

University Council Stakeholder Engagement Framework

Purpose of the Framework

As the governing body of the University of Tasmania, University Council is committed to meaningful and authentic stakeholder and community engagement to inform its decision making. Council itself is a body constituted by a mix of members drawn from important stakeholder groups including academic and professional staff and students and external stakeholders from our local communities. These members bring vital stakeholder perspectives to Council, and we continue to strive for greater diversity of representation from our key stakeholder groups including first nations peoples, alumni, and regional representatives.

University Council stakeholders are diverse, with a range of interests, and University Council decisions can directly and indirectly impact our stakeholders. We want to invest time to know our stakeholders, their areas of interest, and gain knowledge and understanding of their diverse perspectives to ensure our governance structure is responsive to stakeholder perceptions and to inform Council decision making. This is in line with stakeholder expectations and is a commitment that Council has written into Ordinance reserving the power and function to ‘develop and foster links between the University and the wider Community.’”

University Council engagement is separate from and independent of University Management and is utilised to assist Council to understand the impacts of current issues affecting stakeholders to help better inform decision making.

This Stakeholder Engagement Framework outlines how University Council engage with stakeholders to inform and guide decision making, including:

- Principles to guide University Council Engagement,
- Engagement objectives,
- Approaches to engaging with stakeholders,
- How University Council and individual members engage with stakeholders, and
- The University Council stakeholder engagement model.

Principles to guide University Council engagement

1. We respect all stakeholders, their perspectives, needs & expertise.
2. We engage and communicate with integrity.
3. We are transparent, open, honest, set clear expectations, and foster a culture of sharing information, ideas and decisions.

Engagement objectives

- We meet our community and stakeholders’ expectations through transparent and open engagement.
- We hear and consider diverse perspectives.
- We ensure transparent, respectful dialogue and timely sharing of information.
- We listen to our students and our staff.
- We develop and nurture strong relationships with Tasmanians.

Approach to stakeholder engagement

<i>Aligned to our strategy</i>	Our engagement is considered at all stages of decision-making as part of our strategic leadership.
<i>Engage with purpose</i>	We are clear about our reasons for the engagement and what we want to achieve.
<i>Relevant and genuine</i>	We engage authentically, and ensure the engagement is meaningful for our stakeholders.
<i>Engagement is reciprocal</i>	We want to listen and learn as well as inform and provide access to information.
<i>Engagement is inclusive</i>	We consider culture, language, diversity, accessibility, communication, and/or affordability barriers.

University Council's engagement approach fosters transparency and accountability within the University's governance and ensures Council decision making is informed by stakeholders. Engagement activities to support this may include:

1. Broad conversations: Two-way, open discussions about the current and future University of Tasmania. This includes sharing University Council's thinking on opportunities and barriers/challenges and hearing the varying views of internal and external stakeholders.
2. Focused conversations on stakeholder impacts: Discussions about initiatives with specific relevance or impact on stakeholders, to inform University Council decision-making. This includes ensuring agenda items for University Council decision include an overview of key stakeholder groups and an assessment of potential/perceived impact on stakeholders.
3. Strategy and/or decision-making "testing": University Council may target specific stakeholders with expertise and insights to test the potential impact of strategy directions or specific decisions. This provides a mechanism for considering the broader interests of groups prior to a decision being made. The mechanism to do this may be through one-on-one conversations, establishing an Advisory Group structure or through existing mechanisms such as Regional Advisory Groups.

University Council stakeholder engagement will typically be approached as either whole of Council engagement, or individual Council member engagement.

Whole of Council engagement

The University Council calendar provides for multiple structured and scheduled engagements across the course of the year. This includes engagement scheduled around Council meetings, where each meeting has a pre, during and post meeting engagement opportunity scheduled which provide opportunities to engage with external stakeholders, university students and university staff.

Individual Council members

Stakeholder engagement by individual Council members is targeted at building personal profiles and public awareness in local communities and networks to help stakeholders understand who University Council members are. This includes mapping individual Council member networks and planning structured engagement for each member based on their existing external roles and networks. Council members will also be invited to University events to provide individual Council members opportunities that suit individual time availability, regional availability, and areas of personal and professional interest. Stakeholder engagement planning for individual Council members is supported by the University Secretary and is completed annually.

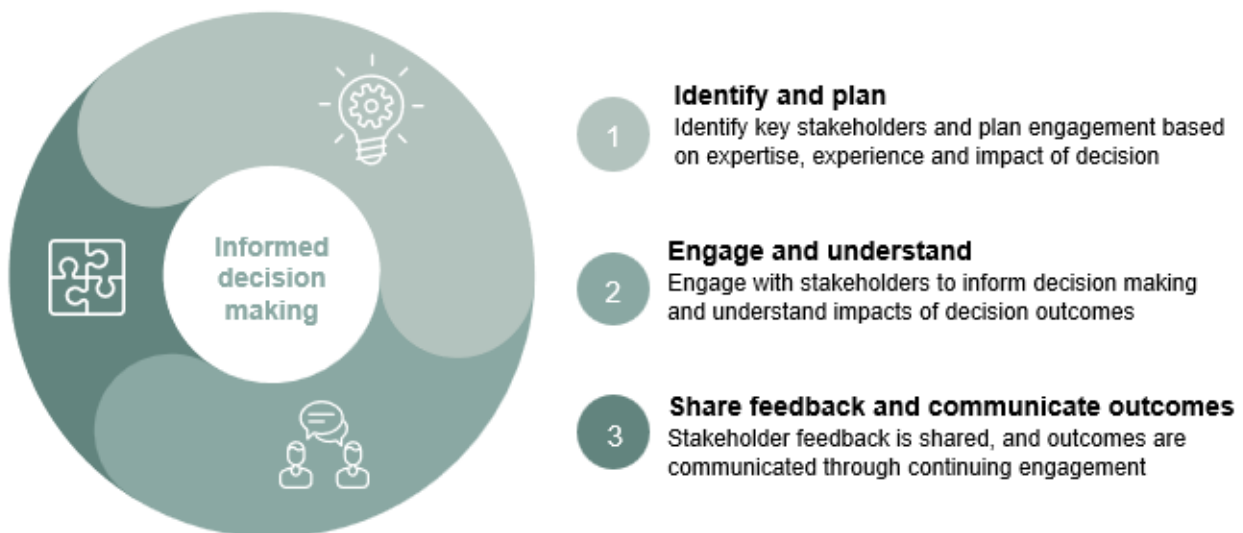
University Council stakeholder engagement model

This framework is underpinned by a five-step process to ensure the engagement is strategic, purpose driven and the appropriate level and type of engagement occurs. It also ensures that engagement outcomes and feedback is captured, to adapt the approach where needed.

Five-step approach to Stakeholder Engagement:

Define objectives	Develop an overall consideration of the strategic objectives, how these relate to stakeholders and the specific issues versus broader engagement focus areas.
Plan	Plan for meaningful, appropriate engagement where opportunities for stakeholders to provide feedback and engage in two-way conversation is prioritised.
Prepare	Provide any required information before the engagement to ensure both Council and stakeholders have what they need to be able to engage effectively.
Engage	Design and deliver an engagement approach that suits the needs of stakeholders and meets the Councils engagement objectives.
Evaluate	Follow-up on any matters from the engagement and evaluate the effectiveness of the type of engagement and outcomes from the engagement.

University Council’s engagement approach emphasises continuous interactions with stakeholders to build relationships, engage and seek feedback at different points to inform Council decision making, as the governing body of the University.



This approach ensures that engagement is not a one-off event, but an ongoing relationship to foster transparency and trust with stakeholders. This model also supports feedback from stakeholder engagement to inform Council decision making as the university’s governing body, and for outcomes to be communicated back to stakeholders, reinforcing a continuous approach to communication and engagement.