Council Minutes

The University Council met at the Sandy Bay Campus in the Council Room and by video conference (via Zoom) on Wednesday 23 February 2022 from 9.30am.

Members: The Chancellor (Ms Alison Watkins) as Chair, Vice-Chancellor (Professor Rufus Black), Kate Bramich, Professor Natalie Brown, Professor Peter Dawkins AO, Harvey Gibson, James Groom, Sarah-Jayne Hall, Tara Howell, Distinguished Professor Jamie Kirkpatrick, Alicia Leis, Jacqueline Saward and Sheree Vertigan AM.

In attendance: [REDACTED] attended for all items other than members only. Ms Sally Paynter attended as University Secretary.

By invitation: [REDACTED]

1 INTRODUCTORY ITEMS

The Chancellor welcomed members with an Acknowledgement of Country.

1.1 Welcome and Apologies

New members Sarah-Jayne Hall and Alicia Leis were welcomed to their first full meeting of Council.

There were no apologies.

1.2 Declarations of interest

There were no declarations of interest.

1.3 Minutes

Council accepted the following proposed amendment to the minutes of the meeting on 11 February 2022, noting that management would seek clarification on the definition of *Revenue and Income from Continuing Operations*, and the reconciliation of Note 2 with the Income Statement:

Members discussed the definition of Revenue and Income from Continuing Operations, and the reconciliation of Note 2 with the Income Statement. For example, in the latter, investment income was included, but in the former, it was excluded. It appeared to be an anomaly in the template provided by the Department of Education. Management confirmed they would seek clarification from the Department.

Resolution 23-02-2022_UC_13670-10718

Council **approved** the minutes of the meeting held on 11 February 2022, as amended, as a true and accurate record.

1.4 Actions

Council agreed to amend the action item *Online Learning Delivery Standards* to include a reference to Council member [REDACTED] meeting with the [REDACTED] prior to the next Council meeting in April where the [REDACTED] will present a strategic update on learning and teaching.

Resolution 23-02-2022_UC_13670-10719

Council **received** a report showing progress on all outstanding items from previous Council meetings.

1.5 *Items to be starred / Motions on unstarred items

The motions relating to the unstarred items were passed in a block:

- 4.1 – Amendment and additions to Academic Delegations Ordinance Schedule (Student placement agreements).
- 4.2 – Delegation of Core Partner Agreement – Marine Bioproducts Cooperative Research Centre.
- 4.3 – Membership of Derwent Estuary Program Limited.
- 4.4 – Project Plan Agreement (sub-contract) Variations for IMOS – Research Contracts.
- 5.2 – Compliance Report.

2. MEMBERS ONLY

2.1 *Members Only

Opening of Library Building at Inveresk

Members discussed the recent opening of the Library Building at Inveresk, acknowledging the beauty and distinctiveness of the buildings design, the use of sustainable building materials and its connection to the heritage of the site, including the long history of Tasmanian Aboriginal culture. Council congratulated the Vice-Chancellor, Chief Operating Officer and management teams for creating an outstanding space for staff, students and the wider community and for successfully delivering a building that is welcomed by local communities.

Transformation in the South

Council discussed the vocal resistance voiced by some members of the community following the submissions of the Planning Scheme Amendment for Sandy Bay and the Development Application for the Forestry building in late 2021. Members acknowledged the efforts of senior management and their teams in decisively and logically presenting the rationale for the transformation, specifically the commitment to ensuring accessibility to higher education for all Tasmanians by centrally locating the campus and recognising the positive impact the University's transformation has had in the north of the State. Members also expressed their concern for the Vice-Chancellor and other members of the Transformation Team who were subjected to unacceptable harassment, false or misleading comments and threats made across various social media platforms.

Council again expressed support for the decision to move into the Hobart CBD and its confidence in the work being done to facilitate the relocation. Members noted they would express their collective commitment to assisting the Vice-Chancellor and University Executive Team by testing ideas with, and communicating to, their various networks. Members sought to have clear and concise messages, and basic facts available for them to draw upon, when discussing the University's move into the CBD.

3 STRATEGIC AND PERFORMANCE SESSION

[REDACTED] joined the meeting at 10.04am

3.1 * University Performance Report

The Vice-Chancellor provided Council with an update on the University's ongoing COVID management, noting that the first confirmed case of transmission on campus had been recorded but had been carefully managed with cases limited to a small group of staff. Council was also advised that the University's Crisis Management and Response Team (CMRT) had responded to a recent bushfire on the hill at Proctors Road, with members noting that there had been no property damage.

The following additional items were raised for members' attention:

- Key projects to be undertaken by the Academic Division in 2022 included an academic workload evaluation project, set to commence with a focus on an output-based model for all staff developed around various disciplines and levels. The project aimed to support academic careers and progression, as well as a timetabling transformation project being conducted under the joint sponsorship of the Provost and the Vice-President Strategy Marketing and Finance. The timetabling transformation project would focus on the centralisation of all teaching spaces, except those in a small number of areas with highly specialised facilities, to enable the timetable to be optimised to best support student learning and campus experiences.
- Equivalent full-time student load (EFTSL) was tracking well with the Semester 1, 2022 intake likely to determine how successfully the University will meet budget, noting the slow return of international students poses a challenge to the financial performance of the University in 2022 and 2023.
- The implementation of mandated vaccinations for staff and students is progressing well with vaccination status for fixed and permanent staff at 97% fully vaccinated. Those staff not yet vaccinated have either

committed to being vaccinated by the end of February, participating in the Novavax roll-out by the end of March or are currently on long-term leave with a commitment to being vaccinated prior to their return. Those staff not intending to comply with the vaccination requirement have been issued show cause for termination letters, with each case being closely managed with University Executive Team reviewing each one to ensure consistency and fairness is applied.

- [REDACTED]
- The Investment Portfolio performance for the first month in 2022 saw an increased return of [REDACTED]%. Council noted the growing interest in the market for the University's execution of a Green Bond but acknowledged there was current instability in the international market due to the growing tensions between Russia and Ukraine.

During discussion Council agreed to seek further clarification on the 'Our people' operational update, specifically the 282% increases in the Lost Time Injury Frequency Rate (LTIFR) and additional information on the note on 2020 Australian Higher Education Industrial Association (AHEIA) median of 88.52 and what this meant for the University.

Members also noted that Block Teaching (a model of teaching students one subject at a time over two to four weeks, rather than several subjects at a time over ten to 13 weeks in a semester) would be one of several modes of teaching that will be considered and integrated into the planning for the timetabling transformation project.

Council formally acknowledged the work of the Vice-Chancellor and management team in delivering the first of several new buildings at Inveresk. Members expressed their appreciation for the commitment demonstrated to long term quality and sustainability of the buildings, for delivering on budget and on time, and the careful navigation of complicated community sentiment towards the build that had resulted in a positive outcome for the University and communities in the north of the State.

Action: Management to provide clarification on the 282% increases in the Lost Time Injury Frequency Rate (LTIFR) and additional information on the note on 2020 Australian Higher Education Industrial Association (AHEIA) median of 88.52 and what this meant for the University.

Resolution 23-02-2022_UC_16648-10720

Council received and noted the University Performance Report for February 2022.

[REDACTED] left the meeting at 11.25am

To better assist the flow of the meeting, Council agreed to consider items 3.2 and 3.3 out of order.

3.3 * Student Enrolment Numbers

The Vice-President Strategy Marketing and Finance provided Council with an update on student enrolment numbers, noting that although the way enrolment figures were stated in the University Performance Report had changed the trends had generally remained the same.

The presentation to Council highlighted the following:

- Strategies used to attract students are working and making an impact. Although the current international student market is competitive, it also poses an opportunity for the University to continue to focus on brand recognition through a direct advertising campaign which will be ramped up during Semester 2, 2022.
- Of the three student markets, Tasmanian student enrolment numbers are currently tracking in line with budget with a conversion rate (application to enrolment) of 50 per cent, with a slight increase in numbers due to the students returning from gap years and re-engaging with study. Interstate student enrolments show a strong 5-year trend with a large Year 12 cohort, and 25 per cent of continuing students on the Hobart campus from interstate. International student enrolment numbers are tracking at 2018 levels (to date, 850 enrolments for Semester 1, 2022), with clarity around consistently open borders continuing in Semester 2, 2022. International student cohorts are also rebalancing away from a reliance on China with 20 per cent of current international students studying at the University of Tasmania coming from China, compared to 48 per cent pre-COVID. Countries targeted include India, South and Southeast Asia including Singapore and Vietnam and a smaller scale focus on Europe and West Africa.

- Trend data indicates that older cohorts of interstate students choose to study in Tasmania because of lifestyle/place, with younger cohorts attracted by the distinctiveness of the course offerings. Opportunities for greater brand identification exist for interstate student cohorts, with the majority of those surveyed aware of the brand and 1 out of 10 extremely familiar with the brand.
- Non-core offerings (special interest offerings outside of traditional bachelor courses) are essential to the University's sustainability in attracting students but have a lower EFTSL ratio, with students studying fewer units and less likely to continue their studies.
- Foci for 2023 include targeting conversion rates, ensuring students are retained between enrolments and census date, explore capping and/or charging a fee on discount places, and college reviews of their course portfolios to ensure attractiveness and sustainability.

During discussion Council noted that the University's budgeted spend on branding and marketing is lower than other universities and that brand awareness is a difficult metric to move, nonetheless improving brand familiarity is an ongoing focus for the University. In response to a question raised regarding the University's ability to leverage more from the external 'Brand Tasmania' campaign, members noted that the University continued to explore opportunities to partner with Tourism Tasmania and aimed to capitalise on marketing a different experience for students that included a greater focus on lifestyle and accessibility to nature. The University will be investing in a new customer relationship platform to gain a greater understanding of who students are, and to enable existing data to be used in a more targeted way to continue to attract students.

Resolution 23-02-2022_UC_12248-10706

Council noted the update on student enrolment numbers.

[REDACTED] left the meeting at 11.40am
[REDACTED] joined the meeting at 11.40am

3.2 * Proposed Key Performance Indicator Framework

The Chief Marketing Officer spoke to the circulated presentation outlining the proposed Key Performance Indicator (KPI) Framework and noted that the current framework, consisting of 40 operational and strategic KPIs across performance areas, had provided a better picture of performance than was historically available but that these KPIs were not well-understood, and accountabilities were unclear. Members noted that the current complexity of the KPI structure limits the University's ability to clearly understand what is driving performance. Redesigning the KPI Framework would better align strategic long-term measures of success and support improved reporting and decision making.

Council discussed the proposed new KPI framework, simplified into nine performance areas, each with one lead KPI and with each performance area assigned a strategic, long-term measure of success linked to the lead KPI. The new structure clarifies roles and responsibilities for organisational performance, and better defines lead versus lag indicators to support decision-making and enables supporting dashboards to be used to gather and analyse further information on lead indicators.

Members confirmed that the KPIs assess performance against the agreed measures of success and do not determine decisions. Instead, decision makers are better able to examine the data behind the KPI and use this to inform their decisions. It was noted that the measures of success and KPIs are lag indicators and that work was still being undertaken to ensure that the KPIs chosen appropriately informed selection of agreed measures of success and that the right targets have been identified. Future reporting to Council may not include data against all measures of success, depending on timing of reporting, and reports will be used to indicate which performance areas may be tracking off trend.

In consideration of the new structure of roles and responsibilities for organisational performance, it was noted that:

- A new performance area for commercialisation has been added to assess the work of controlled entities UTAS Property Pty Ltd (UPPL) and UTAS Holdings. Measures of success and KPIs are still being discussed but currently include return on assets, with inclusion of the number of successful patents and the number of patents in the pipeline being considered.
- Under the Tasmanian Community Sentiment performance area, in addition to the Net Promoters Score (NPS) other surveys will be used to measure success in this area including a pilot of the Tasmanian Community Sentiment Survey. Members supported the suggestion that other activity-based measures could be used as lead indicators, including the number of events and levels of participation and engagement by community.
- The Student Success performance area has two measures of success and KPIs against it and members emphasised it was important to ensure that both were used. Members further noted it was understood that the use of Bachelor pass rates as KPI will not encourage 'soft marking', and that Bachelor Pass rates are a good measure in relation to student retention. The teaching quality scale and its relationship to

overall satisfaction with course experience, and therefore to student success, is a relevant addition to measures success in this performance area.

Council commended the refocusing of the KPI Framework and the aim to ensure it is simplified and streamlined, noting that the measures of success are targeted at the longer term and will take time to realise impact for Tasmania. Members agreed that because of this, there is an expectation that the Framework and approach to linking measures through structured dashboards will evolve through an ongoing process of continuous improvement.

Resolution 23-02-2022_UC_18671-10691

Council **endorsed** the proposed Key Performance Indicator Framework, subject to consideration of the input provided by Council and an expectation that the Framework and approach to linking measures through structured dashboards may change, based on an ongoing process of continuous improvement.

left the meeting at 12.34pm

joined the meeting at 12.34pm

3.4 * Funding Update

Council discussed the University's pursuit of alternative commercial financing arrangements in accordance with the outcome of the tender process conducted in December 2021, including a corporate debt facility for working capital purposes of [REDACTED] with [REDACTED] and bond issuance for [REDACTED]m facilitated by Joint Lead Managers [REDACTED] and [REDACTED]. The tender process allowed the University to explore the option to issue a bond that aligns with its sustainability strategy and also ensure the proceeds were committed to sustainable buildings. To meet the Green Bond criteria the University is establishing a framework in accordance with the Green Bond Principles 2021 which can be audited by an external provider. The framework requires eligible assets (campus transformation buildings) to meet a reduction in upfront embodied carbon of at least [REDACTED] for proceeds from the issuance to be allocated.

Management advised that the dated bonds ([REDACTED]) attract a higher number of potential investors and there is confidence, particularly with the issuance being a Green Bond, that it will be attractive and should expect interest in the range of [REDACTED]m. Members discussed the current market conditions including the impacts on interest rates from the ongoing global tensions between Russia and Ukraine, noting that if it were decided to abort the execution of the Green Bond on the 8 March it would not immediately affect the positioning of the University as its credit rating remains current for six months.

[REDACTED]

There was unanimous support for the establishment of a sub-committee of Council, comprising the Chancellor and two Deputy-Chancellors, and for it to be convened and prepared to approve the recommendation of the Vice-Chancellor to execute a Green Bond up to [REDACTED]m. Council also confirmed the timetable for the execution of the Green Bond program including the bid process as presented, noting that investor presentations were scheduled for 2 March and that all timeslots had been filled in anticipation of a program launch on 8 March.

Resolution 23-02-2022_UC_15052-10692

Council delegated authority to the Vice-Chancellor to execute a corporate debt facility for working capital purposes for [REDACTED]m with [REDACTED] at a margin rate of [REDACTED]% plus floating for [REDACTED] years.

Resolution 23-02-2022_UC_15052-10707

Council established a sub-committee of Council comprised of the Chancellor and two Deputy-Chancellors and delegated to it the authority to approve the recommendation of the Vice-Chancellor for the Vice Chancellor to execute a Green Bond up to [REDACTED]m (detailing tenor, amount, and rate), subject to appropriate financial and legal advice, reflecting market outcomes.

Resolution 23-02-2022_UC_15052-10709

Council delegated authority to the Vice Chancellor to execute a range of documents in accordance with standard commercial terms, [REDACTED].

3.5

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Resolution 23-02-2022 UC 10631-10696

[REDACTED]

[REDACTED] left the meeting at 2.00pm

3.6 * Southern Projects Stakeholder Update

The Chief Operating Officer provided Council with an update on the Southern Projects following the submission of the Forestry Building Development Application (DA) and the Sandy Bay Planning Scheme Amendment (PSA) application to the Hobart City Council in December 2021. Management advised that as standalone planning applications both are compelling proposals that adhere to height constraints, are contained within agreed footprints and include sympathetic heritage treatments.

[REDACTED]

Members discussed the recent ramp up of communications about the University's move to Hobart CBD and the key messages around providing young Tasmanians with the opportunity to access higher education, and creating world class facilities for them to study in. The concept of access as a rationale for the move into the city was queried, with members noting that this points to more than physical accessibility and alludes to access to quality facilities providing the best educational experience available and embedding the University as part of Tasmanian's everyday lives.

During discussion Council noted that [REDACTED] had been engaged to assist in the preparation of a communications plan which would include specific messaging to different stakeholders. Council reiterated their commitment to supporting and promoting the key messages surrounding the rationale for the move to the city, noting the importance of utilising younger voices, potentially including current and future students, to share their views and expectations for a campus that provides world class facilities. Members noted that the University would be continuing to monitor print and social media to track community sentiment towards both the relocation to Hobart CBD and the proposed development of the Sandy Bay campus.

Members agreed to request from management a recap of the process and logic of the decision taken by University Council in 2019 to determine the future of the Hobart campus to be consolidated into the Hobart CBD, noting that this would be useful to provide to new Council members.

Action: Management to provide a recap of the process and logic of the decision taken by University Council in 2019 to determine the future of the Hobart campus to be consolidated into the Hobart CBD, noting that this would be useful to provide to new Council members.

Resolution 23-02-2022_UC_19351-10695

Council noted the current external landscape of the Hobart developments, the potential risks of applications

under consideration and the mitigation measures being implemented

4 FOR DECISION

4.1 Amendment and additions to Academic Delegations Ordinance Schedule (Student placement agreements)

This item was unstarred and therefore not discussed.

Resolution 23-02-2022_UC_12227-10672

Council **approved** amendments and additions to section 11.3 (Educational Partnerships) of the Schedule of Academic Delegations, related to the execution of student placement agreements.

4.2 Delegation of Core Partner Agreement – Marine Bioproducts Cooperative Research Centre

This item was unstarred and therefore not discussed.

Resolution 23-02-2022_UC_14064-10666

Council **approved** delegation of authority to the Vice-Chancellor to sign a Core Partner Agreement (CPA) between the University of Tasmania (UTAS) and Marine Bioproducts Cooperative Research Centre Ltd (MB-CRC), with appropriate Legal, Financial and UTAS Holdings advice.

Resolution 23-02-2022_UC_14064-10667

Council **approved** delegation of the execution of immaterial variations to this contract in accordance with section 6.2 of the General Delegations Ordinance to the Vice-Chancellor.

4.3 Membership of Derwent Estuary Program Limited

This item was unstarred and therefore not discussed.

Resolution 23-02-2022_UC_14121-10669

Council **approved** the University becoming a member of the Derwent Estuary Program Limited (DEP Ltd).

Resolution 23-02-2022_UC_14121-10670

Council **delegated** to the Vice-Chancellor the authority to execute any documentation required to effect University membership of the Derwent Estuary Program Limited.

4.4 Project Plan Agreement (sub-contract) Variations for IMOS – Research Contracts

This item was unstarred and therefore not discussed.

Resolution 23-02-2022_UC_11814-10671

Council **approved** the Queensland and Northern Australia Moorings Project Plan Agreement (sub-contract) variations which extend IMOS funding to operator facilities to 2022-23.

Resolution 23-02-2022_UC_11814-10698

Council **approved** the Marine National Facility Project Plan Agreement (sub-contract) variations which extend IMOS funding to operator facilities to 2022-23.

5. FOR NOTING

5.1

This item was discussed under item 3.1 above.

Resolution 23-02-2022_UC_19522-10699

Council noted the update on Project Aurora.

5.2 Compliance Report

This item was unstarred and therefore not discussed.

Resolution 23-02-2022_UC_15873-10660

Council received and noted the Compliance Report.

6. MONITORING – COUNCIL COMMITTEE REPORTS

6.1 * Academic Senate Annual Report 2021

The Chair of Academic Senate spoke to the Academic Senate Annual Report 2021, noting that in addition to providing evidence to Council that it is fulfilling its responsibility to provide advice on academic outcomes, policies and practices, and the quality of teaching, learning, research, and research training, it also includes a detailed list of significant items considered at Senate in 2021 aligned against obligations under the Academic Senate Ordinance and the Higher Education Standards Framework (HESF).

Members discussed Domain 6 of the Standards which sets out the requirements for Governance and Accountability, with Standard 6.3 pertaining to Academic Governance requirements, noting that the Academic Senate annual workplan is mapped to the HESF. Each Senate committee's Terms of Reference are also aligned against the HESF to ensure clarity of alignment between Tertiary Education Quality and Standards Agency (TEQSA) requirements and the oversight and monitoring provided by Senate and its committees.

In response to a question raised regarding the monitoring of academic risks, members noted that the two conditions imposed by TEQSA as part of the reaccreditation process for the University included a review of the governance instruments framework which had been completed in 2021 and evidence of closer monitoring of student retention data which Academic Senate is continuing to do through regular reporting. Members noted that in addition to the ongoing work of Senate in monitoring academic risk, it was also an area of focus for the Audit and Risk Committee that is addressed in part by the recent appointment of the Chair of Academic Senate to its membership.

Resolution 23-02-2022_UC_16777-10674

Council received and noted the Academic Senate Annual Report 2021.

6.2 *Report from Academic Senate Planning Day

Council discussed the report from the Academic Senate Planning Day, noting with interest the facilitated session with a panel of external industry stakeholders focusing on graduates and how they transition into the workplace.

Resolution 23-02-2022_UC_16456-10675

Council received and noted the Report from Academic Senate Planning Day.

6.3 * Report from Audit and Risk Committee

The Chair of the Audit and Risk Committee spoke to the report, highlighting for members attention the Committee's endorsement of the 2021 University of Tasmania Annual Financial Statements, consideration of the evolving international context for large organisations to disclose impacts on them from climate change, and options for inclusion of such disclosures in future iterations of the annual financial statements and the Gifts Acceptance and Fundraising Internal Audit Report.

In response to a question raised regarding how the University audits schools and colleges to better understand how they are complying with TEQSA standards and the HESF, the Provost advised that the University must inform TEQSA immediately if there are any breaches or suspected breaches of the Standards. Members agreed that these compliance checks should be more clearly reported through to Audit and Risk and onto Council for noting and agreed to seek further information from the Provost on the monitoring and reporting of Academic Risks.

Action: *Provost to provide an overview of the University's processes for monitoring and reporting against the TEQSA standards.*

Resolution 23-02-2022_UC_10391-10700

Council received and noted the Report from the Audit and Risk Committee.

7. Other Business

7.1 * Graduation in Absentia

Resolution 23-02-2022_UC_15760-10701

Council **revoked** the awards Graduate Certificate in Arts (Public Sector Leadership and Management) for graduate [REDACTED], and Graduate Certificate in Nursing for graduate [REDACTED]. Specialisations on both awards were incorrect when originally conferred. The specialisations for both students have been corrected, and new awards with the correct specialisation were included for conferral in Attachment 2 with this submission.

Resolution 23-02-2022_UC_15760-10703

University Council **conferred** the awards for those graduands listed.

7.1 * Other Business, Confidential Items and Future Meetings

There were no items of other business.

The meeting closed at 3.30pm. Council will meet again on 27 April 2022 in Hobart.

University Council Minutes

The University Council met via circulation on 15 March 2022.

At the close of business on 18 March 2022 the following members had confirmed their support for the proposed motion as presented.

Members: The Chancellor (Alison Watkins AM) as Chair, the Vice-Chancellor (Professor Rufus Black), Kate Bramich, Natalie Brown, Harvey Gibson, Sarah-Jayne Hall, Professor Jamie Kirkpatrick, Alicia Leis, Jacqueline Saward and Sheree Vertigan AM.

1 Introductory Items

Declarations of Interest

There were no declaration of interest made.

2 Business

2.1 Proposed Perpetual Scholarship Naming in Honour of Kate Robertson

Resolution 15-03-2022_UC_12249-10823

Council approved the naming of a perpetual donor-funded scholarship after Kate Robertson, former Executive Director, Advancement.

University Council Minutes

The University Council met via circulation on 4 April 2022.

At the close of business on 6 April 2022 the following members had confirmed their support for the proposed motion as presented.

Members: The Chancellor (Alison Watkins AM) as Chair, the Vice-Chancellor (Professor Rufus Black), Deputy Chancellor, Harvey Gibson, Kate Bramich, Professor Natalie Brown, Professor Peter Dawkins, Sarah-Jayne-Hall, Tara Howell, Distinguished Professor Jamie Kirkpatrick, Alicia Leis, Jacqueline Saward and Sheree Vertigan AM.

Apologies: Deputy Chancellor, James Groom had requested a formal leave of absence.

1 Introductory Items

Declarations of Interest

There were no declaration of interest made.

2 Business

2.1 Treasury Investment Strategy

Resolution 04-04-2022_UC_18860-10946

Council noted the proposed approach for treasury investment strategy for mitigating the cost of net debt of [REDACTED] million (green bond issuance net of the refinancing of Tascorp term debt) pending deployment of capital for the southern transformation project. This investment strategy has been recommended by the Investment Advisory Panel.

Resolution 04-04-2022_UC_18860-10947

Council noted the investment strategy has been designed in accordance with the Treasury Policy principles and proposed updated procedures discussed at SRC meeting dated 22 March 2022, including counterparty exposure and ratings. This would allow the University to invest in treasury instruments issued by investment grade institutions other than the "Big 4 Banks".

Resolution 04-04-2022_UC_18860-10948

Council approved a change to the General Delegations to include treasury operations, in accordance with the following authority: Any two of the Vice-Chancellor, the Chief Operating Officer, Executive Director Corporate Finance and/or Chief Financial Officer may jointly approve the investment or redemption of treasury financial instruments in order to manage the University's treasury function consistent with Council approved policy, University procedures and within the Council approved borrowing limit.

Resolution 04-04-2022_UC_18860-10949

Council approved a treasury investment in an existing investment portfolio credit fund [REDACTED] fund) up to a further [REDACTED] million. This would take the total investment in ICG to approximately [REDACTED] million ([REDACTED] % of the total investment portfolio) [REDACTED].