

## 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, 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 \$280 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. [REDACTED]

##### **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]

## University Council Minutes

The University Council met at the Sandy Bay Campus in the Council Room and by video conference (via Zoom) on Wednesday 27 April 2022 from 9.30am.

**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:** Mr Craig Barling (Vice President Strategy, Finance and Marketing), Mr David Clerk (Chief Operating Officer) and Professor Jane Long (Provost) attended for all items other than members only. Ms Sally Paynter attended as University Secretary.

**By invitation:** Professor Anthony Koutoulis (Deputy Vice-Chancellor, Research)  
Mr Martin Nally (Executive Director Workplace Relations)  
Professor Mitch Parsell (Deputy Vice-Chancellor, Education)  
Mr Ben Rose (Chief Finance Officer)

### 1 MEMBERS ONLY

#### 1.1 Members Only

The Chancellor opened the meeting by acknowledging the sad passing of former Executive Director, Advancement, Kate Robertson.

#### Vice Chancellor's Performance Review, 2022 Objectives and Employment Arrangements

[REDACTED]

[REDACTED]

*The Vice-Chancellor joined the meeting at 10.22am*

The Vice-Chancellor was invited to join the meeting and asked to provide his reflections on the performance review and objectives and priorities for 2022. Professor Black advised that he felt privileged to be performing the role of Vice-Chancellor and to work with Council and colleagues across the University, and thanked Council for their feedback and the opportunity to share his priorities for 2022. Members noted these included transitioning out of managing COVID towards a new normal, leading the southern transformation to a point of resolution that worked for all parties, focusing on people and culture, building morale and empower academics from the discipline level up. The focus on people and culture would involve shifting leadership structure and style, aided by the Executive Deans reporting directly to the Vice-Chancellor.

Members agreed that it was timely for Council to begin to work through a refresh of the University Strategic

Direction, integrating the long-term financial models recently put to Council and detailing the vision and values of the University to enhance engagement with the broader community. It was also noted that with people and culture a priority for the Vice-Chancellor and the University, it would be beneficial for Council to appoint a specialist with this skill set and experience to its membership in the near term.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Resolution 27-04-2022\_UC\_13145-11076**

Council **noted** advice provided by the Remuneration and Nominations Committee regarding the Vice-Chancellor's 2021 Performance Review and 2022 Objectives.

**Resolution 27-04-2022\_UC\_13145-11077**

Council **approved** the renewal of the Vice-Chancellor's employment arrangements on the terms outlined with an ongoing contract and process for regular objective setting, feedback, and review.

**Feedback from University Council Members**

The Chancellor spoke to the summary of Council members feedback, noting that in March she had met individual members to gather feedback on the current Council processes. Overall, members felt that Council is operating well and has successfully handled the impact of COVID-related restrictions, a transition of Chancellor and the introduction of new members.

Members discussed opportunities and proposed actions raised via feedback and highlighted the following:

- Agendas to be refocused towards core business including student experience and outcomes, teaching, and research. Refine sequencing of agendas and allow appropriate timing for deep dive into topics aligned with strategy. Proposing a short, non-executive only session at the commencement of each Council meeting to enable discussion of the agenda by members and other topics of relevance prior to the Vice-Chancellor joining the meeting. Members noted that this was good governance practice and used by other Boards and Councils.
- Papers for Council are high quality but there was a need to clarify what Council is being asked to do. Presentations to Council to be briefer to maximise discussion and ensure that senior executives are open and welcoming of questions and contributions from members.
- Options for implementing a Board paper application for use by Council are being explored.
- Overall structure of Council committees including terms of reference to be reviewed annually to ensure relevance, including ensuring Council apply appropriate scrutiny to financial decisions of the University in the absence of a Finance Committee.

Council also noted the ongoing challenges for some members posed by meeting face-to-face due to current COVID restrictions. Members supported the suggestion that more opportunities for small group, open air gatherings to network and discuss Council business should be pursued to provide a more inclusive and safer environment for all members. Other areas highlighted for proposed action included Council member induction, with a member advising that their induction had been ad hoc and drawn out and suggested that a more structured and focused approach to induction be adopted.

The Chancellor thanked members for their feedback noting that the relevant agreed actions would continue to be monitored and reported to Council throughout the year. The Remuneration and Nomination Committee would be asked to review the current Council member induction process and report back to Council at a future meeting.

**Action:** Remuneration and Nomination Committee to consider the current induction process for incoming Council members and provide advice to Council on appropriate improvements.

**Resolution 27-04-2022\_UC\_13145-11078**

Council **noted** the feedback received from University Council members to identify and confirm opportunities to improve Council processes and agreed a proposed action plan to implement changes.

**Times Higher Education Impact Rankings**

The Vice-Chancellor advised members that he had just received notice that the University had been ranked number one in the world for Climate Action in the Times Higher Education Impact Rankings. The rankings measure universities around the world against the United Nations' Sustainable Development Goals and across

all goals, the University was ranked at 25 overall in the world and for Sustainable Development Goal 13 – Climate Action, the University ranked number one. Council congratulated the Vice-Chancellor and the teams of staff and students involved in contributing to this excellent result.

### 1.2 Report from Remuneration and Nominations Committee

Members unanimously supported the recommendations for appointment to the Audit and Risk Committee and University Foundation Committee.

#### Resolution 27-04-2022\_UC\_16064-11014

Council **appointed** Mr Kane Ingham to the Audit and Risk Committee as an external member, for a term ending 31 December 2024.

#### Resolution 27-04-2022\_UC\_16064-11015

Council **confirmed** the nomination of Mr Leigh Franklin to membership of the Audit and Risk Committee as an external member, for final consideration and approval by Council in December 2022.

#### Resolution 27-04-2022\_UC\_16064-11016

Council **reappointed** Mr Damien Bugg AM QC to the University Foundation Committee, for a new term ending on 31 December 2023.

#### Resolution 27-04-2022\_UC\_16064-11017

Council **reappointed** Associate Professor Ashley Townsend to the University Foundation Committee, for a new term ending on 31 December 2023.

### 1.3 Report from Ceremonial and Honorary Degrees Committee

#### Resolution 27-04-2022\_UC\_17865-10989

Council **approved** conferral of the title of Professor Emeritus to Professor Dirk Baltzly.

#### Resolution 27-04-2022\_UC\_17865-10990

Council **approved** conferral of the title of Professor Emeritus to Professor Mark Hindell.

#### Resolution 27-04-2022\_UC\_17865-10991

Council **approved** conferral of the title of Professor Emeritus to Professor Brian Yates.

#### Resolution 27-04-2022\_UC\_17865-10992

Council **approved** conferral of the title of Distinguished Professor Emerita to Distinguished Professor Dianne Nicol.

#### Resolution 27-04-2022\_UC\_17865-11005

Council **approved** the proposal to affix two plaques to a bench seat in the landscaped area east of the Field Building at the Cradle Coast campus to appropriately recognise a key former staff member and a former contractor.

## 2. INTRODUCTORY ITEMS

### 2.1 \* Introductory Items

#### Welcome and Apologies

There were no apologies.

#### Declarations of interest

There were no declarations of interest.

#### Minutes

Members provided the following amendments to the minutes of the meeting on 23 February 2022:

- Reference to the Chief Marketing Officer under item 3.2 should read Chief Strategy Officer

- Item 3.6 - a member queried the reference to Council supporting the involvement of students as representatives of the organisation in relation to the discussions around the campus move to the city. Additional members agreed that this too was their recollection of the discussion, and it was agreed that the minutes be amended to reflect this.
- Item 3.6 – a member advised that the reference in the minutes advising that “*Council reiterated their commitment to supporting and promoting the key messages surrounding the rationale for the move to the city*” was incorrect and requested the line be amended to read “*Some members of Council*”:

### 3.6 \* Southern Projects Stakeholder Update

[REDACTED]

#### Resolution 27-04-2022\_UC\_12091-11001

Council **approved** the minutes of the meetings held on 23 February 2022 (subject to the agreed amendments to items 3.2 and 3.6), 15 March 2022 and 4 April 2022, as true and accurate records.

#### Actions

#### Resolution 27-04-2022\_UC\_12091-11002

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

### 2.2 \*Items to be starred / Motions on unstarred items

The Chair noted the starring of the following items:

- 7.1 – Update on Conditions on Tertiary Education and Standards Agency (TESQA) Registration
- 7.2 - Schools Recommendation Program.

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

- 6.3 – Minutes from the Audit and Risk Committee
- 6.4 – UPPL Board Minutes
- 7.3 – 2023 University Planning Calendar.

## 3 STRATEGY AND PERFORMANCE

*Mr Clerk, Professor Long, Mr Barling, Mr Nally and Professor Koutoulis, joined the meeting at 11.24am*

### 3.1 \* University Performance Report

The University Performance Report was taken as read, with the Vice-Chancellor and the Senior Executive inviting questions from members.

Council discussed the international student recruitment strategy and clarified that whilst one of the aims had been to reduce reliance on the Chinese market and diversify countries targeted for recruitment, the University had not stopped recruiting from China. Members were informed that Chinese students studying onshore represented most Chinese students selecting to study with UTAS and it was this market had dropped away and had disproportionately affected regional universities. Domestic student recruitment numbers across the sector indicated that Group of Eight universities had filled their domestic student caps whilst regional universities were struggling to fill theirs. Members noted that this trend reflected a historical pattern during periods of high employment, with data also indicating that many students are switching from full-time to part-time and from on campus modes to online. The Provost advised that work was underway to address the confusion regarding the University’s teaching delivery mode, noting that there remained a public perception that the University had switched to online-only teaching which was untrue.



Council was updated on the challenges facing the Law School, noting that there had been some leadership changes in the School and that active conversations continued with staff and students around their concerns. Members also noted that the Tasmanian Law Reform Institute is scheduled to be reviewed by a panel chaired by Professor Kate Warner. Council discussed the consolidation of the Tasmanian Institute of Agriculture (TIA) in the north of the State and the ongoing work, led by Director of TIA and supported by People and Wellbeing, to assist affected southern based staff in planning for relocation. Members noted that they would continue to be updated on developments concerning both the Law School and TIA as both situations progressed.

**Resolution 27-04-2022\_UC\_15547-11009**

Council received and noted the University Performance Report for April 2022.

*Mr Nally and Professor Koutoulis left the meeting at 11.40am*

*Mr Rose joined the meeting at 11.50am*

**3.2 \* The University's Long-Term Structural Deficit and its Implications: Discussion Paper**

Council discussed the University's long term financial sustainability as outlined in the Discussion Paper, noting the impact of constraints from the domestic student cap and declining international student numbers which will see the size of the student population and therefore the University overall, stabilise. The central financial challenge faced by the University is the long-term structural negative margin between operating income and expenses. This negative margin is caused by revenue per student being tied to CPI but the University's expenses running above CPI. The Vice-Chancellor advised that universities by nature do not capture the value they create, and that graduate salaries are well above what HECS is paid, with the governments receiving more tax revenue because of these higher salaries. Members noted that American universities solve for this same problem by promoting a 'value capture' model where alumni donate back to their universities throughout their lifetimes.

Members noted the challenge ahead, specifically how the University might fund wage increases committed to through the staff agreement, noting that negotiations over the staff agreement are being finalised and as part of this process a salary expense structure will be locked in.

The following was raised during discussion:

- It was agreed that over the long term the Federal Government would need to address the funding structure for universities, [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Universities had failed to point out to Government that the real cost per student was no longer reflected in the funding allocated and that universities were forced to seek alternative funding sources such as through philanthropy, commercialisation and balance sheet activation to enable them to meet operating costs.
- The continuing challenge for the University was attracting students at the right price point by promoting the distinctiveness of the UTAS course offerings, whilst continuing to promote access for students. Members noted that UTAS currently had the highest number of HECS waivers amongst Australian universities.
- Whilst the University had an ambitious transformation agenda, continued growth was anticipated in the years ahead which would ensure that this was appropriately funded as a priority. Members noted the high operating costs incurred by UTAS were in part the result of operating multiple campuses across the State (stipulated by the *University of Tasmania Act 1992*) and the duplication of costs as a result. [REDACTED]

Members agreed that further discussions on this subject would be better informed by understanding various data-informed scenarios to demonstrate what options were available and how each might play out. Management committed to bringing this additional information back to Council at a future meeting.

**Resolution 27-04-2022\_UC\_17148-11170**

Council noted the Discussion Paper on the University's Long-Term Structural Deficit and its Implications and requested management provide additional information to aid further discussion at a future Council meeting.

*Mr Rose left the meeting at 12.20pm*

*In the interests of time, Council agreed to consider the following items of business out of agenda order, as indicated below.*

#### 4 FOR DISCUSSION

##### 4.1 \* Update on Stakeholder Management

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

##### **Resolution 27-04-2022\_UC\_13925-11010**

Council **noted** the upcoming critical dates for the University southern projects and the update on the stakeholder landscape.

##### 4.3 [REDACTED]

[REDACTED]

[REDACTED]

##### **Resolution 27-04-2022\_UC\_14882-11011**

Council **noted** the process update and the proposed workplan in relation to the establishment of the Future Fund.

*Professor Parsell joined the meeting at 1.25pm*

### **3.3 \* The University's Approaches to Supporting Student Learning**

The Provost introduced the strategic session on the University's approaches to supporting student learning, noting that current learning approaches utilised across the University were varied and there was no single pedagogical approach mandated. However, it was understood that best practice approaches reflected the evidence that students learn better with contemporary, integrated approaches to learning, and that our students prefer small group, interactive learning. The learning approaches being advanced by the University used both face to face learning experiences supported by larger keynote sessions and aimed to provide opportunities for students to do more than absorb and recall content but to become more confident learners.

The Deputy Vice-Chancellor, Education advised that the session would involve three small group activities aligned to the three aims of the session, with members asked to reflect on their interaction with the Learning Approaches website, created specifically for this strategic session. Members broke into three groups to consider and discuss the questions under each area of focus and the following key points were noted:

#### **Activity 1**

Focus- Better understand our approaches to supporting student learning

What did you learn from the Learning Approaches site?

- Impressed by the level of interaction and sophistication of the learning tools on the site and surprised by what was learnt by using it.
- Students are better able to embrace changes in teaching approaches such as flipped learning models when they are confident in their learning abilities and can develop better learning techniques.

What questions do you still have about how we support student learning?

- How is the University managing this change in approach noting that not all staff are comfortable and how are staff being supported, eg. Through additional development and training as they transition to a new way of teaching?
- Are the differences between disciplines and how content is taught factored into these learning approaches?
- How much scope do educators have to respond to student needs and create learning approaches that suit their discipline and students?

#### **Activity 2**

Focus – Identify opportunities and risks associated with the integrated approach

Given your understanding of the integrated approach, what do you see as the key opportunities and risks?

- Opportunity for better assessment practices, small group learning encourages teamwork and various soft skills and provides opportunity to clarify accountability of roles between student and teaching.
- Opportunity to ensure that the learning approaches link to pedagogical practice in schools, noting that excellent teaching practice is represented there, particularly in primary schools.
- Opportunity for more industry and employer engagement in developing learning approaches and the use of technology.
- Risks include lack of teaching capability and disengaged students who may require more support and a more structured, face-to-face experience.
- Risk of inconsistent take up of new learning approaches across the institution, noting that there is an emphasis on academic staff refreshing content regularly and that this is a requirement for all staff teaching face-to-face or online.

#### **Activity 3**

Focus - Recommend processes for reviewing and improving the integrated approach.

Given the evidence in support of the integrated approach, together with the opportunities and risks you have identified, what processes would you recommend to aid in the review and improvement of the approach?

- Ensure that academic staff are appropriately supported including upskilling, provided with the appropriate time to prepare for a change in learning approaches.
- Appreciation for the breadth and talent of academic staff and ensure respect for diverse learning approaches and models to provide for sustained engagement from both staff and students.





Council approved the draft Annual Report subject to consideration of the suggested amendments and requested that an updated version of the Report be circulated to Council once finalised.

**Resolution 27-04-2022\_UC\_11426-11013**

Council **approved** the University Annual Report 2021 subject to consideration of the suggested amendments as outlined and requested that an updated version of the Report be circulated to Council once finalised.

## **6. MONITORING – COUNCIL COMMITTEE REPORTS**

### **6.1 \* Academic Senate Report**

The Chair, Academic Senate updated members on the major items discussed at the meeting on 4 March 2022 as set out in the Report presented. Council noted that these included a strategic session on outcomes of the 2021 Academic Senate self-review and implementation of agreed actions, and discussion on the Learning and Teaching Plan for 2022 and its focus on improving teaching quality across the University including professional development for staff and support for them to try new approaches to learning and teaching. Senate had also engaged in healthy debate in relation to the implementation of a new Assessment and Results Procedure and discussed how to appropriately apply a standard approach across colleges to ensure the approval process for new units is robust.

**Resolution 27-04-2022\_UC\_16734-11020**

Council received and noted the Report from Academic Senate.

### **6.2 \* Report from Strategic Resourcing Committee**

The Chair, Strategic Resourcing Committee advised that items considered by SRC at its meeting in March had been discussed under various agenda items and as such there was nothing further to report.

**Resolution 27-04-2022\_UC\_11440-11022**

Council received and noted the report from the Strategic Resourcing Committee.

### **6.3 Minutes from the Audit and Risk Committee**

This item was unstarred and therefore not discussed.

**Resolution 27-04-2022\_UC\_14504-11021**

Council noted the minutes from the Audit and Risk Committee held on 11 February 2022.

### **6.4 UPPL Board Minutes**

This item was unstarred and therefore not discussed.

**Resolution 27-04-2022\_UC\_18818-11023**

Council noted the minutes from the UPPL Board meeting held on 7 February 2022.

## **7. FOR NOTING**

### **7.1 Update on Conditions on Tertiary Education Quality and Standards Agency (TEQSA) Registration**

*This item was starred for discussion.*

Council noted the update on progress made towards addressing the two conditions imposed by TEQSA on the registration of the University in 2019, including the evidence to be submitted to TEQSA and notification of the intention to apply for revocation of the conditions. The Provost advised that as both conditions had been thoroughly addressed the chance of the conditions being lifted were good and if TEQSA decided against their removal, the University would seek feedback as to why they had not been lifted. Members noted that whilst TEQSA did not seek to use an independent third party to verify evidence submitted to support the application to have conditions removed, it was likely that a desk top audit of the University would be conducted by TEQSA to confirm the evidence.

#### **Resolution 27-04-2022\_UC\_13807-10951**

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.

#### **7.2 Schools Recommendation Program**

*This item was starred but was not discussed.*

#### **Resolution 27-04-2022\_UC\_16152-11012**

Council noted the progress made by the first cohort of students accessing the University of Tasmania via the Schools Recommendation Program and the developments being made to the program in 2023.

#### **7.3 2023 University Planning Calendar**

This item was unstarred and therefore not discussed.

#### **Resolution 27-04-2022\_UC\_19239-11006**

Council received and noted the proposed University of Tasmania planning calendar for 2023, including Council, Council committees and Academic Senate meeting dates.

### **8. OTHER BUSINESS**

#### **8.1 \* Reissue of Awards (named 'Graduation in Absentia' on the Agenda)**

##### **Resolution 27-04-2022\_UC\_18559-10967**

Council approved the reissuing of the awards of Master of Public Policy and Bachelor of Arts for graduate [REDACTED] in the name of [REDACTED] (formerly conferred in the name of [REDACTED]).

##### **Resolution 27-04-2022\_UC\_18559-10968**

Council approved the reissuing of the award of Bachelor of Commerce for graduate [REDACTED] in the name of [REDACTED] (formerly conferred in the name of [REDACTED]).

#### **8.2 \* Other Business, Confidential Items and Future Meetings**

##### **Southern Transformation Narrative**

Members noted that at the recent SRC meeting the Southern Transformation Narrative had been presented to members including invited Council members, and that Professor Kirkpatrick had tabled a series of comments on the Narrative which he had requested be circulated to all members. The Vice-Chancellor confirmed that this document had subsequently been reviewed and feedback integrated into the final version of the Narrative. Further reference material to support and guide Council members in their conversations about the city move were being finalised and would be issued in the coming weeks.

The meeting closed at 3.20pm. Council will meet again on 29 June 2022 in Launceston.

## University Council Minutes

The University Council met via circulation on 12 May 2022.

At the close of business on 12 May 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 Chancellors, Harvey Gibson and James Groom, Professor Natalie Brown, Professor Peter Dawkins AO, Sarah-Jayne-Hall, Tara Howell, Professor Jamie Kirkpatrick, Alicia Leis, Jacqueline Saward and Sheree Vertigan AM.

**Apologies:** Kate Bramich

### 1 Introductory Items

#### Declarations of Interest

There were no declaration of interest made.

### 2 Business

#### 2.1 Graduations in Absentia

##### **Resolution 12-05-2022\_UC\_18942-11098**

University Council conferred the awards for 2022 Shanghai Ocean University Graduates (303 in total) as listed.

Student Id	Formal Name 1	Formal Name 2	Award	Award Level	Org Unit Name	Award No
475088	Xu Gao	Gao Xu	Bachelor of Business		College of Business and Economics	
475140	Weirong Zhao	Zhao Weirong	Bachelor of Business		College of Business and Economics	
475146	Mengyi Zhang	Zhang Mengyi	Bachelor of Business		College of Business and Economics	
475295	Yilin Dong	Dong Yilin	Bachelor of Information Systems		College of Sciences and Engineering	
505451	Mingyu Zhao	Zhao Mingyu	Bachelor of Information Systems		College of Sciences and Engineering	
505470	Hanqi Zheng	Zheng Hanqi	Bachelor of Information Systems		College of Sciences and Engineering	
505474	Taoxia Qu	Qu Taoxia	Bachelor of Information Systems		College of Sciences and Engineering	
505564	Jiayi Que	Que Jiayi	Bachelor of Information Systems		College of Sciences and Engineering	
535097	Yaxuan Huang	Huang Yaxuan	Bachelor of Information Systems		College of Sciences and Engineering	
535107	Keyi Wang	Wang Keyi	Bachelor of Information Systems		College of Sciences and Engineering	
535108	Xinyun Tu	Tu Xinyun	Bachelor of Information Systems		College of Sciences and Engineering	
535109	Xinyu Zhao	Zhao Xinyu	Bachelor of Information Systems		College of Sciences and Engineering	
535111	Huayi Shi	Shi Huayi	Bachelor of Information Systems		College of Sciences and Engineering	
535112	Yuqing Wu	Wu Yuqing	Bachelor of Information Systems		College of Sciences and Engineering	
535114	Junyi Chen	Chen Junyi	Bachelor of Information Systems		College of Sciences and Engineering	
535117	Jiayi Sun	Sun Jiayi	Bachelor of Information Systems		College of Sciences and Engineering	
535119	Xinyan Ge	Ge Xinyan	Bachelor of Information Systems		College of Sciences and Engineering	
535122	Rui Ma	Ma Rui	Bachelor of Information Systems		College of Sciences and Engineering	



535123	Yingying Mo	Mo Yingying	Bachelor of Information Systems		College of Sciences and Engineering
535124	Zhishan Liu	Liu Zhishan	Bachelor of Information Systems		College of Sciences and Engineering
535125	Ling Ling		Bachelor of Information Systems		College of Sciences and Engineering
535126	Yuqiao Hui	Hui Yuqiao	Bachelor of Information Systems		College of Sciences and Engineering
535129	Yifan Chen	Chen Yifan	Bachelor of Information Systems		College of Sciences and Engineering
535164	Xueyuan Ma	Ma Xueyuan	Bachelor of Information Systems		College of Sciences and Engineering
535167	Wenlei Zhu	Zhu Wenlei	Bachelor of Information Systems		College of Sciences and Engineering
535171	Lingbo Yang	Yang Lingbo	Bachelor of Information Systems		College of Sciences and Engineering
535174	Yijie Long	Long Yijie	Bachelor of Information Systems		College of Sciences and Engineering
535176	Yuming Peng	Peng Yuming	Bachelor of Information Systems		College of Sciences and Engineering
535179	Mengchen Yang	Yang Mengchen	Bachelor of Information Systems		College of Sciences and Engineering
535183	Wenxiao Wu	Wu Wenxiao	Bachelor of Information Systems		College of Sciences and Engineering
535187	Linsiman Li	Li Linsiman	Bachelor of Information Systems		College of Sciences and Engineering
535189	Yexuan Shao	Shao Yexuan	Bachelor of Information Systems		College of Sciences and Engineering
535190	Mengshen Guo	Guo Mengshen	Bachelor of Information Systems		College of Sciences and Engineering
535193	Zhenjie Wu	Wu Zhenjie	Bachelor of Information Systems		College of Sciences and Engineering
535198	Jiajun Pan	Pan Jiajun	Bachelor of Information Systems		College of Sciences and Engineering

535199	Yongyi Yu	Yu Yongyi	Bachelor of Information Systems		College of Sciences and Engineering
535203	Chunyun Lu	Lu Chunyun	Bachelor of Information Systems		College of Sciences and Engineering
535204	Yicheng Xu	Xu Yicheng	Bachelor of Information Systems		College of Sciences and Engineering
535205	Yang Zhou	Zhou Yang	Bachelor of Information Systems		College of Sciences and Engineering
535209	Xiyao Tang	Tang Xiyao	Bachelor of Information Systems		College of Sciences and Engineering
535219	Yanjie Wu	Wu Yanjie	Bachelor of Information Systems		College of Sciences and Engineering
535220	Yanjie Zhu	Zhu Yanjie	Bachelor of Information Systems		College of Sciences and Engineering
535239	Bowen Zhang	Zhang Bowen	Bachelor of Information Systems		College of Sciences and Engineering
535241	Yuanlin Liu	Liu Yuanlin	Bachelor of Information Systems		College of Sciences and Engineering
535243	Wenkai He	He Wenkai	Bachelor of Information Systems		College of Sciences and Engineering
535258	Siqi Ruan	Ruan Siqi	Bachelor of Information Systems		College of Sciences and Engineering
535259	Xindi Wang	Wang Xindi	Bachelor of Information Systems		College of Sciences and Engineering
535260	Shiwen Zhang	Zhang Shiwen	Bachelor of Information Systems		College of Sciences and Engineering
535262	Jiasi Xi	Xi Jiasi	Bachelor of Information Systems		College of Sciences and Engineering
535263	Yiran Wang	Wang Yiran	Bachelor of Information Systems		College of Sciences and Engineering
535264	Mingyue Gu	Gu Mingyue	Bachelor of Information Systems		College of Sciences and Engineering
535265	Junyi Li	Li Junyi	Bachelor of Information Systems		College of Sciences and Engineering

535266	Jiayun Shu	Shu Jiayun	Bachelor of Information Systems		College of Sciences and Engineering
535267	Wenpei Zhu	Zhu Wenpei	Bachelor of Information Systems		College of Sciences and Engineering
535268	Zimu Li	Li Zimu	Bachelor of Information Systems		College of Sciences and Engineering
535275	Yuchen Xi	Xi Yuchen	Bachelor of Information Systems		College of Sciences and Engineering
535277	Yirui Zhai	Zhai Yirui	Bachelor of Information Systems		College of Sciences and Engineering
535280	Yunchun Huang	Huang Yunchun	Bachelor of Information Systems		College of Sciences and Engineering
535282	Chencheng Zhu	Zhu Chencheng	Bachelor of Information Systems		College of Sciences and Engineering
535283	Xinyi Zhang	Zhang Xinyi	Bachelor of Information Systems		College of Sciences and Engineering
535284	Haoyu Wei	Wei Haoyu	Bachelor of Information Systems		College of Sciences and Engineering
535286	Mujie Zhang	Zhang Mujie	Bachelor of Information Systems		College of Sciences and Engineering
535287	Yake Liu	Liu Yake	Bachelor of Information Systems		College of Sciences and Engineering
535290	Hairong Yu	Yu Hairong	Bachelor of Information Systems		College of Sciences and Engineering
535292	Kunheng Hu	Hu Kunheng	Bachelor of Information Systems		College of Sciences and Engineering
535294	Xinpeng Li	Li Xinpeng	Bachelor of Information Systems		College of Sciences and Engineering
535311	Yanming Qiang	Qiang Yanming	Bachelor of Information Systems		College of Sciences and Engineering
535312	Zhicheng Fan	Fan Zhicheng	Bachelor of Information Systems		College of Sciences and Engineering
535313	Zhiqiang Cheng	Cheng Zhiqiang	Bachelor of Information Systems		College of Sciences and Engineering

535316	Yinmo Gao	Gao Yinmo	Bachelor of Information Systems		College of Sciences and Engineering
535321	Duanze Gao	Gao Duanze	Bachelor of Information Systems		College of Sciences and Engineering
535322	Kaiwen Wang	Wang Kaiwen	Bachelor of Information Systems		College of Sciences and Engineering
535323	Dachuan Wei	Wei Dachuan	Bachelor of Information Systems		College of Sciences and Engineering
535324	An Liu	Liu An	Bachelor of Information Systems		College of Sciences and Engineering
535325	Yanjie Chen	Chen Yanjie	Bachelor of Information Systems		College of Sciences and Engineering
535327	Fengmei Zhu	Zhu Fengmei	Bachelor of Information Systems		College of Sciences and Engineering
535328	Jiaying Wang	Wang Jiaying	Bachelor of Information Systems		College of Sciences and Engineering
535330	Jiayi Feng	Feng Jiayi	Bachelor of Information Systems		College of Sciences and Engineering
535331	Jiaying Li	Li Jiaying	Bachelor of Information Systems		College of Sciences and Engineering
535332	Xiaojing Wang	Wang Xiaojing	Bachelor of Information Systems		College of Sciences and Engineering
535333	Jinchun Wang	Wang Jinchun	Bachelor of Information Systems		College of Sciences and Engineering
535334	Taotao Wang	Wang Taotao	Bachelor of Information Systems		College of Sciences and Engineering
535337	Yiwen Zhu	Zhu Yiwen	Bachelor of Information Systems		College of Sciences and Engineering
535339	Yunqi Zhang	Zhang Yunqi	Bachelor of Information Systems		College of Sciences and Engineering
535340	Tianyu Wang	Wang Tianyu	Bachelor of Information Systems		College of Sciences and Engineering
535343	Yuqing Zhou	Zhou Yuqing	Bachelor of Information Systems		College of Sciences and Engineering

535344	Jinyi Wang	Wang Jinyi	Bachelor of Information Systems		College of Sciences and Engineering	
535346	Zhiyan Xu	Xu Zhiyan	Bachelor of Information Systems		College of Sciences and Engineering	
535347	Huanhuan Yang	Yang Huanhuan	Bachelor of Information Systems		College of Sciences and Engineering	
535349	Ke Li	Li Ke	Bachelor of Information Systems		College of Sciences and Engineering	
535350	Siwei Dong	Dong Siwei	Bachelor of Information Systems		College of Sciences and Engineering	
535351	Weina Xu	Xu Weina	Bachelor of Information Systems		College of Sciences and Engineering	
535352	Chuanyu Xu	Xu Chuanyu	Bachelor of Information Systems		College of Sciences and Engineering	
535353	Zihan Zhang	Zhang Zihan	Bachelor of Information Systems		College of Sciences and Engineering	
535355	Qifei Yi	Yi Qifei	Bachelor of Information Systems		College of Sciences and Engineering	
535359	Yiwen Wang	Wang Yiwen	Bachelor of Information Systems		College of Sciences and Engineering	
535363	Xidan Xiao	Xiao Xidan	Bachelor of Information Systems		College of Sciences and Engineering	
535364	Yi Gao	Gao Yi	Bachelor of Information Systems		College of Sciences and Engineering	
535368	Hao Wang	Wang Hao	Bachelor of Information Systems		College of Sciences and Engineering	
535369	Xiaohang Wu	Wu Xiaohang	Bachelor of Information Systems		College of Sciences and Engineering	
535371	Yifan Kang	Kang Yifan	Bachelor of Information Systems		College of Sciences and Engineering	
535372	Sizhe Wang	Wang Sizhe	Bachelor of Information Systems		College of Sciences and Engineering	
535373	Haoan Wang	Wang Haoan	Bachelor of Information Systems		College of Sciences and Engineering	



535375	Weisong Wang	Wang Weisong	Bachelor of Information Systems		College of Sciences and Engineering
535379	Shuxiang Sun	Sun Shuxiang	Bachelor of Information Systems		College of Sciences and Engineering
535380	Zizhou Huang	Huang Zizhou	Bachelor of Information Systems		College of Sciences and Engineering
535381	Hao Chen	Chen Hao	Bachelor of Information Systems		College of Sciences and Engineering
535382	Yichu Wang	Wang Yichu	Bachelor of Information Systems		College of Sciences and Engineering
535383	Longhao Li	Li Longhao	Bachelor of Information Systems		College of Sciences and Engineering
535384	Jiacheng Yao	Yao Jiacheng	Bachelor of Information Systems		College of Sciences and Engineering
535386	Yaoyang Qu	Qu Yaoyang	Bachelor of Information Systems		College of Sciences and Engineering
535387	Ruifeng Yang	Yang Ruifeng	Bachelor of Information Systems		College of Sciences and Engineering
535388	Xinyi Wang	Wang Xinyi	Bachelor of Information Systems		College of Sciences and Engineering
535389	Yuchen Cui	Cui Yuchen	Bachelor of Information Systems		College of Sciences and Engineering
535391	Ningchen Ma	Ma Ningchen	Bachelor of Information Systems		College of Sciences and Engineering
535392	Qiwfen Feng	Feng Qiwfen	Bachelor of Information Systems		College of Sciences and Engineering
535393	Tingting Bian	Bian Tingting	Bachelor of Information Systems		College of Sciences and Engineering
535394	Wenxuan Chen	Chen Wenxuan	Bachelor of Information Systems		College of Sciences and Engineering
535395	Qinqin Chen	Chen Qinqin	Bachelor of Information Systems		College of Sciences and Engineering
535396	Yile Yao	Yao Yile	Bachelor of Information Systems		College of Sciences and Engineering

535397	Jingqiu Liu	Liu Jingqiu	Bachelor of Information Systems		College of Sciences and Engineering
535399	Jin Hu	Hu Jin	Bachelor of Information Systems		College of Sciences and Engineering
535401	Xueying Shen	Shen Xueying	Bachelor of Information Systems		College of Sciences and Engineering
535402	Ruiwen Ma	Ma Ruiwen	Bachelor of Information Systems		College of Sciences and Engineering
535404	Boang Zhang	Zhang Boang	Bachelor of Information Systems		College of Sciences and Engineering
535405	Jiaqi Zhu	Zhu Jiaqi	Bachelor of Information Systems		College of Sciences and Engineering
535406	Xichen Yang	Yang Xichen	Bachelor of Information Systems		College of Sciences and Engineering
535407	Pingyi Shan	Shan Pingyi	Bachelor of Information Systems		College of Sciences and Engineering
535409	Wenting Jiang	Jiang Wenting	Bachelor of Information Systems		College of Sciences and Engineering
535410	Jiawei Liu	Liu Jiawei	Bachelor of Information Systems		College of Sciences and Engineering
535416	Peng Li	Li Peng	Bachelor of Information Systems		College of Sciences and Engineering
535418	Ziye Xu	Xu Ziye	Bachelor of Information Systems		College of Sciences and Engineering
535420	Zhongyu Tian	Tian Zhongyu	Bachelor of Information Systems		College of Sciences and Engineering
535423	Muyao Zhang	Zhang Muyao	Bachelor of Information Systems		College of Sciences and Engineering
535425	Jiahao Yu	Yu Jiahao	Bachelor of Information Systems		College of Sciences and Engineering
535426	Jiayun Hu	Hu Jiayun	Bachelor of Information Systems		College of Sciences and Engineering
535428	Jiawei Wu	Wu Jiawei	Bachelor of Information Systems		College of Sciences and Engineering

535431	Bohan Wu	Wu Bohan	Bachelor of Information Systems		College of Sciences and Engineering
535432	Zhuoran Liu	Liu Zhuoran	Bachelor of Information Systems		College of Sciences and Engineering
535435	Guangshi Zhang	Zhang Guangshi	Bachelor of Information Systems		College of Sciences and Engineering
535436	Xinyi Liu	Liu Xinyi	Bachelor of Information Systems		College of Sciences and Engineering
535437	Xingrui Li	Li Xingrui	Bachelor of Business		College of Business and Economics
535438	Aomin Zan	Zan Aomin	Bachelor of Business		College of Business and Economics
535439	Qingyue Wang	Wang Qingyue	Bachelor of Business		College of Business and Economics
535440	Yiwen Chen	Chen Yiwen	Bachelor of Business		College of Business and Economics
535441	Sulin Gao	Gao Sulin	Bachelor of Business		College of Business and Economics
535442	Jiayuan Le	Le Jiayuan	Bachelor of Business		College of Business and Economics
535443	Yuxin Xie	Xie Yuxin	Bachelor of Business		College of Business and Economics
535444	Xinyi Luo	Luo Xinyi	Bachelor of Business		College of Business and Economics
535445	Yiwen Hua	Hua Yiwen	Bachelor of Business		College of Business and Economics
535446	Yimin Yang	Yang Yimin	Bachelor of Business		College of Business and Economics
535447	Jingyi Wang	Wang Jingyi	Bachelor of Business		College of Business and Economics
535448	Xin Tong	Tong Xin	Bachelor of Business		College of Business and Economics
535449	Xinru Zhao	Zhao Xinru	Bachelor of Business		College of Business and Economics
535450	Qiyue Zhang	Zhang Qiyue	Bachelor of Business		College of Business and Economics
535451	Qiqi Sun	Sun Qiqi	Bachelor of Business		College of Business and Economics
535452	Wenxuan Chen	Chen Wenxuan	Bachelor of Business		College of Business and Economics
535454	Zhiyu Ye	Ye Zhiyu	Bachelor of Business		College of Business and Economics
535455	Jingjia Xu	Xu Jingjia	Bachelor of Business		College of Business and Economics
535458	Donghui Yao	Yao Donghui	Bachelor of Business		College of Business and Economics
535461	Qiancheng GuZhang	GuZhang Qiancheng	Bachelor of Business		College of Business and Economics
535462	Wenwen Ma	Ma Wenwen	Bachelor of Business		College of Business and Economics
535463	Jianing Zhou	Zhou Jianing	Bachelor of Business		College of Business and Economics
535464	Keyan Xu	Xu Keyan	Bachelor of Business		College of Business and Economics

535467	Xintian Liu	Liu Xintian	Bachelor of Business		College of Business and Economics
535468	Xinru Jiang	Jiang Xinru	Bachelor of Business		College of Business and Economics
535469	Yajing Li	Li Yajing	Bachelor of Business		College of Business and Economics
535470	Tianhong Zhou	Zhou Tianhong	Bachelor of Business		College of Business and Economics
535471	Yifei Ruan	Ruan Yifei	Bachelor of Business		College of Business and Economics
535472	Xiangting Lan	Lan Xiangting	Bachelor of Business		College of Business and Economics
535473	Tangning Qin	Qin Tangning	Bachelor of Business		College of Business and Economics
535474	Zihao Wei	Wei Zihao	Bachelor of Business		College of Business and Economics
535475	Yuan Sun	Sun Yuan	Bachelor of Business		College of Business and Economics
535476	Tianyu Dong	Dong Tianyu	Bachelor of Business		College of Business and Economics
535477	Mengxuan Liu	Liu Mengxuan	Bachelor of Business		College of Business and Economics
535478	Hu Zhang	Zhang Hu	Bachelor of Business		College of Business and Economics
535479	Rongkang Li	Li Rongkang	Bachelor of Business		College of Business and Economics
535480	Laiqiang Luo	Luo Laiqiang	Bachelor of Business		College of Business and Economics
535481	Zonghao Shen	Shen Zonghao	Bachelor of Business		College of Business and Economics
535484	Yinghao Xia	Xia Yinghao	Bachelor of Business		College of Business and Economics
535485	Keming Lu	Lu Keming	Bachelor of Business		College of Business and Economics
535486	Jinghua Jiang	Jiang Jinghua	Bachelor of Business		College of Business and Economics
535487	Xinyi Wang	Wang Xinyi	Bachelor of Business		College of Business and Economics
535488	Yiwen Shi	Shi Yiwen	Bachelor of Business		College of Business and Economics
535489	Jieyu Ji	Ji Jieyu	Bachelor of Business		College of Business and Economics
535490	Qianlu Hu	Hu Qianlu	Bachelor of Business		College of Business and Economics
535491	Jiani Tang	Tang Jiani	Bachelor of Business		College of Business and Economics
535492	Yilei Yan	Yan Yilei	Bachelor of Business		College of Business and Economics
535493	Ruoxi Liang	Liang Ruoxi	Bachelor of Business		College of Business and Economics
535495	Minye Shi	Shi Minye	Bachelor of Business		College of Business and Economics
535496	Wenru Lou	Lou Wenru	Bachelor of Business		College of Business and Economics
535497	Yuting Jiang	Jiang Yuting	Bachelor of Business		College of Business and Economics
535499	Jian Wang	Wang Jian	Bachelor of Business		College of Business and Economics
535500	Yining Yang	Yang Yining	Bachelor of Business		College of Business and Economics
535501	Zhu Huang	Huang Zhu	Bachelor of Business		College of Business and Economics

535502	Wenjie Yang	Yang Wenjie	Bachelor of Business		College of Business and Economics
535503	Yiwen Gao	Gao Yiwen	Bachelor of Business		College of Business and Economics
535504	Siyao Xie	Xie Siyao	Bachelor of Business		College of Business and Economics
535505	Yier Gu	Gu Yier	Bachelor of Business		College of Business and Economics
535507	Xinyang Du	Du Xinyang	Bachelor of Business		College of Business and Economics
535508	Yilin Ye	Ye Yilin	Bachelor of Business		College of Business and Economics
535509	Yiling Cao	Cao Yiling	Bachelor of Business		College of Business and Economics
535510	Yiyan Yang	Yang Yiyan	Bachelor of Business		College of Business and Economics
535511	Wei Qin	Qin Wei	Bachelor of Business		College of Business and Economics
535512	Yihan Huang	Huang Yihan	Bachelor of Business		College of Business and Economics
535513	Xiaodi Zhang	Zhang Xiaodi	Bachelor of Business		College of Business and Economics
535514	Chunxu Ye	Ye Chunxu	Bachelor of Business		College of Business and Economics
535515	Xinxin Zhang	Zhang Xinxin	Bachelor of Business		College of Business and Economics
535516	Hanbing Xiong	Xiong Hanbing	Bachelor of Business		College of Business and Economics
535517	Xin He	He Xin	Bachelor of Business		College of Business and Economics
535518	Zhenhan Wang	Wang Zhenhan	Bachelor of Business		College of Business and Economics
535519	Ruiyang Wang	Wang Ruiyang	Bachelor of Business		College of Business and Economics
535520	Siqi Wang	Wang Siqi	Bachelor of Business		College of Business and Economics
535521	Shufan Cao	Cao Shufan	Bachelor of Business		College of Business and Economics
535522	Yuhao Le	Le Yuhao	Bachelor of Business		College of Business and Economics
535523	Zhehui Jin	Jin Zhehui	Bachelor of Business		College of Business and Economics
535524	Yucun Lu	Lu Yucun	Bachelor of Business		College of Business and Economics
535526	Ning Xue	Xue Ning	Bachelor of Business		College of Business and Economics
535527	Langtao Zhang	Zhang Langtao	Bachelor of Business		College of Business and Economics
535528	Yuelong Cui	Cui Yuelong	Bachelor of Business		College of Business and Economics
535529	Jiaxiang Lu	Lu Jiaxiang	Bachelor of Business		College of Business and Economics
535531	Jie He	He Jie	Bachelor of Business		College of Business and Economics
535533	Xueyao Li	Li Xueyao	Bachelor of Business		College of Business and Economics
535534	Jiayi Mu	Mu Jiayi	Bachelor of Business		College of Business and Economics
535536	Xiangqing Lu	Lu Xiangqing	Bachelor of Business		College of Business and Economics
535538	Weiyu Guo	Guo Weiyu	Bachelor of Business		College of Business and Economics



535540	Xinyue Song	Song Xinyue	Bachelor of Business		College of Business and Economics
535541	Keyi Zhu	Zhu Keyi	Bachelor of Business		College of Business and Economics
535542	Qianyi Sun	Sun Qianyi	Bachelor of Business		College of Business and Economics
535543	Rongrong Wei	Wei Rongrong	Bachelor of Business		College of Business and Economics
535544	Jieli Jiang	Jiang Jieli	Bachelor of Business		College of Business and Economics
535547	You Wu	Wu You	Bachelor of Business		College of Business and Economics
535548	Xiaoling Dong	Dong Xiaoling	Bachelor of Business		College of Business and Economics
535549	Yifei Xu	Xu Yifei	Bachelor of Business		College of Business and Economics
535550	Yiru Li	Li Yiru	Bachelor of Business		College of Business and Economics
535551	Yixue Shao	Shao Yixue	Bachelor of Business		College of Business and Economics
535552	Chenyong Gu	Gu Chenyong	Bachelor of Business		College of Business and Economics
535553	Jingyan Li	Li Jingyan	Bachelor of Business		College of Business and Economics
535554	Ruoyi Hua	Hua Ruoyi	Bachelor of Business		College of Business and Economics
535555	Siyi Xue	Xue Siyi	Bachelor of Business		College of Business and Economics
535556	Xiaotong Han	Han Xiaotong	Bachelor of Business		College of Business and Economics
535557	Liuxing Yuan	Yuan Liuxing	Bachelor of Business		College of Business and Economics
535558	Ruiming Zhang	Zhang Ruiming	Bachelor of Business		College of Business and Economics
535559	Xiayu Huang	Huang Xiayu	Bachelor of Business		College of Business and Economics
535560	Ziyi Zhang	Zhang Ziyi	Bachelor of Business		College of Business and Economics
535561	Yu Shen	Shen Yu	Bachelor of Business		College of Business and Economics
535562	Xinyan Yu	Yu Xinyan	Bachelor of Business		College of Business and Economics
535563	Yirou He	He Yirou	Bachelor of Business		College of Business and Economics
535564	Hanyu Li	Li Hanyu	Bachelor of Business		College of Business and Economics
535565	Weizhu Gu	Gu Weizhu	Bachelor of Business		College of Business and Economics
535566	Yifan Lin	Lin Yifan	Bachelor of Business		College of Business and Economics
535568	Yijie Pan	Pan Yijie	Bachelor of Business		College of Business and Economics
535570	Suwei Wu	Wu Suwei	Bachelor of Business		College of Business and Economics
535572	Hao Hu	Hu Hao	Bachelor of Business		College of Business and Economics
535573	Huakang Jiang	Jiang Huakang	Bachelor of Business		College of Business and Economics
535574	Yiting Sun	Sun Yiting	Bachelor of Business		College of Business and Economics
535575	Lihong Zhang	Zhang Lihong	Bachelor of Business		College of Business and Economics

535576	Peiying Yan	Yan Peiying	Bachelor of Business		College of Business and Economics
535577	Jiaxin Liu	Liu Jiaxin	Bachelor of Business		College of Business and Economics
535578	Mohan Du	Du Mohan	Bachelor of Business		College of Business and Economics
535579	Songyang Zhang	Zhang Songyang	Bachelor of Business		College of Business and Economics
535580	Jingyang Man	Man Jingyang	Bachelor of Business		College of Business and Economics
535581	Yihui Xu	Xu Yihui	Bachelor of Business		College of Business and Economics
535582	Wenfei Xu	Xu Wenfei	Bachelor of Business		College of Business and Economics
535583	Xing Gao	Gao Xing	Bachelor of Business		College of Business and Economics
535586	Qianqian Zhao	Zhao Qianqian	Bachelor of Business		College of Business and Economics
535588	Qirun Li	Li Qirun	Bachelor of Business		College of Business and Economics
535589	Shukun Wang	Wang Shukun	Bachelor of Business		College of Business and Economics
535590	Qianqian Li	Li Qianqian	Bachelor of Business		College of Business and Economics
535592	Yanqi Zhang	Zhang Yanqi	Bachelor of Business		College of Business and Economics
535593	Xinying Li	Li Xinying	Bachelor of Business		College of Business and Economics
535594	Lingyu Gu	Gu Lingyu	Bachelor of Business		College of Business and Economics
535595	Jiawen Ding	Ding Jiawen	Bachelor of Business		College of Business and Economics
535596	Jiaqi Shen	Shen Jiaqi	Bachelor of Business		College of Business and Economics
535597	Jingjing Li	Li Jingjing	Bachelor of Business		College of Business and Economics
535598	Yuqi Huang	Huang Yuqi	Bachelor of Business		College of Business and Economics
535599	Xingchen Guo	Guo Xingchen	Bachelor of Business		College of Business and Economics
535600	Yufei Xia	Xia Yufei	Bachelor of Business		College of Business and Economics
535602	Tao Xu	Xu Tao	Bachelor of Business		College of Business and Economics
535603	Jingjing Xu	Xu Jingjing	Bachelor of Business		College of Business and Economics
535604	Mingjie Li	Li Mingjie	Bachelor of Business		College of Business and Economics
535605	Zihan Li	Li Zihan	Bachelor of Business		College of Business and Economics
535606	Qinglan Fang	Fang Qinglan	Bachelor of Business		College of Business and Economics
535607	Zhihan Zhang	Zhang Zhihan	Bachelor of Business		College of Business and Economics
535608	Boxuan Zhang	Zhang Boxuan	Bachelor of Business		College of Business and Economics
535609	Siyuan Xiang	Xiang Siyuan	Bachelor of Business		College of Business and Economics
535610	Yiling Shi	Shi Yiling	Bachelor of Business		College of Business and Economics
535611	Jian Liu	Liu Jian	Bachelor of Business		College of Business and Economics

535612	Shu Fan	Fan Shu	Bachelor of Business		College of Business and Economics
535613	Yue Li	Li Yue	Bachelor of Business		College of Business and Economics
535615	Jiasheng Cheng	Cheng Jiasheng	Bachelor of Business		College of Business and Economics
535617	Zangfeng Fan	Fan Zangfeng	Bachelor of Business		College of Business and Economics
535619	Bocheng Tao	Tao Bocheng	Bachelor of Business		College of Business and Economics
535620	Yang Cheng	Cheng Yang	Bachelor of Business		College of Business and Economics
535621	Letao Shen	Shen Letao	Bachelor of Business		College of Business and Economics
535622	Xuancheng Lin	Lin Xuancheng	Bachelor of Business		College of Business and Economics
535624	Xing Lv	Lv Xing	Bachelor of Business		College of Business and Economics
535625	Junze Zhao	Zhao Junze	Bachelor of Business		College of Business and Economics
535626	Quan Cheng	Cheng Quan	Bachelor of Business		College of Business and Economics
535627	Yuchen Huang	Huang Yuchen	Bachelor of Business		College of Business and Economics
535629	Fuyan Yuan	Yuan Fuyan	Bachelor of Business		College of Business and Economics
535630	Yiwei Zheng	Zheng Yiwei	Bachelor of Business		College of Business and Economics
542100	Jingyi Yan	Yan Jingyi	Bachelor of Information Systems		College of Sciences and Engineering

## University Council Minutes

The University Council met via circulation on 31 May 2022.

At the close of business on 31 May 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, James Groom, Professor Natalie Brown, Kate Bramich, Sarah-Jayne-Hall, Tara Howell, Professor Jamie Kirkpatrick, Jacqueline Saward and Sheree Vertigan AM.

### 1 Introductory Items

#### Declarations of Interest

There were no declaration of interest made.

### 2 Business

#### 2.1 Appointment of Deputy Vice-Chancellor, Academic

##### Resolution 31-05-2022\_UC\_12500-11174

University Council

- approved the appointment of Professor Martin Grimmer to the role of Deputy Vice-Chancellor, Academic for an interim term commencing with immediate effect; and
- noted the title change from Academic Executive Director to Deputy Vice-Chancellor, Education for Professor Mitch Parsell.

## University Council Minutes

The University Council met via circulation on 6 June 2022.

At the close of business on 6 June 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 Chancellors, Harvey Gibson and James Groom, Professor Natalie Brown, Kate Bramich, Professor Peter Dawkins AO, Sarah-Jayne-Hall, Tara Howell, 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 Deed of variation for the integrated marine observing system (IMOS) national collaborative research infrastructure strategy (NCRIS) funding Agreement for [REDACTED] funding

##### **Resolution 06-06-2022\_UC\_11020-11214**

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.

##### **Resolution 06-06-2022\_UC\_11020-11215**

University Council delegates authority to the Vice-Chancellor to sign future, immaterial variations to the IMOS NCRIS Funding Agreement dated 2 August 2013.

## University Council Minutes

The University Council met at the Sandy Bay Campus in the Flexible Workplace in the Raymond Farrell Centre and by video conference (via Zoom) on Wednesday 29 June 2022 from 9.30am.

**Members:** The Chancellor (Ms Alison Watkins AM) as Chair, Vice-Chancellor (Professor Rufus Black), 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:** Mr Craig Barling (Vice President Strategy, Finance and Marketing) and Mr David Clerk (Chief Operating Officer) attended for all items other than members only. Ms Sally Paynter attended as University Secretary.

**By invitation:** Ms Kristen Derbyshire (Executive Director, Leadership, Culture, and Innovation)  
Mr Nigel Blundell (Executive Director, Research Operations)  
Professor Mitch Parsell (Deputy Vice-Chancellor Education)  
Mr Rob Wilson (Deputy Vice Chancellor International)  
Ms Kate Huntington (Executive Director, Strategic Communications)  
Mr Paul Gregg (Chair, UPPL)  
Mr Brad Stansfield (Front PR)

**Apologies:** Council member Kate Bramich had been granted a leave of absence by the Chancellor in advance of the meeting.

### 1 MEMBERS ONLY

#### 1.1 \* Members Only

The Chancellor welcomed members and provided an update on recent meetings with Minister for Education, Children and Youth, Roger Jaensch MP, and a separate meeting with Premier Jeremy Rockliff, where she was able to advise on the successful renewal of the Vice-Chancellor's contract and that Professor Black had committed to an ongoing contract as Vice-Chancellor of the University. Members noted that both Minister Jaensch and the Premier were pleased by the news, and both were grateful that Professor Black would continue to lead the University noting their respect and admiration for his leadership in the role. Appropriate timing of the announcement of the renewal of the Vice-Chancellor's contract was still to be decided but members would be advised as soon as it was known.



The Chancellor invited those members who had recently attended the Company Directors Course provided through the Australian Institute of Company Directors (AICD) to share their experience of the course. Council members Tara Howell, Kate Bramich and Jack Saward had all attended the course at different capital city locations and had enjoyed the experience and found it to be valuable, noting that other universities and councils/senates were experiencing very similar pressures and challenges and that it was encouraging to see how progressed the University is in terms of its distinctive course offerings, financial sustainability and understanding its strategic mission.

**Action:** *University Secretary to liaise with Council members regarding ongoing correspondence related to the University's move to Hobart City.*

*The Vice-Chancellor joined the meeting at 9.40am*

#### 1.2 \* Strategic Resourcing Committee (SRC) Terms of Reference

The Chair, SRC highlighted the proposed amendments to the Committee's terms of reference which included:

- the addition of a reference to the Committee's role in providing advice to Council in relation to the

- strategic and coordinated deployment of 'human' resources along with financial and physical; and
- the addition of a reference to the Committee considering and providing Council with advice on '*the structure and content of financial reporting and modelling provided to Council, to ensure it is sufficient and appropriate for Council to fulfil its responsibilities in overseeing the financial performance of the University*'.

Members noted that guidance notes on key emerging resourcing issues expected to be considered by the Committee had also been reviewed, with additional references added including oversight of financial masterplan and proposed future fund implementation process as well as references to overall people resourcing levels and structures.

Members agreed that the guidance notes should be amended slightly to refer to '*Oversight of the implementation of any future associated entities including evaluation of a Future Fund*', noting that the current reference indicated that the Future Fund concept was more progressed and agreed than it was.

During discussion members queried the inclusion of strategic coordination and deployment of human/people resource as part of SRC's terms of references, noting the critical importance of this resource, and sought clarification that the current membership of SRC would be appropriate to consider these issues. The Chair, SRC advised that there was an obvious gap in the focus for the Committee and it was limited by only focusing on physical and financial resources, and that the Committee would be able to draw upon relevant expertise to support the work of the Committee when it was required in consideration of these issues.

Members agreed that the monitoring of people and culture was an critical part of the work of the Council and that it was important to ensure that there was an appropriate forum to consider strategic issues and provide advice in relation to the deployment of appropriate human resources, noting that the Remuneration and Nominations Committee also had a key role in the consideration of people and culture and that its terms of reference could be expanded to include reference to this more specifically.

Council considered a question raised by a member in relation to the terms of reference for SRC that queried whether the Committee had too broad a remit and may be overstepping its role as a Council committee, and thus was at risk of duplicating the roles and responsibilities of Council. The Chancellor reminded members of the standing invitation for them to attend any Council committee meeting, noting that Council would continue to monitor closely the work of SRC within the parameters of the new terms of reference and revisit this important discussion as necessary.

#### **Resolution 29-06-2022\_UC\_18303-11311**

Council **approved** the proposed amendments to the terms of reference of the Strategic Resourcing Committee to include:

- reference to human resources and to the Committee's role in considering and advising on the structure and content of financial reporting provided to Council; and
- additional examples of Committee responsibilities in the "further guidance" section, **subject to suggested amendments as agreed by Council.**

#### **1.3 \* Council Feedback**

Council discussed the update on actions undertaken to date following members feedback on improving Council processes, noting the following:

- Diligent has been selected as the alternative Board paper application, with implementation to be progressed as soon as possible.
- Opportunities for engagement between members and the Chancellor in smaller groups, potentially in the open air between meetings, was ongoing with the Chancellor recently meeting Jamie Kirkpatrick for a walking meeting on campus.
- The format of the University Performance Report had been revised as suggested with a smaller, more refined number of Key Performance Indicators and was included on this meeting's agenda.
- The potential strategic discussion topics for Council listed in the Council workplan should include a table of topics addressed annually, noting that the student profile items should be considered in the first quarter of the year.
- As previously discussed, a strategic refresh would be undertaken in the coming months and involve consideration of key questions around how the University positions itself, how to plan for a changing student demographic over the next 5-10 years and how to make strategic choices to sustain the University as it is and provide a foundation for how it could be.

Members supported the suggestions that the agenda papers include a 'University Strategy on a page'



document that can be easily referenced by members when reviewing agenda papers and were also in agreement that important items of business such Risk Appetite Statement and Whole of University Risk Profile should always be starred to enable active discussion.

#### **Resolution 29-06-2022\_UC\_15499-11298**

Council noted the update on the actions undertaken to date following feedback received from University Council Members identifying and confirming opportunities to improve Council processes.

#### **1.4 Correspondence to Council**

This item was unstarred and therefore not discussed.

#### **Resolution 29-06-2022\_UC\_10578-11297**

Council noted the list of correspondence received by the Chancellor to date regarding the campus relocation.

#### **1.5 Remuneration and Nominations Committee Report**

This item was unstarred and therefore not discussed.

#### **Resolution 29-06-2022\_UC\_13925-11309**

Council reappointed Friend of the University nominee Ms Susan Gough to the University Foundation Committee (UFC), for a new term ending on 30 June 2023.

#### **Resolution 29-06-2022\_UC\_13925-11310**

Council extended the appointment of Associate Professor Jeremy Prichard to the Board of the Tasmania Law Reform Institute for the remainder of the current Agreement.

#### **Resolution 29-06-2022\_UC\_13925-11312**

Council appointed:

- Current AMC Search Director Brett Harris as the 'member representative' for the University
- Penelope Ratcliffe as Director of the Board of AMC Search Pty Ltd.

#### **Resolution 29-06-2022\_UC\_13925-11313**

Council extended Mr Tyson Wienker's appointment as the academic staff member to the Board of Management of the Tasmanian University Student Association for further term ending 28 February 2024.

#### **Resolution 29-06-2022\_UC\_13925-11314**

Council extended Ms Penelope Radcliffe's appointment as the professional staff member to the Board of Management of the Tasmanian University Student Association for further term ending 28 February 2023.

## **2. INTRODUCTORY ITEMS**

### **2.1 \*Items to be starred / Motions on unstarred items**

The Chair noted the starring of the following items:

- 6.3 – Risk Appetite
- 6.5 – Update to the Whole of University Risk Profile.

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

- 5.5 – UTAS Holdings Board Update
- 5.6 – UPPL Board Minutes
- 6.1 – 2021 Modern Slavery Statement
- 6.2 – National Redress Scheme
- 6.4 – Compliance Report
- 6.6 – Final Memorandum of TAO Audit Findings on 2021 Financial Statements
- 6.7 – 2022 Winter Graduation Dates.

### **2.2 \* Introductory Items**

#### **Welcome and Apologies**

Ms Kate Bramich requested a leave of absence for the June meeting. This was formally approved by the Chancellor.

## Declarations of interest

There were no declarations of interest.

## Minutes

### Resolution 29-06-2022\_UC\_10960-11279

Council **approved** the minutes of the meetings held on 27 April 2022, 12 May 2022 (via circular), 31 May 2022 (via circular), and 6 June 2022 (via circular) as true and accurate records.

## Actions

Council noted the update on action items including those items which were listed for consideration on this meeting agenda.

## 3. STRATEGIC AND PERFORMANCE SESSIONS

*Mr Clerk, Mr Barling, Ms Huntington, Mr Gregg and Mr Stansfield joined the meeting at 10.35am*

### 3.1 \* Vice Chancellor Update

(Incorporating item 4.1 – Southern Transformation Stakeholder Update)

The Vice-Chancellor provided Council with an update on current issues, highlighting the significance of the global and financial market volatility and its impact on the University. Council noted the following updates:

#### Staff Engagement

Members noted the upcoming staff engagement session, which would be directed by themes identified through the Easy Retro Board platform, as that platform had been used to guide questions for a previous staff session on transformation.

#### Enterprise Agreement

The Enterprise Agreement negotiations were progressing well from a University perspective with several major simplifications secured and the remaining issues not being ones that should in principle be highly conflictual. The Vice-Chancellor confirmed that it was expected that there would be no changes to workload ratios and that there would be simpler and clearer provisions for managing change processes.

## Planning Scheme Amendment (PSA) for Sandy Bay



It was noted that the pause on the Sandy Bay PSA could defuse the ongoing debate and contribute to a position where some teaching and research activity may potentially remain on the Sandy Bay campus. Other members raised concerns about whether the public perception of the paused process for Sandy Bay PSA might signal the University was pulling out of the move and questioned how the University could cut through this rhetoric. The Vice-Chancellor advised Council that the University would undertake a new Community Engagement initiative, bringing together a wider group to consult on aspects of the Hobart CBD presence.



### **Resolution 29-06-2022\_UC\_16418-11281**

Council noted the update from the Vice-Chancellor.

### **Resolution 29-06-2022\_UC\_16418-11384**

Council **endorsed** the decision for the University to pause the process for the proposed Sandy Bay planning scheme amendment.

### **Resolution 29-06-2022\_UC\_16418-11390**

Council **endorsed** the proposal to provide a permanent pay increase of 4.6 percent for all staff covered by the staff agreement and a one-off payment of \$1000 for fixed-term and ongoing staff earning under \$80,000 a year, to be received by staff from the first full pay period in July 2022.

*Ms Huntington, Mr Gregg and Mr Stansfield left the meeting at 12.25pm*

*Ms Derbyshire, Mr Blundell, Professor Parsell and Mr Wilson joined the meeting at 12.39pm*

### **3.2 \* University Performance Report**

The University Performance Report was taken as read, with the Vice-Chancellor and the Senior Executive inviting questions from members.

Council discussed the ongoing public health advice in relation to COVID following the identification of new variants and in particular the ongoing vaccine mandates, noting that the University would continue to reflect of its current policy based on advice from Public Health and would be guided by the medical experts within the College of Health and Medicine.

Emerging trends for 2021/2022 Tasmanian core student numbers were discussed noting the negative impact on student enrolment numbers due to confusion over learning model offered by the University. Management clarified that there had been a drop-off in enrolments and students unenrolling because of ill-informed speculation that had been promoted through the print media and social media, and that there was a fundamental misunderstanding around the learning model which was being actively addressed through strong relationships between the University and school advisors and teachers.

Members discussed the price position on courses such as Dementia Care and Sustainable Living, which had reverted to a full HECS waiver in 2022 to help build the pipeline of students as the University approaches an unguaranteed cap in 2024. The success of this approach has resulted in sufficient interest in Semester 1 to allow the marketing campaigns to be reduced in Semester 2 for most courses, with specific courses in COBE moving to a full HECS fee basis to test pricing.

#### **Resolution 29-06-2022\_UC\_16788-11280**

Council received and noted the University Performance Report for June 2022.

*Ms Derbyshire, Mr Blundell and Professor Parsell left the meeting at 12.56pm*

#### **3.3 \* International Strategy 2022- 2035**

Council noted that following the significant shift in the international context over recent years and the pipeline impacts of boarder closures, international student numbers would continue to be impacted until at least the mid-2020's. The newly drafted International Strategy provides a framework for coordinated University of Tasmania's international engagement and activity through to 2030 and beyond, and highlights where and how the University will focus effort on both short and medium term activities to position the University for long term impact and sustainability in an era of strategic competition and changing international environment.

Members commended the International Strategy and the Deputy Vice-Chancellor International and team for their work on it. Council considered the Strategy and raised the following key points during discussion:

- It was suggested that the Strategy directly link to the mission of the University, and that this be more explicitly referenced by including a statement on the University's commitment to Tasmania remaining at the heart of the international strategy.
- Management confirmed that the Shanghai and Hong Kong international student markets would continue to be targeted for joint degree programs with options for those students to articulate to masters degrees onshore, and that this was a fundamental to the Strategy.
- Due to the volatility of the international student market it remains difficult to anticipate student recruitment numbers, and it was therefore difficult to predict the diversified markets that the University would recruit from. A key element of the strategic response is sustainable growth, which may create short-term, above budget performance. This unbudgeted growth or 'one off gain' will be used to enhance the long-term sustainability of teaching, research, and international diversification agendas to avoid funding core operation through short-term variances in market performance.
- Management confirmed that in-country teaching to generate off-island revenue would be done with purpose and would enable greater opportunities for international experiences for the University's Tasmanian students.
- It was suggested that the key strategic objectives be added to the beginning of the document for easy reference. Whilst growth is listed as an objective of the Strategy it is unclear how large the University was aiming to be.
- It was noted that student mobility remained challenging for Tasmanian students who may wish to undertake an international experience abroad but for whom funding remained a major barrier. Options for borrowing through a HECS loan to fund an international experience was being explored.

Council discussed strategy 8.2 *Establish an International School to grow a sustainable flow of international students through transnational education*. Members confirmed that establishing a new school to work across colleges to promote and support transnational education-based delivery to international students was preferred over seeking existing college staff to teach into these programs. This model would consolidate costs and reduce volatility into the core of the University, and International School staff would focus on working with existing and new partners to grow international student numbers whilst also supporting Tasmanian-based academics to develop courses and curriculum content suited to offshore delivery. It was agreed that more explanation and more content explaining the establishment of the International School should be included.

In response to a question raised on the use of the term 'School' in describing the new initiative and whether this would create confusion, members were advised that the nomenclature was selected to appeal to external markets on the advice that 'School' was an easy reference and closely attached to the University's brand.

#### **Resolution 29-06-2022\_UC\_14783-11291**

Council **approved** the *International Strategy 2022-2035* subject to consideration and inclusion of the feedback provided.

*Mr Wilson left the meeting at 1.33pm*

## **4 FOR DISCUSSION AND DECISIONS**

#### 4.1 \* Southern Transformation Stakeholder Update

This item was discussed during the Vice-Chancellors Update.

#### Resolution 29-06-2022\_UC\_11046-11282

Council noted the upcoming critical dates for the University southern projects and the update on the stakeholder landscape.

#### 4.2 \* Proposed Approach for [REDACTED] Balance Sheet Segment Reporting

[REDACTED]  
[REDACTED] Council also noted that an alternative reporting methodology was proposed which would be reflected in the University Performance Report, [REDACTED]

#### Resolution 29-06-2022\_UC\_14674-11283

Council **approved** the proposed segment balance sheet reporting approach as outlined, [REDACTED]

#### 4.3 \* Update to the Treasury and Investment Policy

Council noted that as part of the discussion on the Revised Funding Strategy to Complete the Northern and Southern Transformation Projects paper at the Strategic Resourcing Committee in March 2022, members had identified appropriate updates to be made to the *Treasury and Investment Policy* including the addition of a reference to the maintenance of a Moody's investment grade credit rating at no lower than Aa2 and the development of a supporting Treasury procedure to measure, manage and report on key treasury risks. Members supported these changes and noted the requirement to amend the *General Delegations Ordinance* to align the delegation for foreign exchange transactions with the Treasury Procedure.

#### Resolution 29-06-2022\_UC\_16874-11284

Council **approved** the requirement for the University to maintain an investment grade credit rating at no lower than Moody's Aa2, and this be reflected within the *Treasury and Investment Policy*.

#### Resolution 29-06-2022\_UC\_16874-11286

Council **approved** the proposed amendments to the *General Delegations Ordinance* to align the delegation for foreign exchange transactions with the Treasury Procedure.

#### Resolution 29-06-2022\_UC\_16874-11285

Council noted the *Treasury Procedure* developed to support the Policy.

#### 4.4 \* Graduates to be presented for reissue and conferral of awards

#### Resolution 29-06-2022\_UC\_12172-11287

Council reissued the award of Bachelor of Arts with Honours for graduate [REDACTED] in the name of [REDACTED] (formerly conferred in the name of [REDACTED]).

#### Resolution 29-06-2022\_UC\_12172-11288

Council reissued the award of Master of Business Administration for graduate [REDACTED] in the name of [REDACTED] (formerly conferred in the name of [REDACTED]).

#### Resolution 29-06-2022\_UC\_12172-11289

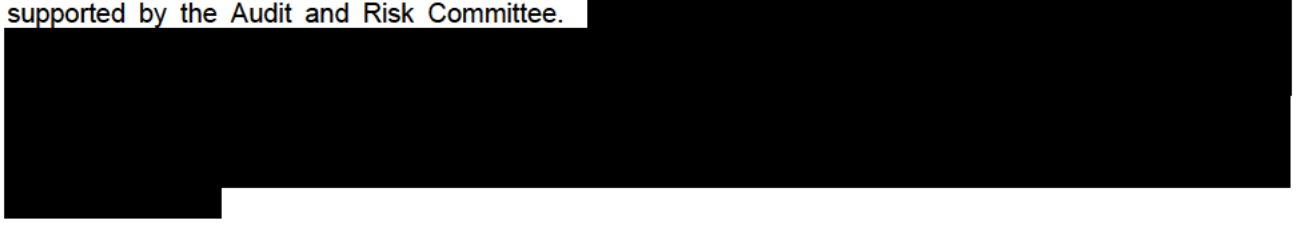
Council conferred the awards listed in Attachment 2 at the meeting of the University Council to be held on 29 June 2022, as recommended by the Vice-Chancellor.



## 5. MONITORING – COUNCIL COMMITTEE REPORTS

### 5.1 \* Audit and Risk Committee

The Chair, Audit and Risk Committee updated members of the major items discussed at the meeting on 12 May 2022 including the receipt of the final Memorandum of Audit Findings for the year ended 31 December 2021, with the Tasmanian Audit Office (TAO) identifying low risk findings regarding excessive leave balances, and that data analytics for financial systems were inactive between April and December 2021. The TAO recommendation that data analytics be applied retrospectively when systems were back online, which was supported by the Audit and Risk Committee.



#### Resolution 29-06-2022\_UC\_11079-11237

Council received and noted the Report from the Audit and Risk Committee meeting held on 12 May 2022.

### 5.2 \* Academic Senate Report

The Chair, Academic Senate updated members on the major items discussed at the meeting on 13 May 2022 as set out in the Report presented. Council noted that these included a strategic session focused on College Research Priorities and based around high quality research plans provided by Associate Deans, Research and Performance (ADRP). The session had enabled greater visibility across colleges, with each ADRP presenting another colleges plan to Senate highlighting the relevant synergies and demonstrating the depth of planning around research priorities currently being undertaken by the colleges. Academic Senate also held a second strategic session to discuss annual course monitoring and identified ways in which the review cycle could be enhanced through better coordination of the timing of surveys, access to data from a wider range of sources and more insights into positive things happening in course to demonstrate good practice.

Council discussed the work underway to refocus Academic Senate and its committees. The Chair, Academic Senate explained that the reframe would provide Senate with greater opportunities to consider discuss and feedback on early initiatives, ideas and projects by redistributing the monitoring and reporting on academic quality and standards responsibilities appropriately across a newly reviewed suite of committees. Members also discussed how to best maintain an academic voice noting that with such full Academic Senate agendas it had become difficult to continue to engage such a large group in both important strategic conversations. The transformation project would look to establish smaller, focused groups for monitoring and reporting with the broader collegial Senate enabled to discuss issues of strategic importance. In response to a question raised regarding whether Academic Senate had provided feedback on the recent changes to the leadership structure in the Academic Division, the Chair advised that Senate had been broadly supportive of the changes and that there had been no negative feedback to date.

#### Resolution 29-06-2022\_UC\_17959-11299

Council received and noted the report from the meeting of Academic Senate held on 13 May 2022.

### 5.3 \* Report from Strategic Resourcing Committee

The Chair, Strategic Resourcing Committee advised that the Committee was continuing to focus on the structural deficit challenge facing the University as considered by Council at its April 2022 meeting and would be reporting through to Council later in the year on relevant outcomes.

#### Resolution 29-06-2022\_UC\_18178-11300

Council received and noted the report from the Strategic Resourcing Committee meeting held on 6 June 2022.

### 5.4 \* Report from the University Foundation Committee

The Vice-Chancellor advised Council that the Advancement team had experienced one of the largest giving weeks this week and that through the work of the team and with the support of the University Foundation Committee, major funding targets in support of Access scholarships had been reached.

#### Resolution 29-06-2022\_UC\_13640-11301

Council received and noted the report from the University Foundation Committee meeting held on 26 April 2022.

## 5.5 UTAS Holdings Board Update

This item was unstarred and therefore not discussed.

### Resolution 29-06-2022\_UC\_18095-11304

Council noted:

- the recent activity and exciting opportunities that are on foot
- the minutes of meetings of UTAS Holdings Pty Ltd since February 2021
- the changes to directors and staff of UTAS Holdings
- the deregistration of UTAS Holdings subsidiary, Sense-Co Pty Ltd.

## 5.6 UPPL Board Minutes

This item was unstarred and therefore not discussed.

### Resolution 29-06-2022\_UC\_14708-11302

Council noted the minutes from the UPPL Board meetings held on 4 April 2022 and 25 May 2022.

## 6. UNSTARRED ITEMS

### 6.1 2021 Modern Slavery Statement

This item was unstarred and therefore not discussed.

### Resolution 29-06-2022\_UC\_18497-11305

Council **approved** the University's 2021 Modern Slavery Statement.

### 6.2 National Redress Scheme

This item was unstarred and therefore not discussed.

### Resolution 29-06-2022\_UC\_14230-11306

Council **approved** the delegation of authority to the Vice-Chancellor to execute the Agreement to Participate in the National Redress Scheme.

### 6.3 Risk Appetite

*This item was starred for discussion.*

The Chief Operating Officer provided an overview of the suggested amendments and additions to the Risk Appetite Statement (RAS) following the review of the Whole of University Risk Profile and the Transformation Program Risk Presentation provided to the Audit and Risk Committee on 22 May 2022. Council noted that there had been three amendments and one addition proposed as follows:

- Clarification that where there is 'high appetite' for pursuing **commercialisation or investment opportunities** to build financial sustainable which are consistent with our strategy and values, that this is to be undertaken after appropriate due diligence is completed as agreed through the development and approval of a suitable business case.
- Where there is 'high appetite' to **simplify course and unit profiles, to ensure engagement and relevance, and to meet current student demand**, employer demand should also be referenced to illustrate that employer needs and ability for students to obtain jobs after graduation are also considered in development of course and unit materials.
- Recognising that there is high moderate **appetite to enhance the efficiency of space utilisation**, and that the University has moved to a high appetite for space utilisation for the remainder of the builds.
- An additional Risk had been added to highlight a low appetite for **changes to UTAS' enabling legislation** without undertaking appropriate consultation.

Members noted that Whole of University Risk profile and amended RAS would be discussed at the Council and University Executive Team strategy and planning day in October and that whilst these amendments and additions do not constitute a full review of the currency of the RAS, a full review of the RAS would be undertaken in early 2023. During discussion members noted the differences between what is defined as strategic versus operational risks, with a member querying why the area of international students was listed as a moderate operational risk and not strategic. The Vice-Chancellor advised that all these areas were of strategic significance but are determined to be 'operational' from the perspective of the running the University on a day-to-day basis. Members agreed that it was important to continue to reflect on the categorisation of these risks and that this would be a focus for discussions at the October Council meeting.



#### **Resolution 29-06-2022\_UC\_19500-11307**

Council **approved** the amendments and additions to the University Risk Appetite Statements (RAS).

#### **6.4 Compliance Report**

This item was unstarred and therefore not discussed.

#### **Resolution 29-06-2022\_UC\_18364-11216**

Council received and noted the Compliance Report.

#### **6.5 Update to Whole of University Risk Profile**

*This item was starred for discussion.*

Council considered the proposed amendments to the Whole-of-University Strategic and Tier 1 Operational Risk Profile noting the recommendations and suggested refinements provided by the Audit and Risk Committee following their review of the Risk Profile undertaken at their May 2022 meeting.

Members noted a growing maturity in reporting against compliance and non-compliance and that the comprehensive reports provided to Council are shared to ensure that members can review and monitor important information to fulfill their obligations as Council members. Members were pleased to note the feedback from Moody's through the credit rating process who had praised the maturity of the Whole-of-University Risk Profile, and that there had been feedback to indicate that the University's Risk Framework was more developed and mature than many other universities.

#### **Resolution 29-06-2022\_UC\_11803-11218**

Council noted the updates to the Whole-of-University Strategic and Tier 1 Operational Risk Profile.

#### **6.6 Final Memorandum of TAO Audit Findings on 2021 Financial Statements**

This item was unstarred and therefore not discussed.

#### **Resolution 29-06-2022\_UC\_16822-11217**

Council received noted the Final Memorandum of TAO Audit Findings on 2021 Financial Statements.

#### **6.7 2022 Winter Graduation Dates**

This item was unstarred and therefore not discussed.

#### **Resolution 29-06-2022\_UC\_19625-11308**

Council noted the 2022 Winter Graduation schedule.

### **7. OTHER BUSINESS**

#### **7.1 \* Other Business, Confidential Items and Future Meetings**

Members requested that an organisational chart for the reframed leadership structure of the Academic Division be shared with Council and circulated to members for information. Whilst not starred for discussion, Council also acknowledged the excellent reports included on the agenda at item 6.1 *2021 Modern Slavery Statement* and 6.2 *National Redress Scheme*.

**Action:** *Secretary to circulate to Council members an Organisational Chart representing the reframed leadership structure of the Academic Division.*

The meeting closed at 2.44pm. Council will meet again on 31 August 2022 in Burnie.

## University Council Minutes

The University Council met at the West Park Campus in Burnie in Room 238 in the Field Building and by video conference (via Zoom) on Wednesday 31 August 2022 from 9.30am.

**Members:** The Chancellor (Ms Alison Watkins AM) as Chair, Vice-Chancellor (Professor Rufus Black), Ms Kate Bramich, Professor Natalie Brown, Emeritus Professor Peter Dawkins AO, Mr Harvey Gibson, Mr James Groom, Ms Sarah-Jayne Hall, Distinguished Professor Jamie Kirkpatrick, Ms Alicia Leis, Ms Jacqueline Saward and Ms Sheree Vertigan AM.

**In attendance:** Mr Craig Barling (Vice President Strategy, Finance and Marketing), Mr David Clerk (Chief Operating Officer) and Professor Martin Grimmer (Deputy Vice-Chancellor, Academic) attended for all items other than members only. Ms Sally Paynter attended as University Secretary.

**By invitation:** Ms Kristen Derbyshire (Executive Director, Leadership, Culture, and Innovation)  
Professor Anthony Koutoulis (Deputy Vice-Chancellor Research)  
Professor Mitch Parsell (Deputy Vice-Chancellor Education)  
Mr Ben Rose (Chief Financial Officer)  
Ms Jane Beaumont (General Counsel / Executive Director Legal and Risk)  
Ms Jo Willsmore (Executive Director, Corporate Finance)  
Ms Penelope Ratcliffe (Deputy Chief Operating Officer)  
Mr Phil Leersen (Executive Director, Campus Transformation)  
Professor Mark Hunt (Pro Vice-Chancellor, Southern Transformation)  
Ms Kate Huntington (Executive Director, Strategic Communications)  
Mr Paul Gregg (Chair, UPPL)  
Mr Matthew Higgs (CEO UTAS Properties)

**Apologies:** Council member Tara Howell had been granted a leave of absence by the Chancellor in advance of the meeting.

Professor Peter Dawkins attended for one hour of the meeting between 10.30am - 11.30am and had an approved leave of absence for the remainder of the meeting.

### 1 MEMBERS ONLY

#### 1.1 \* Members Only

[REDACTED]

[REDACTED]

It was agreed that members would raise these questions with the Deputy Vice-Chancellor, Education under agenda item 3.3.

*The Vice-Chancellor joined the meeting at 9.50am*

## **1.2 Report from the Ceremonial and Honorary Degree Committee**

This item was unstarred and therefore not discussed.

### **Resolution 31-08-2022\_UC\_18015-11482**

Council **approved** conferral of the title of Professor Emeritus to Professor Leigh Blizzard.

### **Resolution 31-08-2022\_UC\_18015-11483**

Council **approved** conferral of the title of Professor Emerita to Professor Jane Long.

### **Resolution 31-08-2022\_UC\_18015-11484**

Council **approved** conferral of the title of Distinguished Professor Emerita to Distinguished Professor Alison Venn.

## **1.3 \* Report from the Remuneration and Nominations Committee**

Council unanimously supported the nominations as presented.

### **Resolution 31-08-2022\_UC\_12666-11485**

Council **approved** the appointment of Vincenzo Caltabiano, Director of Tasmania Legal Aid, as the University of Tasmania's nominee for the Board of Legal Education for a three-year term to conclude on 30 June 2025.

*Declaring a conflict with this item, Ms Alicia Leis left the meeting at 10.04am*

Council unanimously supported the appointment of Alicia Leis as Chair of Audit and Risk Committee.

### **Resolution 31-08-2022\_UC\_12666-11486**

Council **approved** the appointment of Alicia Leis as Chair of the Audit and Risk Committee effective from 1 January 2023 until the end of her current term as Council member (31 December 2024).

*Ms Leis returned to the meeting at 10.08am*

Council noted the update on Council member vacancies in 2023, including the two vacancies for Council appointed positions. The Chancellor invited members to suggest potential nominees for the vacant positions and to encourage these individuals to apply, noting that skills that were being targeted were information technology strategy and people and culture, and that Council were committed to the appointment of a member from the Tasmanian Aboriginal community.

### **Resolution 31-08-2022\_UC\_12666-11509**

Council **noted** the update on Council membership for 2022 and 2023.

## **2. INTRODUCTORY ITEMS**

*Mr Clerk, Mr Barling and Professor Grimmer joined the meeting at 10.13am*

### **2.1 \*Items to be starred / Motions on unstarred items**

The motion relating to the remaining unstarred item was passed:

- 6.4 – UTAS Holding Minutes.

### **2.2 \* Introductory Items**

#### **Welcome and Apologies**

Ms Tara Howell requested a leave of absence for the August meeting. This was formally approved by the Chancellor.

#### **Declarations of interest**

Council was advised of the following amendments to the Register of Interests:

Alicia Leis –



- Add World Vision Australia Board member (remove reference to Independent Board member of the Audit and Risk Committee).

#### Peter Dawkins –

- Remove reference to member of the Board of UniSport Australia (retired from this position)
- Add member Western Metropolitan Partnership (remove reference to Deputy Chair)
- Add Director of the Western Bulldogs Forever Foundation.

#### Jacqueline Seward

- Add employee of the Department of Education (remove reference to Department of Primary Industries, Parks, Water and Environment).

### Minutes

#### **Resolution 31-08-2022\_UC\_19791-11450**

Council **approved** the minutes of the meeting held on 29 June 2025 as a true and accurate record.

#### **Actions**

Council noted the update on action items including those items which were listed for consideration on this meeting agenda.

#### **Resolution 31-08-2022\_UC\_19791-11539**

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

## 3. STRATEGIC AND PERFORMANCE SESSIONS

*Professor Dawkins joined the meeting at 10.30am*

### 3.1 \* Vice Chancellor Update

Items 3.1 and 3.2 were considered together.

#### **Resolution 31-08-2022\_UC\_10517-11451**

Council **noted** the update from the Vice-Chancellor.

### 3.2 \* Strategic Refresh Context

The Vice-Chancellor provided Council with a detailed presentation, outlining the environmental, economic, and social factors that have strategic implications for the future of the University. Members noted the global impacts from climate change, food scarcity, pressure on non-renewable resources, and economic impacts from low productivity and growing inequity. These pressures would impact the higher education sector, potentially limiting increases in funding for students and tying research funding directly to impact. Council discussed how the University would respond to these significant challenges and noted the following questions during discussion: how could the University model a sustainable world, and how do these impacts shape teaching and research priorities? What does this mean for our ways of working and what culture needs to be built to respond? Are there areas the University should pay more or less attention to?

Council thanked the Vice-Chancellor for the excellent presentation and considered the questions posed. The following key points were raised during discussion:

- A focus on sustainability and a circular economy is a good fit for the University and Tasmania and using this as the frame there could be increased focus on what it means for the future of Tasmania as well as the University.
- Investing in education and training is key to addressing the challenges of inequity, noting that there has been a hollowing out of skills in the middle bands of the workforce and that this was a key challenge to raising the skills base of the entire economy. Partnering with TAFE to create a more holistic sector in Tasmania may address these challenges.
- A challenge for Tasmania was offering the right jobs so that more qualified people would be attracted to live here, which in turn could create a larger investment in tertiary education.
- The University was perfectly situated to focus on agriculture and regeneration of forestry and fisheries and well placed to develop education for older generations to enable them to contribute to the workforce for longer.
- Noting the Cradle Coast as an example of lowest productivity in the State, having the oldest population by four years and identified as being of very low social economic status, the University could target a

response to address these challenges in identified 'hot-spot' areas to lead and inform government and other sectors to support communities.

- A strategic shift was needed in the approach to future teaching and learning, noting students would benefit from shorter, more applied learning that is academic led, community focused work and where they are able to apply research to lead change.
- Members emphasised the importance of balancing what the University needs to implement now to affect change with the requirement to ensure that medium and long-term strategic objectives can be met.

In response to a question raised about how much of a moral and ethical obligation the University has to share this important information with the government and other sectors, and to be champion for working to address these significant pressures, the Vice-Chancellor agreed that the University has an obligation to work to address such challenges. To achieve these aims the University must work with the Tasmanian community and communicate clear and well-reasoned arguments to encourage large scale social change, address environmental impacts and create knowledge and skills-intensive jobs.

Council provided its strong endorsement for the strategic direction and long-term perspective discussed and noted that work will continue into identifying the role Council will play in shaping this approach.

### Third Party Managed Campus operated by [REDACTED]

[REDACTED]

Council noted that further due diligence would be completed to understand more about the [REDACTED] and the single shareholder of the company. This item would be discussed further under item 5.1 on the agenda.

*Professor Dawkins left the meeting at 11.27am*

### 3.3 \* University Performance Report

*Professor Parsell, Professor Koutoulis and Ms Derbyshire joined the meeting at 11.28am*

The Vice-Chancellor invited questions and comments from Council on the University Performance Report and the following areas and key points were raised during discussion:

- The Group of Eight universities had been more successful in attracting the return of the Chinese international student market than UTAS due to their reputations and a reinvigoration of products including masters programs. International student markets other than China remained challenging, as these students were often less prepared and there was limited infrastructure in-country to support the enrolment process.
- Management was provided with feedback on the timing for conducting student surveys, noting that being surveyed prior to the end of semester and before the completion of a unit of study meant that students did not have enough experience to be able to provide feedback. New approaches were being piloted and based on the feedback received the timing would be adjusted accordingly.
- Members noted that as the Australian Research Council (ARC) would be conducting a review of the Excellence in Research for Australia (ERA) drawing on experts from the University sector and Department of education to focus on the transition of ERA to consider how to best measure engagement and impact in research. As a result, the ERA evaluation round would not be conducted in 2023. Council noted the University's approach to supporting and sustaining its research talent by planning for continuous conditionally funded positions in the new Enterprise Bargaining Agreement, the recent one-off \$1000 payment to Higher Degree Research (HDR) candidates in receipt of a stipend, and a planned increase above the national baseline to the HDR stipend in 2023. These approaches would provide more secure careers for researchers and attract global research talent.





Members noted that a clearer financial picture would be available by October, with various financial scenarios and options to be presented to the next meeting of Council.

**Resolution 31-08-2022\_UC\_15767-11453**

Council **noted** the impact the 2022 August forecast will have on the financial outlook for 2023 and the actions being proposed in the 2023 budget process to mitigate the potential impact.

*Mr Rose left the meeting at 12.58pm*

**4 FOR DISCUSSION AND DECISIONS**

**4.1 \* [REDACTED] – Structural Options**

*Ms Beaumont joined the meeting at 12.59pm*

[REDACTED]

Members noted that the Chair of the Strategic Resourcing Committee, General Counsel and Chief Finance Officer recently visited the United States to undertake further research on potential models. A series of meetings were held with senior management from the University of Texas, University of Columbia and Princeton University. These three institutions were identified because of their sophisticated investment management models, with each one operating under a different structural model. The meetings with each university were informative and helped to better understand the benefits and constraints of each model.

[REDACTED]

**Resolution 31-08-2022\_UC\_16054-11481**

[REDACTED]

**4.2 \* Southern Campus Transformation Update - Campus Heart**

*Ms Willsmore, Ms Ratcliffe, Mr Leersen and Professor Hunt joined the meeting at 1.11pm*

*This item was considered with item 4.3 below.*

The Pro Vice-Chancellor, Southern Transformation, Professor Mark Hunt presented Council with the rationale for the development of a 'Campus Heart' in the Midtown precinct of the Hobart city campus. The Campus Heart is intended to be the centre for university life in Hobart, in a prime city location, and aims to intensify activity within the city by consolidating infrastructure into a smaller footprint to achieve sustainability and vibrancy and create a more dynamic operating model for all spaces.

[REDACTED]

[REDACTED]

[REDACTED] Drawing on learnings from the transformation of the North and Northwest and the pandemic, planning has been focused on creating vibrancy that fosters meaningful student experience and on adopting more flexible and adaptive ways of working.

[REDACTED]



[REDACTED]

[REDACTED]

Council requested preparation of a clearer diagram detailing how the funds for the [REDACTED] would be managed.

**Resolution 31-08-2022\_UC\_10982-11456**

Council **noted** the option to develop the Campus Heart in the Midtown precinct of the city campus that could include:

- [REDACTED]
- [REDACTED]

**4.3 \* Southern Campus Transformation – Securitisation Project Planning**

This item was considered during discussion of item 4.2 above.

**Resolution 31-08-2022\_UC\_15560-11454**

[REDACTED]

**Resolution 31-08-2022\_UC\_15560-11455**

Council **noted** the key terms that will be captured within a non-binding Heads of Agreement with the partner that will govern negotiations of a [REDACTED], which would be subject to Council consideration and approval.

*Ms Willsmore, Ms Ratcliffe, Mr Leersen and Professor Hunt left the meeting at 1.40pm*

**4.4 \* Newnham Development Strategy**

*Mr Higgs and Mr Gregg joined the meeting at 1.42pm*

The Chief Operating Officer, UTAS Properties Pty Ltd (UPPL) spoke to the presentation provided, confirming that UPPL were seeking Council's support to proceed with a revised land arrangement to develop a site-wide masterplan for Newnham.

Since Council's approval of the Newnham Master Plan in 2020 further consideration had been given to additional uses for the land, including the establishment of the Tasmanian Agriculture Precinct, the National Institute for Forest Products Innovation (NIFPI) and a footprint for Communities Tasmania. Further consultation with stakeholders had resulted in agreement to optimise the land arrangement and unlock value for the University and the broader community by reorientating the University's operations to ensure better access and co-location of teaching and learning and research activities; enhance community connections and local amenity through expanding residential use including support services to the Mowbray community; and converting the existing soccer field to the future Football Oval to become the recreation heart (with tennis, bowls and gym). [REDACTED]

[REDACTED] A community engagement process would be led by the University, focusing on the key change to the proposed land arrangement and relocation of the existing AFL football oval to space behind Leprena. [REDACTED]

#### **Resolution 31-08-2022\_UC\_10661-11475**

Council **approved** UPPL proceeding with the revised land arrangement to develop a site wide masterplan for Newnham.

*Mr Higgs and Mr Gregg left the meeting at 2.04pm*

#### **4.5 \* Compliance Report**

Council was advised that the University is reviewing COVID-19 vaccination requirements and would be seeking feedback from the University community on proposed changes. These include that vaccinations against COVID-19 remain in place for staff including higher degree by research students and for students living in university accommodation and on professional experience placements but that for all other students, they will no longer be required to provide proof of vaccinations to study on campus. In response to a question raised regarding whether there had been any complaints regarding staff or students contracting COVID-19 on campus, members were advised that there had been complaints and that these had been managed and may continue in response to removing the requirement for students.

[REDACTED] Members discussed the suggestion that more information should be publicly available, and that Council agendas and minute summaries could be shared publicly for greater transparency. Some members agreed that the Council agendas should be publicly accessible, and that they believed there would be only a few items that would be confidential and therefore could not to be shared. The General Counsel advised that she would be discussing potential approaches with the Branding and Reputation Working Group before developing a proposal for Council's consideration.

#### **Resolution 31-08-2022\_UC\_17476-11407**

Council **received and noted** the Compliance Report.

#### **4.6 \* Parliamentary Inquiry Update**

The Vice-Chancellor acknowledged the excellent work undertaken to prepare the University's submissions to the Parliamentary Inquiry into the *University of Tasmania Act 1992*, noting that the submissions provided clear explanations regarding the roles of Council and Academic Senate and were structured to best reflect the mission and strategic direction of the University and how it fulfills its obligations against the Act. Members noted that there had been several submissions drafted by experts external to the University including higher education authorities such as Professor Kwong Lee Dow and Emeritus Professor Peter Dawkins, AO.

#### **Resolution 31-08-2022\_UC\_19877-11457**

Council **noted** that the Tasmanian Legislative Council has established a Select Committee to inquire into and report upon the provisions of *the University of Tasmania Act 1992 (Act)* with particular reference to

1. The constitution, functions and powers of the University
2. The constitution, role, powers and obligations of the Council and Academic Senate
3. The appropriateness of the Act to ensure accountable executive, fiscal and academic decision-making
4. The appropriateness of the Act to protect and promote academic freedom, independence and autonomy and
5. Any other matters incidental thereto.

#### **Resolution 31-08-2022\_UC\_19877-11459**

Council **noted** the University's strategic approach to responding to the Parliamentary Inquiry and the following key dates:

- 29 August 2022 – Submissions close
- Hearings will be held after the Select Committee has reviewed all of the submissions received.

## 5. FOR DECISION

### 5.1 \* Third Party Managed Campus

Council continued discussion of the proposed Third Party Managed Campus (TPMC) to be operated by [REDACTED] for the delivery of Bachelor and Master courses across various Colleges, with the Vice President Strategy, Finance and Marketing highlighting the following:

- The proposal is part of the International Strategy, noting that the University is already in a Third Party Managed partnership with UP Education to deliver course content. UniForum data indicated that this area was well resourced and well placed to build upon the model used to support [REDACTED] partnership.
- Third Party Managed Campuses were becoming popular with Australian universities and are successfully used in other countries. This approach was a good option to build scale and generate off-island revenue whilst ensuring that the quality and integrity of the University's course offerings are maintained.
- The partnership would work by [REDACTED] providing all the facilities for students, and the University supplying course content and retaining responsibility for student welfare, academic quality and compliance and ensuring the right staffing to support the best learning and teaching experience. The partnership would be overseen by a joint management committee.
- The timing for initial delivery of course content would be Semester 1, 2023.
- Reporting through to Council on the program delivery with both [REDACTED] would be introduced as part of the ongoing arrangements.
- More research will be undertaken to understand more about the main shareholder in [REDACTED], including what other interests and investments, prior to the formal agreement being finalised.

Members discussed feedback about the proposal provided by the Audit and Risk Committee during its consideration of the risk profile for the program at its July 2022 meeting. At that meeting some concerns were raised regarding reputational risk and why it was not rated as high, rather than moderate. The Committee also queried the exact number of projected student enrolments and how the figures were calculated. Management advised that there had not been any obvious shift in the projected numbers since they were provided by [REDACTED] in October 2021, and if Australia saw its global share of international students return to historical norms there would be no problem meeting the targets set. Whilst the figures were optimistic there was confidence in [REDACTED], that they had a good track record and that by leveraging the University's branding and networks [REDACTED] would be able to access additional international student cohorts that the University could not reach. Members noted that there were no plans at this stage to use [REDACTED] to deliver to domestic student cohorts as there would excessive reputational risk for such an arrangement.

#### Resolution 31-08-2022\_UC\_11134-11460

Council **approved** the proposal for a Third Party Managed Campus (TPMC) in Melbourne operated by [REDACTED] for the delivery of Bachelor and Master courses across various Colleges.

#### Resolution 31-08-2022\_UC\_11134-11462

Council **approved** a delegation to the Vice-Chancellor to execute the legal agreement (third party agreement, TEQSA compliance and ESOS/CRICOS compliance) subject to appropriate financial and legal advice and Academic Senate approval of the course QA and student aspects of the third-party arrangement.

### 5.2 \* Governance of Controlled and Uncontrolled Entities

Council discussed the *Controlled Entities Establishment and Reporting Procedure* and clarified section 9.1 in relation to the Remuneration of Directors that University Directors who are employees are not entitled to receive any financial remuneration or other benefit (other than a refund of expenses) as a Director unless they are Council members, confirming that if Council members are appointed as Directors they will continue to be remunerated as Council members. The suggestion that the proposed changes to the *Entities and Affiliated Organisations Policy* be considered by Council subject to endorsement by the Remuneration and Nominations Committee was supported by members, noting that the resolution would be amended to reflect this change.

#### Resolution 31-08-2022\_UC\_19018-11476



Council **noted** the change in nomenclature for ‘associated entity’ to ‘uncontrolled entity’ to better describe those entities in which the University has a membership that provides for influence but not control.

**Resolution 31-08-2022\_UC\_19018-11477**

Council **delegated** the power to the Vice-Chancellor to commit the University to membership of an uncontrolled entity, provided the residual risk is low, and approved the amendments to the University Council Ordinance to effect this change.

**Resolution 31-08-2022\_UC\_19018-11478**

Council **approved** the ability of an investee company (established or acquired for commercialisation purposes) of a University controlled entity to remunerate its employees other than by salary, including by equity (noting this discretion will be limited to UTAS Holdings’ investee companies that are controlled by UTAS Holdings).

**Resolution 31-08-2022\_UC\_19018-11479**

Subject to the endorsement by the Remuneration and Nominations Committee, Council to consider changes to the Entities and Affiliated Organisations Policy to:

- reflect the changed Vice-Chancellor delegation regarding uncontrolled entities
- to include the ability of controlled investee companies of University-controlled entities to remunerate its employees including with equity; and
- to better clarify the role of the Vice-Chancellor in managing controlled entities established by Council, particularly in relation to Director appointments and remuneration.

**Resolution 31-08-2022\_UC\_19018-11489**

Council **noted** the draft Controlled Entities Procedure which will provide internal guidance aligned with the Policy and the Council Ordinance to ensure the University’s controlled entities are established and administered in a consistent manner.

*Ms Beaumont left the meeting at 3.00pm*

**5.3 \* Graduates to be presented for reissue and conferral of awards**

**Resolution 31-08-2022\_UC\_17772-11465**

University Council **reissued** the awards, Bachelor of Arts, and Bachelor of Arts with Honours, for graduate [REDACTED] in the name of [REDACTED] (formerly conferred in the name of [REDACTED]).

**Resolution 31-08-2022\_UC\_17772-11467**

University Council **reissued** the awards, Bachelor of Adult and Vocational Education, and Master of Education, for graduate [REDACTED] in the name of [REDACTED] (formerly conferred in the name of [REDACTED]).

**Resolution 31-08-2022\_UC\_17772-11469**

University Council **conferred** the award listed in Attachment 2 at the meeting of the University Council to be held on 31 August 2022, as recommended by the Vice-Chancellor.

**6. MONITORING – COUNCIL COMMITTEE REPORTS**

**6.1 \* Audit and Risk Committee**

The Chair of Audit and Risk Committee updated members on planning for a change to the February 2023 Audit and Risk and Council meeting dates. The change is required to accommodate a two-week extension granted to the University by the Tasmanian Audit Office for the submission of the University’s 2022 Financial Statements. The Chair also advised that following the July 2022 Audit and Risk Committee meeting where serious challenges were experienced for the Committee due to the absence of several senior executive members, an agreed set of principles had been developed that support Council Committee secretaries, chairs and senior executives to respond appropriately if a similar situation was to arise.

**Resolution 31-08-2022\_UC\_17299-11442**

Council **received and noted** the Report from the Audit and Risk Committee meeting held on 21 July 2022.

**6.2 \* Report from Academic Senate**

The Chair of Academic Senate highlighted major items considered by Senate at its June 2022 meeting, including: campus transformation feedback where academic colleagues were encouraged to provide input into the consultation plans, with a strong focus on how staff and students will move into and utilise new spaces in the future; lost and commencing student survey report results, noting key findings that are being used by the University to gain insights into student trends and utilised to drive new strategic initiatives; and a session on

Student Accessibility, Learning Access Plans, and Inclusive Practice where exemplary work in the area of the student experience, learning and teaching from colleges was highlighted to drive awareness of new initiatives in this area.

Council was updated on the Academic Senate self-review and refresh, noting the aim was to ensure that Senate continued to fulfill its obligation to execute its delegated responsibilities from Council whilst encouraging greater engagement and collaboration on academic matters including learning and teaching and research. Members noted there were likely to be changes to the current suite of Senate committees, including to their Terms of Reference and composition. Further detail would be brought to the October 2022 Council meeting.

**Resolution 31-08-2022\_UC\_12506-11470**

Council **received and noted** the report from the Academic Senate meeting held on 30 June 2022.

**6.3 \* Report from the Strategic Resourcing Committee**

The Chair of the Strategic Resourcing Committee advised that the two substantive items discussed by the Committee at the August meeting had been considered as part of this Council agenda and that there was nothing further to highlight.

**Resolution 31-08-2022\_UC\_18660-11510**

Council **received and noted** the report from the Strategic Resourcing Committee meeting held on 8 August 2022.

**6.4 UTAS Holdings Minutes**

This item was unstarred and therefore not discussed.

**Resolution 31-08-2022\_UC\_14599-11449**

Council **noted** the minutes of the UTAS Holdings Board meeting held on 20 June 2022.

## 7. OTHER BUSINESS

**7.1 \* Other Business, Confidential Items and Future Meetings**

**University branding**



The meeting closed at 3.45pm. Council will meet again on 18<sup>th</sup> October 2022 in Hobart.

## University Council Minutes

The University Council met via circulation on 27 September 2022.

At the close of business on 27 September 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 Chancellors, Harvey Gibson and James Groom, Professor Natalie Brown, Professor Peter Dawkins AO, Sarah-Jayne-Hall, Professor Jamie Kirkpatrick, Jacqueline Saward and Sheree Vertigan AM.

### 1 Introductory Items

#### Declarations of Interest

There were no declaration of interest made.

### 2 Business

#### 2.1 Fellow of the University of Tasmania Nomination - Richard Ngo

##### **Resolution 27-09-2022\_UC\_14398-11600**

Council approved the nomination for Fellow of the University of Tasmania to Richard Ngo.

## University Council Minutes

The University Council met at the Sandy Bay Campus in the Council Room and by video conference (via Zoom) on Tuesday 18<sup>th</sup> October from 11.00am.

**Members:** The Chancellor (Ms Alison Watkins AM) as Chair, Vice-Chancellor (Professor Rufus Black), Ms Kate Bramich, Professor Natalie Brown, Emeritus Professor Peter Dawkins AO, 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:** Mr Craig Barling (Vice President Strategy, Finance and Marketing) and Mr David Clerk (Chief Operating Officer) attended for all items other than members only and Professor Martin Grimmer (Deputy Vice-Chancellor, Academic) attended from item 3.2 (University Performance Report) and all remaining items.  
Ms Sally Paynter attended as University Secretary.

**By invitation:** Ms Kristen Derbyshire (Executive Director, Leadership, Culture, and Innovation)  
Professor Mitch Parsell (Deputy Vice-Chancellor Education)  
Dr Regina Magierowski (Executive Director, Research Operations)  
Mr Ben Rose (Chief Financial Officer)  
Ms Kate Huntington (Executive Director, Strategic Communications)

**Apologies:** Council member Mr Harvey Gibson had been granted a leave of absence by the Chancellor in advance of the meeting.

### 1 MEMBERS ONLY

#### 1.1 \* Members Only

Members clarified the process for the Council Strategic Day and noted that there would be time allocated to discuss the overall strategy and build from the Strategic Context document circulated with further work to be undertaken at the December Council meeting.

*The Vice-Chancellor joined the meeting at 11.35am*

Council discussed the submissions to the Legislative Council inquiry, with members noting the various themes raised through the submissions including feedback on the composition of Council. It was acknowledged that a diversity of opinion and points of view strengthened the quality of discussion and improved decision making at Council. Members reaffirmed their commitment to maintaining collegiality and trust as a Council.

#### 1.2 Honorary Degree Awards

This item was unstarred and therefore not discussed.

#### Resolution 18-10-2022\_UC\_10429-11642

Council **approved** the nomination for Honorary Degree, Outstanding Scholar to Professor Michelle Craske.

#### Resolution 18-10-2022\_UC\_10429-11643

Council **approved** the nomination for Fellow of the University of Tasmania to Rhonda Ewart.



### 1.3 Extension of the Pilot for April/May 2023 Graduation Round

This item was unstarred and therefore not discussed.

#### Resolution 18-10-2022\_UC\_13773-11644

Council approved the proposal to continue the pilot of an additional graduation round of ceremonies in May 2023.

## 2. INTRODUCTORY ITEMS

*Mr Barling, Mr Clerk and Ms Huntington joined the meeting at 11.54am*

### 2.1 \*Items to be starred / Motions on unstarred items

The motions relating to the remaining unstarred items was passed in a block:

- Item 5.5 – Governance Instruments Framework Update
- Item 6.1 – Compliance Report

### 2.2 \* Introductory Items

#### Welcome and Apologies

Mr Harvey Gibson requested a leave of absence for the October meeting. This was formally approved by the Chancellor.

#### Declarations of interest

No amendments to the declaration of interest register were declared.

#### Minutes

A minor typographical error was identified in the minutes of the Council meeting held on 31 August 2022 (unfinished sentence under item 5.1) and would be corrected prior to finalisation.

#### Resolution 18-10-2022\_UC\_16393-11645

Council approved the minutes of the meetings held on 31 August and 27 September as true and accurate records.

#### Actions

Council noted the update on action items.

#### Resolution 18-10-2022\_UC\_16393-11646

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

## 3. STRATEGIC AND PERFORMANCE SESSIONS

### 3.1 \* Vice Chancellor Update

*Items 3.1, 4.1 and 4.2 were considered together.*

The Vice-Chancellor presented Council with options for the Campus Transformation post the Elector Poll and Council Election results and factoring in financial challenges of the downturn in international students and the rising costs of building works.

#### Electoral Poll and Council Election

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Student Accommodation**

Council noted that the demand for student accommodation across the state had returned across all student cohorts, and with little availability in the private market, students are increasingly choosing to stay in student accommodation throughout the duration of their studies. Members discussed the need to source the additional purpose-built capacity in Hobart Launceston and Burnie to meet the demand of the forecast enrolment and to ensure that it provides a compelling residential experience.

[REDACTED]

Management advised that proposed interim arrangements included potential overflow arrangements to ensure additional capacity for 2023, 2024 to support the growing student demand.

[REDACTED]

[REDACTED] that would enable the University to provide additional capacity and trial different models such as a short stay arrangement. Council noted that there were currently no appropriate accommodation options to cater for higher degree by research students with families.

Ms Derbyshire *joined the meeting at 2.33pm*

**Employee Engagement Survey**

Acting Chief People Officer, Kristen Derbyshire presented to Council on the early findings of the Employee Engagement Survey, noting that there had been a high level of interest and engagement in the survey from staff and that response rates had been high throughout the survey period.

The survey focused on testing three key areas of employee engagement including pride in the workplace, motivation, and the propensity to want to stay or leave an organisation. Council noted that preliminary survey results indicated that there was a diversity of experiences ranging from the local unit or team level up to the broader University level but that there was a consistent picture that indicated that staff feel cared for by their local leadership teams, that they value their work and understand how they impact the border mission of the University. The Survey also found that staff are do not believe there is an appropriate work/life balance, that the workload is unfairly distributed and are frustrated by the systems in use across the University.

[REDACTED]

[REDACTED]

Council noted that with surveys completed, colleges and divisions had been asked to focus on three areas from the survey to address and would be working with their teams to develop actions to target these. An institution-wide view of engagement would then inform the planning for a broader University culture strategy due to commence in early 2023.

**Resolution 18-10-2022\_UC\_12838-11625**

Council **noted** the update from the Vice-Chancellor.

**3.2 \* University Performance Report**

*Professor Grimmer, Professor Parsell and Dr Magierowski joined the meeting at 3.00pm*

The Vice-Chancellor invited questions and comments from Council on the University Performance Report and the following key points were raised during discussion:

- Negotiations with the NTEU over the new University Staff Agreement continued and were progressing well with new categories of employment and other supportive proposals to ensure greater job security for staff on the table for inclusion.
- The Teaching Quality scale of the Student Experience Survey (SES) will be used as the basis for a single teaching and learning KPI as it relates directly to the roll-out of the integrated approach to supporting student learning, assessment, and engagement with teachers. The Scale is also informed by students' overall satisfaction and is correlated with other survey scales related to the learning environment, support experience and students' level of connection with the University.
- Analysis of the 2021 Student Experience Survey (SES) national data is underway with the Teaching Quality measure being used as part of the Teaching Improvement Program to identify which courses are well above average, around average, or well below average and therefore what type of response will best support continual improvement in quality.
- Courses that receive around average ratings will be required to submit a Teaching Improvement Plan to drive continuous improvement, while those receiving well below average ratings will be required to submit a Teaching Transformation Plan to substantially improve performance, with support provided from the portfolio of the Deputy Vice-Chancellor (Education) for plan development and implementation. As part of this program, the University will aim to have no course with teaching quality rated below the national average.

**Resolution 18-10-2022\_UC\_16619-11624**

Council **received and noted** the University Performance report for October 2022.

*Professor Parsell, Dr Magierowski and Ms Derbyshire left the meeting at 3.14pm*

**3.3 \* 2023 Budget Update**

*Mr Rose joined the meeting at 3.15pm*

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Resolution 18-10-2022\_UC\_18215-11626**

Council **noted** the progress and direction of the 2023 Operating budget and the possible implications of lower international students.

*Mr Rose left the meeting at 3.30pm*

**4 FOR DISCUSSION**

**4.1 \* Southern Transformation Stakeholder Update**

*This item was considered with item 3.1 above.*

**Resolution 18-10-2022\_UC\_18400-11627**

Council **noted** the update on the external stakeholder landscape around the Southern Transformation activities.

**4.2 \* Student Accommodation Update**

*This item was considered with item 3.1 above.*

**Resolution 18-10-2022\_UC\_11723-11628**

Council **noted** the progress on discussions to address growing demand on student accommodation across the state.

**5. FOR DECISION**

**5.1 \* Forestry Contract Update**

[REDACTED]

[REDACTED]

**Resolution 18-10-2022\_UC\_10521-11629**

[REDACTED]

**Resolution 18-10-2022\_UC\_10521-11630**

[REDACTED]

**Resolution 18-10-2022\_UC\_10521-11631**

Council delegates its authority to the sub-committee comprising the Chancellor, Chair of the Strategic Resourcing Committee ('SRC') and Council member Sarah-Jayne Hall to approve a further increase to the delegation to the Vice-Chancellor and allow the contract to be executed if the Main Works proposal results in a contract value exceeding the Vice-Chancellor's delegation.

**Resolution 18-10-2022\_UC\_10521-11632**

Council delegates its authority to the Chief Operating Officer to approve variations to the executed contract up to \$2M, and for those that do not materially alter the original contract.

**5.2**

**Resolution 18-10-2022\_UC\_15481-11633**

**Resolution 18-10-2022\_UC\_15481-11634**

Council delegated authority to the Vice-Chancellor to execute a non-binding Heads of Agreement, including associated documentation aligned with key terms.

**Resolution 18-10-2022\_UC\_15481-11635**

*Ms Huntington left the meeting at 3.53pm*

**5.3 \* Investment Policy Update**

The Chief Operating Officer explained that through the process of embedding the in-house investment model, the University's governance instruments, and sustainable investment approach have been reviewed. This includes the Council approved responsible investment risk appetite statement that guides investment decisions to align with the policy's negative and positive fossil fuel investment screen. While the existing policy supports a zero-carbon future with a positive investment screen, investment in the growing energy transition is constrained when applying the policy's existing negative fossil fuel screen.

Council discussed proposed policy changes required to support the transformational energy transition required to achieve a zero-carbon future. The University would look to make decisions for long-term investments funds that accelerate the transition to a zero-carbon future in accordance with the Intergovernmental Panel on Climate Change (IPCC) target to limit global warming to 2 degrees Celsius and considers the United Nations' Sustainable Development Goals and not invest in fossil fuel companies where a zero-carbon transition plan is not identified.

Members discussed the proposed changes in policy and highlighted the following key issues:

- [Redacted]
- Members sought clarification on what defined a zero-carbon transition plan and what the University would do if a company was unable or unwilling to meet the transitional plan targets.
- Management advised that a zero-carbon transition plan would be defined as aiming to meet or exceed the targets set by the IPCC and that the University would maintain the right to divest away from any investment that was unwilling or unable to honour their transition plan.
- [Redacted]



- The proposed change to the Investment Policy would not create a risk to the University's ranking in the Times Higher Education assessment against the United Nations' Sustainable Development Goals.

Members requested that management consult with Fossil-Free UTAS regarding the changes to the Investment Policy as discussed, noting Distinguished Professor Jamie Kirkpatrick's agreement to assist in facilitating discussions if required.

#### **Resolution 18-10-2022\_UC\_10849-11729**

Council **noted** that management will consult with Fossil-Free UTAS on the revised sustainable investment approach to respond to the transformational energy transition required to achieve a zero-carbon future and the subsequent changes to the Treasury and Investment Policy.

#### **Resolution 18-10-2022\_UC\_10849-11647**

Council **approved** the proposed changes to the Treasury and Investment Policy:

- principles 1.2 and 1.4 to reflect the revised sustainable investment approach to respond to the transformational energy transition required to achieve a zero-carbon future.
- include principle 1.3 within the investment allocation decisions 1.2 (e).

#### **Resolution 18-10-2022\_UC\_10849-11648**

Council **revoked** the Council approved responsible investment risk appetite statement now superseded by the proposed policy changes.

#### **5.4 \* Update to Risk Rating Matrix**

Council noted the updated Risk Rating Matrix and approved the proposed changes as presented.

#### **Resolution 18-10-2022\_UC\_15756-11611**

Council **approved** proposed updates to the University Risk Rating Matrix.

#### **5.5 Government Instruments Framework Update**

This item was unstarred and therefore not discussed.

#### **Resolution 18-10-2022\_UC\_19157-11638**

Council **noted** the update on the implementation of the Governance Instruments Framework, including:

- the establishment of the University's new procedure suite
- the shift to a focus on maintenance and currency of instruments consistent with TEQSA's 2019 reregistration condition and documented in the revised Governance Instruments Framework
- the governance-level policy principles owned by Council that have recently been confirmed as current
- Staff Agreement negotiations impacting governance instruments.

#### **Resolution 18-10-2022\_UC\_19157-11639**

Council **approved** the amendments to principle 1.3 of the *Risk Management and Business Resilience Policy* to include monitoring of risk triggers and whole-of-University risks.

## **6. FOR NOTING**

#### **6.1 Compliance Report**

This item was unstarred and therefore not discussed.

#### **Resolution 18-10-2022\_UC\_16331-11610**

Council **received and noted** the Compliance Report.

## **7. MONITORING – COUNCIL COMMITTEE REPORTS**

#### **7.1 \* Report from Academic Senate**

The Chair of Academic Senate updated Council on the Academic Senate self-review and refresh, noting that there was agreed changes to Senate membership to include the University Librarian and Pro Vice-Chancellor's as full members of Senate and Associate Deans Learning and Teaching Performance and Associate Deans Research Performance would become non-voting members of Senate. A new sub-committee the Monitoring



and Assurance Committee (MAC) would be established to provide Senate and its committees with advice and supplementary expertise to deliver a strong and more timely approach to monitoring functions under the Higher Education Standards Framework and to identify at an earlier stage any key areas of risk. The chairs for each of the existing suite of Academic Senate sub-committee would be elected to the role, moving away from using the various portfolio heads as chairs, to strengthen best governance practice.

#### **Resolution 18-10-2022\_UC\_14932-11612**

Council **received and noted** the report from the Academic Senate meeting held on 9 September 2022.

#### **7.2 \* Audit and Risk Committee**

Ms Alicia Leis spoke to the Audit and Risk Committee report on behalf of the Chair, highlighting several aspects including the planned inclusion of controlled entities University Property Pty Ltd and University Holdings in the University's financial statements for 2022, the outstanding Executive Risk Presentation from the College of Science and Engineering that would be used as an exemplar and the significant work undertaken to date through Project Aurora and the Risk Trigger Project which aimed to utilise existing systems and data streams to enable earlier communication of potential issues to the senior executive team.

#### **Resolution 18-10-2022\_UC\_13671-11609**

Council **received and noted** and notes the Report from the Audit and Risk Committee meeting held on 8 September 2022.

#### **7.3 \* Report from the Strategic Resourcing Committee**

The Chair of the Strategic Resourcing Committee advised that the Committee had received an update on ongoing engagement with credit rating agencies, noting that Moody's credit rating had been retained and that it was anticipated that discussion on an approach to securitisation with both Moody's and the Treasurer would commence at the start of Quarter 2, 2023.

#### **Resolution 18-10-2022\_UC\_10229-11640**

Council **received and noted** the report from the Strategic Resourcing Committee.

#### **7.4 Report from the University Foundation Committee**

Council noted the ongoing generosity of alumni in continuing to give to the University regardless of the current negative community sentiment.

#### **Resolution 18-10-2022\_UC\_15267-11641**

Council **received and noted** the report from the University Foundation Committee meeting held on 4 August 2022.

### **8. CONFERRAL / REISSUE OF AWARDS**

#### **8.1 Graduations in Absentia**

##### **Resolution 18-10-2022\_UC\_17439-11613**

University Council reissued the award, Diploma of Dementia Care, for graduate [REDACTED] in the name of [REDACTED] (formerly conferred in the name of [REDACTED]).

##### **Resolution 18-10-2022\_UC\_17439-11614**

University Council reissued the award, Bachelor of Arts, for graduate [REDACTED] in the name of [REDACTED] (formerly conferred in the name of [REDACTED]).

##### **Resolution 18-10-2022\_UC\_17439-11615**

University Council conferred the awards listed in Attachment 2 at the meeting of the University Council to be held on 18 October 2022, as recommended by the Vice-Chancellor.

### **7. OTHER BUSINESS**

#### **7.1 \* Other Business, Confidential Items and Future Meetings**

##### **7.1.1 National Indigenous Unigames**

Council agreed to defer discussion on the National Conference on University Governance to the following day but noted the feedback received on the outstanding performance of the Tasmanian team at the National Indigenous Unigames held in Victoria in June and congratulated the team on winning the Spirit Award at the Games.

The meeting closed at 4.40pm. Council will meet again on 8<sup>th</sup> December in Hobart.

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**Council convened for 30 minutes on Wednesday 19<sup>th</sup> October 2023 from 8.30am** to consider the following additional item of business deferred from the formal meeting held the day before.

### **7.1.2 National Conference on University Governance**

Council member Alicia Leis provided a summary of key themes and reflections following the National Conference on University Governance and noted that there was clear alignment between the University's Strategic Direction and the many themes, projections and challenges discussed during the Conference.

Council discussed areas of impact for the University and noted the following:

- The conference has focused on higher education sector structure and funding models, including future growth projections and opportunities to revise the current model to explore an activities-based model and potentially co-op models with industry.
- The equity agenda set out by the federal government poses an opportunity for the University to engage deeply on the funding model link.
- The impact of changing demographics on universities was also a focus with the increased growth in student aged population coming for urban areas surrounding Melbourne resulting in metro universities unlikely to have funded places under the current government plans, provided an opportunity for the University to continue to grow interstate enrolments. Identified mismatch with demographics and where the places will be funded from the current Cap and the Job Ready Graduates program.
- Understanding the competitive landscape of the sector and how universities are meeting students 'where they are at' and adapting delivery, providing deep support models, having a clear market delineation.
- University Chancellor's Council priorities remain on funding, the universities accord and the reputation of the Higher Education sector and how it can contribute to addressing key risks for Australia, how can the funding model be adjusted to reflect the growth and enable the equity agenda (regional universities in particular), research agenda and funding, engagement with VET, micro-credentials.
- Ongoing focus on risk management and critical risks for the University and the sector more broadly, including foreign interference, mental health, teaching quality and learning models.
- Better utilisation of data to inform deep insights into students, teaching, schools / colleges.
- Exploration of partnership opportunities (including international), diversification and engagement with VET sector.
- Other topics covered included student centred approach to digital learning, applied learning, placements, and student support models.

Members discussed the public perception of universities and questioned how the sector is perceived by government and the community and whether universities are losing the battle of public opinion and discussed the impacts of more open and transparent governance. Members agreed that the current funding and regulatory models would mean that a dual sector approach with the University and TAFE would be too complicated but that if achieved would provide greater equity, enable closer working relationships with business and industry and address some of the challenges of providing students with for professional placements and work integrated learning opportunities.

Council thanked Ms Leis for the summery and noted the important themes raised and the many opportunities and challenges ahead.

## University Council Minutes

The University Council met via circulation in November 2022.

At the close of business on 8 November 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 Chancellors, Harvey Gibson and James Groom, Professor Natalie Brown, Kate Bramich, Emeritus Professor Peter Dawkins AO, Sarah-Jayne-Hall, Alicia Leis, Jacqueline Saward and Sheree Vertigan AM.

### 1 Introductory Items

#### Declarations of Interest

Professor Jamie Kirkpatrick declared a conflict of interest and abstained from voting on the proposed motion.

### 2 Business

#### 2.1 University Staff Agreement Uplift Scenario

##### Resolution 07-11-2022\_UC\_11705-11745

Council **approved** the proposed upper and lower bounds for negotiation of the annual salary uplifts in the University Staff Agreement.

## University Council Minutes

The University Council met at the Sandy Bay Campus in the Council Room and by video conference (via Zoom) on Thursday 8 December 2022 from 9.30am.

**Members:** The Chancellor (Ms Alison Watkins AM) as Chair, Vice-Chancellor (Professor Rufus Black), Ms Kate Bramich, Professor Natalie Brown, 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:** Mr Craig Barling (Vice President Strategy, Finance and Marketing) attended for all items other than members only. Ms Sally Paynter attended as University Secretary.

**By invitation:**

Ms Kate Huntington (Executive Director, Strategic Communications)  
Mr Ben Rose (Chief Financial Officer)  
Professor Mitch Parsell (Deputy Vice-Chancellor Education)  
Ms Stephanie Taylor (Executive Director Student Life and Enrichment)  
Ms Samantha Gorringer (CEO, TUSA)  
Mr Liam McLaren (State President, TUSA)  
Ms Kristen Derbyshire (Executive Director, Leadership, Culture, and Innovation)  
Professor Anthony Koutoulis (Deputy Vice-Chancellor Research)  
Mr Rhys Edwards (Chair, UTAS Holdings)  
Mr Brett Harris (CEO, UTAS Holdings)

**Apologies:** Council member Emeritus Professor Peter Dawkins AO had been granted a leave of absence by the Chancellor in advance of the meeting.

### 1 MEMBERS ONLY

#### 1.1 \* Members Only

University Council met in closed session without the Vice-Chancellor present and noted the following during discussion:

- Council confirmed arrangements for Emeritus Professor Peter Dawkins to take a six month leave of absence from Council to take up his appointment to the role of Interim Director of Jobs and Skills Australia. Professor Dawkins resume his role after 30 June 2023.
- Members discussed how to support the work of the Vice-Chancellor and executive team in ensuring greater transparency for decision making following the feedback received through the elector poll results and the Legislative Council Inquiry Hearings.
- Noted the appointment of Deputy Vice-Chancellor Academic, Professor Ian Anderson and plans for the role to assume greater oversight of the University's campus transformation.
- Members discussed the IMAS Taroona Masterplan and proposal to remove and/or relocate trees from the site, noting further conversations were to take place.
- Council resolved to review the *University Council Membership Procedure* to ensure that the first past the post voting system is the most appropriate for future Council elections for positions of academic and professional staff members.

*The Vice-Chancellor joined the meeting at 9.57am*

Council discussed the organisational structure of the University and noted the commitment to ensuring that academic leadership remains the core driver of the University's strategic mission, and that this is supported by a structure that encourages excellence and innovation in learning and teaching and promotes student focused outcomes. This focus and structure would be enabled functionally and culturally through effective, people centric corporate functions.

#### Resolution 08-12-2022-UC-1.1

University Council **approved** the leave of absence for Council member Emeritus Professor Peter Dawkins for a period beginning 1 December 2022 and ending on 30 June 2023.

#### 1.2 Report from Remuneration and Nominations Committee

This item was unstarred and therefore not discussed.

#### **Resolution 08-12-2022-UC-1.2(1)**

University Council **approved** the appointment of Arianne Moore as Student Member of the University Council for a one-year term commencing 1 January 2023 and ending on end on 1 January 2024.

#### **Resolution 08-12-2022-UC-1.2(2)**

University Council **noted** the outcome of the Academic and Professional Staff Elections 2022.

#### **Resolution 08-12-2022-UC-1.2(3)**

University Council **appointed** Mr Leigh Franklin as external member of the Audit and Risk Committee for a term commencing on 1 January 2023 and ending after the first meeting of Audit and Risk Committee in 2025.

#### **Resolution 08-12-2022-UC-1.2(4)**

University Council **approved** the appointment of Professor Ian Anderson to the position of Deputy Vice-Chancellor (Academic).

#### **Resolution 08-12-2022-UC-1.2(5)**

University Council **approved** the appointment of Ms Anna Grant as the University of Tasmania's nominee for the Board of Legal Education for a three-year term to conclude on 30 June 2025.

#### **Resolution 08-12-2022-UC-1.2(6)**

University Council **approved** the changes to the Entities and Affiliated Organisations Policy to:

- enable employees of controlled investee companies established or acquired by a University controlled entity for commercialisation purposes to be remunerated by means other than salary, including equity, as recommended by the entity board and approved by the Vice-Chancellor.
- better clarify the role of the Vice-Chancellor in managing controlled entities established by Council, particularly in relation to director appointments and remuneration.

## **2. INTRODUCTORY ITEMS**

### **2.1 \* Introductory Items**

#### **Welcome and Apologies**

Professor Peter Dawkins requested a leave of absence for the next 6 months. This was formally approved by Council at item 1.1.

#### **Declarations of interest**

Members noted the potential conflict raised by member Alicia Leis regarding consultancy work she would be undertaking through WLF with the Tasmania University Student Association. No other amendments to the declaration of interest register were declared.

#### **Minutes**

#### **Resolution 08-12-2022-UC-2.1(1)**

University Council **approved** the minutes of the meetings held on 18 October 2022 and 4 November 2022 as true and accurate records.

#### **Actions**

Council noted the update on action items.

#### **Resolution 08-12-2022-UC-2.1(2)**

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

### **2.2 \*Items to be starred / Motions on unstarred items**

The motions relating to the remaining unstarred items was passed in a block:

- Item 4.1 - Academic Senate Ordinance Amendments
- Item 4.2 - General Delegations Ordinance Changes
- Item 4.3 - Delegation of Funding Agreement - Sustainable Marine Research Collaboration Agreement (SMRCA)
- Item 4.4 - Delegation of Funding Agreement - National Institute for Forest Products Innovation (NIFPI)



- Item 4.5 - Australian Maritime College (AMC) Review
- Item 4.6 - Internal Audit and Risk Management Plan 2023 – 2025
- Item 4.7 - Compliance Report
- Item 4.8 - Tasmanian Law Reform Institute 2021 Annual Report
- Item 5.1 - UPPL Board Minutes
- Item 6.2 - Summer Graduation Dates

*Mr Barling, [REDACTED] and Ms Huntington joined the meeting at 10.36am*

### 2.3 \*Council Stakeholder Engagement

[REDACTED]

Council agreed that the project will commence with a workshop for members to be held in February around the time for the first Council meeting of the year (24 February 2023). A stakeholder map will be developed that identifies how Council members' existing networks align with University stakeholder groups.

It was noted that there would be a focus on myth busting, ensuring that misinformation does not circulate uncorrected for too long, and that a framework for two-way communication between the broader community as stakeholders and the Council would be developed. There was agreement that Council's focus remains on the University's mission and strategy and ensuring a governance level approach.

Members discussed principles for engagement with the community, agreeing that this will be undertaken based on clear expectations, openness, and clarity on how feedback and discussions will be relayed and used. This will be done through an agreed understanding of what aspects of planning for the progression of the University's strategy are open to influence and what is already decided upon and/or non-negotiable. Members sought clarification on how engagement with internal stakeholder groups (including staff and students) would be undertaken, by whom and when. Members agreed that this would be particularly helpful following the results of the Staff Engagement Survey.

Council confirmed next steps including:

- Council to be provided with fact sheets focused on quick, positive statistics and other helpful information relating to student demographics, rankings, campus transformation etc to facilitate social conversations with their networks. (to be actioned by the Executive Director, Strategic Communication).
- Council to be provided with regular updates on key media developments/stories and including Legislative Council Inquiry Committee Hearing outcomes. (to be actioned by the Executive Director, Strategic Communication).
- The draft Council Communique to be reviewed, ensuring key text is highlighted and easily referenced and a draft internal communication and an OpEd prepared for Council review and final sign-off by the Chancellor. The communication to be circulated during the week beginning 12 December 2022. (Actioned by the Executive Director, Strategic Communication).
- A Council Workshop to be scheduled for February 2023. (to be actioned by University Secretary)

[REDACTED] left the meeting at 11.17am

## 3. STRATEGY AND PERFORMANCE

### 3.1 \* University of Tasmania Strategy

Council discussed the revised University of Tasmania Strategy narrative that had been prepared by the Vice-Chancellor and had been updated based on feedback provided at the Council planning day in October 2022. Members noted that further proposed edits and amendments to the narrative had been circulated to Council by member Distinguished Professor Jamie Kirkpatrick and it was agreed that these amendments would be considered for inclusion in the final version of the narrative. Members noted that the 'for' and 'from' Tasmania construct would remain in the narrative as feedback had indicated that it had resonated with staff and the broader community, particularly in the north and northwest.

### **Resolution 08-12-2022-UC-3.1(1)**

University Council **approved** the University of Tasmania Strategy narrative as prepared by the Vice Chancellor.

### **Resolution 08-12-2022-UC-3.1(2)**

University Council **endorsed** the approach of developing and implementing an engagement plan around communicating our new strategy in 2023.

## **3.2 \* Shaping the Right Size University Discussion**

*Mr Rose joined the meeting at 11.40am*

Following initial discussions at the October meeting and informed by a detailed presentation on how the Australian Higher Education Funding System shaped what 'right-size' might look like for the University, Council considered potential grown scenarios. Members noted the complex funding environment had changed significantly over the past decade and that key considerations for determining the University's right-size, included a cap on domestic funding, student behaviour in relation to pricing sensitivity, the mismatch between the funding received for particular courses and the actual cost of delivery, international diversification and the need to support the research agenda.

### **Resolution 08-12-2022-UC-3.2**

University Council **noted** the background information to inform discussion at the upcoming Council strategic session on what right-size may mean for the University.

*Mr Rose left the meeting at 12.15pm*

**Council agreed to consider the following items out of order as follows:**

## **3.4 \* Tasmania University Student Association (TUSA) Presentation**

*Ms Gorringer, Ms Taylor and Mr McLaren joined the meeting at 12.16pm*

TUSA President, Liam McLaren, TUSA Chief Executive Officer, Sam Gorringer and Executive Director, Student Life and Enrichment, Stephanie Taylor joined Council to outline TUSA's priorities for 2023 including a focus on culture and values, noting the role it plays in offering an independent student voice and the work undertaken to support the University in meeting its strategic challenges through the 'students as partners' approach. TUSA highlighted the changes it had undergone following the impacts from the Student Services and Amenities Fee Legislation in 2011, and the large scale structural and financial changes that had transformed the Association following a major review in 2019, which had led to a new organisational structure and a team of TUSA staff and elected student members with the right capabilities to build a strong foundation in student leadership.

Council discussed core issues affecting students in the long and short-term including the increased cost of living, housing affordability, food insecurity and difficulty accessing medical services, and noted the impact of COVID restrictions on students including feeling isolated and the desire to seek more opportunities for peer-to-peer connections including through face-to-face learning opportunities. In response to a question raised regarding what would help students to feel a greater sense of belonging at University, TUSA noted the ongoing work promoting clubs and societies and the introduction of a collegiate model to build student community and engagement. TUSA highlighted the challenges of delivering support to a diverse student cohort including online and non-campus students and noted that TUSA measured the impact of their programs and activities through student engagement and awareness.

The Chancellor thanked TUSA for their presentation and for their ongoing work to support students. Council agreed that regular updates on TUSA's strategy and priorities throughout 2023 would be welcomed and sought further advice from management about how to continue to highlight the student voice for Council.

### **Resolution 08-12-2022-UC-3.4**

University Council **noted** the presentation from the Tasmanian University Student Association (TUSA).

*Ms Gorringer and Mr McLaren left the meeting at 12.46pm*

## **3.3 \* Quality: Teaching and the Student Experience**

*Professor Parsell joined the meeting at 12.47pm*



Deputy Vice-Chancellor Education, Professor Mitch Parsell outlined for Council the approach to improving teaching quality and the student experience which included:

- Short-term tactical interventions to improve the consistency and quality of course content by identifying courses that are below national average and utilising a Teaching Transformation Plan (TTP) for rapid turnaround and improvement.
- Long-term strategic approach such as the implementation of the Teaching Improvement Program that aims to ensure continuous improvement of the entire course portfolio.
- A commitment to increase on-campus and on-site learning, with the expectation that all on-campus units will have at least two hours of on-campus or on-site learning per week (averaged across the semester).
- Improving the holistic student experience by systematically engaging with students, defining and delivering on expectations and building intentional communities to facilitate a stronger sense of belonging and connection.

In discussion members noted that feedback on course quality was provided through peer review by trained team members at the school level and was targeted with a focus on ensuring teaching staff are engaged throughout the process. It was noted that work continued on defining good teaching through the development of a rubric on teaching standards. Members agreed that it was important to continue to recognise the expertise across the institution and to support teaching staff to structure learning and teaching to best suit their disciplines, and that the approach is broader than 'one size fits all'.

In response to a question raised about whether at least two hours of on-campus or on-site learning per week was enough, Professor Parsell advised that this was an absolute minimum and that for many discipline areas more on-campus learning would be required. Members noted that the implementation of the above approach to teaching quality improvement would be led by the Deputy Vice-Chancellor Education, Associate Deans, Learning, Teaching and Performance and discipline leads.

### **Resolution 08-12-2022-UC-3.3**

University Council noted the approach to ensuring a consistent, high-quality student experience across the institution and the tactical focus in 2023 across both learning and teaching, and student experience, together with the longer-term strategic agenda.

*Professor Parsell and Ms Taylor, left the meeting at 1.00pm*

### **3.5 \* Employee Engagement Survey Update**

*Ms Derbyshire joined the meeting at 1.45pm*

Chief People Officer, Kristen Derbyshire presented to Council on the final outcomes of the 2022 Employee Engagement Survey and the proposed next steps noting that the results of the survey had reveal key strengths and opportunities to be targeted in 2023 engagement planning and action. The following key points were highlighted during discussion:

- Key strengths identified include local area leadership, and people's sense of connection to their roles and workgroups, however there is a broader disengagement with the strategic direction of the University, and its senior leadership.
- Opportunities to address areas of concern for staff include fixing systems and processes, enabling better change management, creating two-way communication channels, empowering people and leaders to resolve challenges at the local level, and building a greater sense of connection to strategy and mission.
- Staff engagement sessions have been held across campuses and in a face-to-face setting with constructive questions and comments shared by staff involved.

### **Resolution 08-12-2022-UC-3.5**

University Council noted the final outcomes of the 2022 Employee Engagement Survey, together with proposed next steps for engaging the broader employee population to develop action plans.

### 3.9 \* University Performance Report

*Professor Koutoulis and Professor Parsell joined the meeting at 2.22pm*

The Vice-Chancellor invited questions and comments from Council on the University Performance Report and the following key points were raised during discussion:

- Tasmanian and interstate student application rates are favourable with the overall 2023 application rates tracking higher than 2019.
- The University's ratings on the QS World University Rankings for 2023 have improved to a ranking of #293 (up from #303 in 2022) and following the University's #1 ranking in the Times Higher Education assessment against the United Nations' Sustainable Development Goals, work continues towards reducing the University's carbon footprint.
- The University had recorded zero lost time injuries in the past 12 months and had successfully negotiated the Staff Agreement, noting a vote on the proposed clauses would be held for National Tertiary Education Union members and then for all University staff before the end of the year. Members noted the proposed improvements to leave provisions for staff facing health challenges which included a reset to 30 days leave for those who had used their existing sick leave balance.
- The Federal Minister for Education has announced the appointment of Professor Mary O'Kane AC (Chair of the IMAS Board) to lead Universities Accord Panel to review Australia's higher education system and make recommendations for Government and the sector with the Panel to provide an interim report on priority action in June 2023 and a final report delivered by December 2023. Members noted that the review would examine the supporting system for university research and that this will include securing a research pipeline and increasing collaboration between universities and industry and will synchronise with the Australian Research Council (ARC) Review. Other areas in scope for the Accord and of relevance to the University of Tasmania include access and opportunity and connection between the vocational education and training and higher education systems.

#### Resolution 08-12-2022-UC-3.9

University Council received and noted the University Performance Report for December 2022.

*Professor Koutoulis, Professor Parsell and Ms Derbyshire left the meeting at 2.40pm*

### 3.6 \* Student Accommodation

Council noted the update on new student accommodation options to support growing student demand across the state as part of a long-term strategy.

however projected demand could exceed this additional capacity in both locations over the medium term with the constrained housing market. Members noted that the University is looking to put in place overflow arrangements and additional capacity for 2023 and 2024 to support the growing student demand.

#### Resolution 08-12-2022-UC-3.6

University Council noted the progress on discussions to address growing demand on student accommodation across the state.

### 3.7\* Consideration for the Development of a Renewable Power Supply

Council discussed the proposals outlined in the *Development of a Renewable Power Supply* and *Tasmanian Carbon Offset Generation Project* papers which were considered together, noting that whilst both projects were still being scoped, the intention was to ensure Council is comfortable with the direction each project is taking. Referencing the study set to be undertaken to assess available options to determine the most cost-effective approach, Council noted the importance of considering the cost of maintaining the plantations and potential options for regeneration of third-party owned farmland.

#### Resolution 08-12-2022-UC-3.7

University Council noted the intent for the University to assess the feasibility of constructing and owning a suitably sized renewable power station to:

- Provide 100 per cent of our electricity use with renewable power produced from our own assets
- Reduce the need to purchase the associated carbon offsets required for carbon neutral certification which are expected to rise significantly in cost
- Address our annual operating expenditure for electricity
- Support the University's goal of achieving and retaining a Sustainability Tracking, Assessment & Rating System (STARS) Platinum rating

- Provide generating redundancy at a time when base load coal fired generation is being transitioned and supply during this period will come with higher risk, and
- Retain a top ranking for climate action in the Times Higher Education rankings (currently #1).

### **3.8 \* Tasmanian Carbon Offset Generation Project**

This item was discussed under item 3.7 above.

#### **Resolution 08-12-2022-UC-3.8(1)**

University Council noted the intent for the University to assess the feasibility of establishing a Tasmanian-based carbon offset generation project involving biodiverse reforestation to generate 375,000 ACCUs over a 25-year period (or an average of 15,000 per annum) from 2024 to support University carbon neutral certification.

#### **Resolution 08-12-2022-UC-3.8(2)**

University Council noted that following the feasibility analysis, the University Council will be informed on the outcomes, and if appropriate, a delegation to the Vice Chancellor to purchase land for reforestation will be sought.

### **3.9 \* 2023 Budget Update**

*Mr Rose joined the meeting at 3.02pm*

The 2023 Budget was presented to Council with members noting that this was consistent with previous version discussed at the October 2022 meeting of Council. Members sought clarity on the involvement of colleges, specifically on how they were being encouraged to be ambitious within their budgets. Management advised that colleges had been closely consulted throughout the budget preparation process in relation to projected student load and how savings may be identified and had not had targets imposed upon them.

#### **Resolution 08-12-2022-UC-3.10(1)**

University Council approved the 2023 University budget including the:

- University Total Result
- Business as Usual (BAU) Capital Envelope
- Cashflow Budget

#### **Resolution 08-12-2022-UC-3.10(2)**

University Council noted the 2024-25 projections provided in Attachment 1 – 2023 Budget Presentation and the ongoing and emerging risks that may impact the 2023- 25 period and beyond.

*Mr Rose left the meeting at 3.14pm*

### **5.2 \* Report from UTAS Holdings**

*Mr Edwards and Mr Harris joined the meeting at 3.14pm*

The UTAS Holdings Board Chair and Chief Operating Officer highlighted several areas of focus for the company including tidying up licencing and intellectual property for existing commercial opportunities, incubator development, and on identifying 4-5 key areas of opportunity that had potential to solve problems at scale through the investment of smaller amounts of funding to help to shape them. Council noted that the University was interested in connecting capital with great ideas and that impact as well as return was important. UTAS Holdings were working with venture capital to make assessments of potential commercial opportunities as they were identified. Members noted the 2023 launch internally of the new trading name to University of Tasmanian Innovation Ventures, or UTAS InVent to raise the profile of the company, its role, the team, and of commercialisation endeavour generally in the University.

Council noted UTAS Holdings as an area for further strategic discussion and focus for 2023.

#### **Resolution 08-12-2022-UC-5.2(1)**

University Council noted the report of the UTAS Holdings Board to University Council.

#### **Resolution 08-12-2022-UC-5.2(2)**

University Council noted the ratified minutes of the Board meeting on 8 August 2022.

#### **Resolution 08-12-2022-UC-5.2(3)**

University Council noted the chair-endorsed minutes of the Board meeting on 25 October 2022.

*Mr Edwards and Mr Harris left the meeting at 3.29pm*

## **4 UNSTARRED ITEMS**



#### **4.1 Academic Ordinance Amendments**

This item was starred for discussion with Council noting the suggestion that to improve the membership structure of Academic Senate that Heads of Schools could be substituted for Heads of Disciplines. The Chair of Senate agreed to take the question on notice for further consideration when the next self-review of Academic Senate was scheduled.

##### **Resolution 08-12-2022-UC-4.1**

University Council **approved** the amended *Academic Senate Ordinance*.

#### **4.2 General Delegations Ordinance Amendments**

This item was unstarred and therefore not discussed.

##### **Resolution 08-12-2022-UC-4.2**

University Council **approved** amendments to the *General Delegations Ordinance* to better support University Operations

#### **4.3 Delegation of Funding Agreement – Sustainable Marine Research Collaboration Agreement (SMRCA)**

This item was unstarred and therefore not discussed.

##### **Resolution 08-12-2022-UC-4.3(1)**

University Council **delegated authority** to the Vice-Chancellor, subject to appropriate Legal, Financial and UTAS Innovation Ventures (UTAS InVent) advice, to sign the funding agreement between the University of Tasmania (UTAS) and the Tasmanian Government represented by the Department of Natural Resources and Environment (NRE).

##### **Resolution 08-12-2022-UC-4.3(2)**

University Council **delegated** the execution of immaterial variations to this contract in accordance with section 6.2 of the General Delegations Ordinance to the Vice-Chancellor

#### **4.4 Delegation of Funding Agreement – National Institute for Forest Products Innovation (NIFPI)**

This item was unstarred and therefore not discussed.

##### **Resolution 08-12-2022-UC-4.4(1)**

University Council **delegated authority** to the Vice-Chancellor, subject to appropriate Legal, Financial, Audit & Risk and UTAS Innovation Ventures (UTAS InVent) advice, to sign the overarching National Institute for Forest Products Innovation (NIFPI) funding agreement between the University of Tasmania (UTAS) and Commonwealth of Australia, represented by Department of Agriculture, Fisheries and Forestry (DAFF).

##### **Resolution 08-12-2022-UC-4.4(2)**

University Council **delegated** the execution of immaterial variations to this contract in accordance with section 6.2 of the General Delegations Ordinance to the Vice-Chancellor.

#### **4.5 Review of the Australian Maritime College (AMC)**

This item was unstarred and therefore not discussed.

##### **Resolution 08-12-2022-UC-4.5**

University Council **received** the Review Report and Action Plan of the review of the Australian Maritime College.

#### **4.6 Internal Audit and Risk Management Plan 2023 – 2025**

This item was unstarred and therefore not discussed.

##### **Resolution 08-12-2022-UC-4.6**

University Council approved the Internal Audit and Risk Management Plan 2023- 2025.

#### **4.7 Compliance Report**

This item was unstarred and therefore not discussed.

##### **Resolution 08-12-2022-UC-4.7**

University Council **received and noted** the Compliance Report.

#### 4.8 Tasmanian Law Reform Institute 2021 Annual Report

This item was unstarred and therefore not discussed.

#### Resolution 08-12-2022-UC-4.8

University Council noted the 2021 Tasmanian Law Reform Institute Annual Report

### 5. MONITORING – COUNCIL COMMITTEE REPORTS

#### 5.1 \* UPPL Board Minutes

This item was unstarred and therefore not discussed.

#### Resolution 08-12-2022-UC-5.1

University Council noted the minutes of the University Properties Pty Ltd (UPPL) meeting held on 28 September 2022

#### 5.3 \*Audit and Risk Committee

The Chair of the Audit and Risk Committee spoke to the report highlighting for members the impressive work undertaken in development of a Cyber Security Road Map and the University's above sector average response to the recent adversary simulation exercise. Members agreed with the suggestion that following a presentation made to Council on Cyber Security in 2021, that a similar presentation be provided in 2023.

*Action: Council to be provided with a Cyber Security presentation at an appropriate meeting in 2023.*

#### Resolution 08-12-2022-UC-5.3

University Council received and noted the Report from the Audit and Risk Committee meeting held on 15 November 2022.

#### 5.4 \* Report from Academic Senate

The Chair of Academic Senate advised Council that the self-review undertaken by Academic Senate throughout 2022 had now been completed and highlighted the changes in membership effective from 2023 including an increase in elected and appointed members on Academic Senate. The newly established Monitoring and Assurance Committee would begin its work in 2023 with a focus on institutional monitoring, and the upholding of higher education standards in relation to policies and procedures. Members were reminded of the standing invitation to attend Academic Senate meetings, with the Chair noting that this was a good way for members to elevate their understanding of academic issues and that the strategic sessions held at each meeting to deep dive on current areas of priority, challenge and opportunity may be of particular interest.

#### Resolution 08-12-2022-UC-5.4

University Council received and noted the Report from the Academic Senate meeting held on 4 November 2022.

#### 5.5 \*Report from the Strategic Resourcing Committee

The Chair of the Strategic Resourcing Committee noted that items considered by the Committee had been discussed elsewhere on this meeting agenda but highlight the strong performance of the University's investment portfolio.

#### Resolution 08-12-2022-UC-5.5

University Council received and noted the Report from the Strategic Resourcing Committee meeting held on 14 November 2022.

#### 5.6 \* Report from the University Foundation Committee

The Vice-Chancellor noted that philanthropic donations made to the University remained strong in spite of the complex times.

#### Resolution 08-12-2022-UC-5.6

University Council received and noted the Report from the University Foundation Committee meeting held on 21 November 2022.

### 6. GRADUATIONS

## 6.1 \* Conferral / Reissue of Awards

### Resolution 08-12-2022-UC-6.1(1)

University Council revoked the award *Diploma of University Studies (Psychology)* for graduate [REDACTED]

### Resolution 08-12-2022-UC-6.1(2)

University Council conferred the award *Diploma of University Studies (Nursing Foundation Studies)* for graduate [REDACTED], as recommended by the Vice-Chancellor.

## 6.2 Summer Graduation Dates

Council Members noted the 2022 Summer Graduation dates.

## 7. OTHER BUSINESS

### 7.1 \* Other Business, Confidential Items and Future Meetings

The Chancellor acknowledged and thanked outgoing Council members Deputy Chancellor Harvey Gibson, Academic Staff member Distinguished Professor Jamie Kirkpatrick, Professional Staff member Kate Bramich and Student member Jack Seward. Members noted a farewell would be held in the new year to appropriately recognise the contribution of each member.

## University Council Minutes

The University Council met via circulation in December 2022.

At the close of business on 21 December 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 Chancellors, Harvey Gibson and James Groom, Professor Natalie Brown, Kate Bramich, Sarah-Jayne-Hall, Tara Howell, Alicia Leis, Jacqueline Saward and Sheree Vertigan AM.

### 1 Business

#### 1.1 Appointment of the Chair of the Tasmanian University Student Association (TUSA) Board of Management

##### **Resolution 21-12-2022-UC-1.1**

Council **approved** the appointment of Mr Danny Sutton, Chief Executive Officer, Colony47 to the role of Chair of the TUSA Board of Management for a two-year term to end on 1 February 2025.