GriffithUNIVERSITY

A GUIDE TO

COMMITTEE AND

MEETING SKILLS

A GUIDE TO COMMITTEE AND MEETING SKILLS

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1. Decision-making and Communication of Decisions within the University

Universities have traditionally been collegial in their approach to decision-making. Collegial decision-making has been adopted by universities in the past as an effective method for developing a community approach to problem solving, in ensuring representation of all stakeholders' views and in building networks across the organisational units of the University. Collegial processes are not always easy to manage and often require a significant level of organisation to be successful. Since the advent of the 1988 Dawkins white paper "Commonwealth Policy Statement on Higher Education" in which universities were encouraged to amalgamate with other institutions of higher education and therefore increase their size in terms of student load, Australian universities' decision-making processes have become more managerial in order to respond quickly to a more complex and diverse higher education environment. Griffith is no exception, combining collegial and managerial decision-making processes to ensure responsiveness to its community's needs.

At Griffith responsibility for determining University policy rests with the Council, which is the University's governing body. The Council's sub-committees are collegial in that relevant stakeholders are represented on these committees and one way policy is determined is through the process of recommendation from these sub-committees to the governing body. The University's senior managers may also recommend directly to the University Council new policies, the establishment of new organisational units or changes in strategic direction in accordance with the University's managerial decision-making processes.

Communication occurs between the University's Council and its sub-committees via minutes which record committee resolutions and recommendations as well as containing a record of how such resolutions were determined. In some instances a report may be developed for Council, which contains both the substance of the background materials presented to the relevant sub-committee of Council and the sub-committee's deliberations on those materials, for a more complete record of the discussion.

In terms of the University's managerial decision-making processes, the Council is normally presented with a discussion paper that contains a set of recommendations from the relevant senior manager or a document which has been prepared at the request of the Vice Chancellor outlining the preferred course of action for the University on a particular issue. There are many managerial decisions that do not need to be considered by the Council as Council has delegated responsibilities for those matters to the relevant senior manager.

While communication occurs primarily between the University's Council and its sub-committees via minutes or minute extracts, committee decisions are more usefully communicated to the University community and other committees via action sheets, memos, email and on the Web. The meeting dates, electoral notices, agendas, minutes and accompanying information sheets about the Council and its sub-committees as well as Group Boards can be accessed on the Web at the following URL: www.griffith.edu.au/committees

2. Committee Types

The University's committee structure, which can be viewed at www.griffith.edu.au/committees, may be categorised as follows:
- The Council and its sub-committees
- Other central committees
- Group Boards and other Group level committees
- School committees
- Research Centre Advisory Committees

For these committees, the University's formal committee procedures need to be followed.

From time to time the University establishes ad hoc working groups to solve particular problems or to undertake an investigation in an emergent area. These working groups undertake their tasks in a more informal manner and the output of their discussions may not be a set of minutes, but a set of notes, a report or a discussion paper. A common feature of the University environment is the convening of informal meetings between staff, staff and students or other stakeholders to solve a particular problem or discuss a particular issue. The need to prepare an agenda and document the discussion should be determined by the person convening the meeting.

3. Committee Constitutions

Every committee included in the University committee structure has a constitution. The constitution specifies the tasks the committee is required to undertake and who is required to contribute to the committee's work. University committee constitutions can be viewed at www.griffith.edu.au/committees. A constitution for a committee normally specifies:
- functions of the committee
- the committee's mode of operation
- the membership of the committee
- positions which have rights of audience and debate at meetings
- the position which is to service the committee or the responsible position for allocating the secretary
- the committee's sub-committees

Some constitutions may specify the life of the committee. Ad hoc working groups do not normally have a constitution but may have a set of tasks to undertake or terms of reference.

4. Committee and Meeting Stakeholders

Stakeholders of the University's committee and meeting processes include:
- the chairperson of the committee
- members, elected, appointed, coopted and ex officio
- people with rights of audience and debate
- the committee secretary
- people internal and external to the University who will be affected by the decisions being made.

4.1. Membership types and new members' needs

Committee members contribute to decisions that affect University policy and therefore affect other individuals. To become a member of a committee, an individual may be nominated as part of an election or appointment process.

Most of the University's committees have the following membership types:
- **ex officio** - which means that the person is a member of the committee, due to the position that they hold within the University, for example the Senior Deputy Vice Chancellor is ex officio Chair of the Research Committee.
- **elected** - an appointment made in accordance with the University's election procedures.
- **appointed** - an appointment made by a designated position or committee.
- **coopted** - an appointment made by the committee to provide specialist expertise to that committee for a specified period of time.

The above categories of membership are normally voting members.
- **rights of audience and debate** - these are usually positions which can contribute to the committee's discussion via way of information, e.g. Chairs of a committee's sub-committees or designated officers of the University, but do not have voting rights.

On conclusion of the election or appointment process the committee secretary writes to all new members welcoming them to the committee and enclosing the following package of materials:

- the constitution of the committee
- a list of committee members
- a copy of the most recent set of agenda and minutes
- a copy of the University's committee structure
- other resources that support the tasks that will be undertaken by the committee (e.g. certain policies and procedures)
- special parking permit (if required) for members external to the University.

For some University committees such as the Council, an orientation program is organised for new members which includes a briefing session on how the committee functions.

4.2. The role of the chairperson

The chairperson takes responsibility for the decisions made by the committee. Therefore it is important for the chairperson to be clear about the committee's authority to make decisions on particular matters.

The Chair has responsibility for:
- calling, cancelling or adjourning meeting
- placing any items of business, notices or motions on the agenda
- approving the agenda for dissemination to members
- approving the minutes
- admission of observers and visitors
- requesting a complicated question to the committee be divided and put in the form of a number of motions
- determining the vote on a particular motion by having a second or casting vote (when there is a tied vote).

4.3. Rights and obligations of committee members

Committee members have the right to:
- request the inclusion of an item on the agenda, provided that it is within the authority of the committee to deal with such matters and the item is received in an appropriate time frame (i.e., at least 10 working days prior to the committee meeting)
- request an amendment to the minutes on the grounds that they are inaccurate
- have their dissension, abstention or vote recorded in the minutes

Committee members are obliged to advise the chairperson or the committee secretary of:
- their resignation from the committee
- the fact that they no longer hold the necessary qualification for their membership category
- their planned absence from the University and therefore from the committee for a period of time

4.4. Role of the committee secretary

The committee secretary has an important role to play in contributing to the success of the University's collegial decision-making processes. To facilitate decision-making via the University's committee processes, committee secretaries undertake the following tasks:
- draft accurate and concise agendas and minutes
- prepare discussion papers for consideration by the committees
- summarise material referred to the committees to make it clear and easy to consider
- communicate decisions of the committees to all relevant stakeholders quickly and in the most effective manner
- undertake associated administrative tasks related to the work of the committees.

The majority of committee secretaries at Griffith University have rights of audience and debate at committee meetings. As a result, it is normal for secretaries to participate in the discussion of committee business, particularly if they are able to supply relevant information or are in a special position to give a view.

A committee secretary may gain the opportunity to have greater input into the committee's discussion after having obtained the committee members' confidence that he or she is capable of carrying out the administrative work of the committee impartially.

In order to undertake the pivotal role of committee secretary within the University's decision-making processes, the following basic rules need to be observed:

a) familiarity with the constitution or terms of reference of the committee being serviced, and its quorum provision
b) know the people who attend meetings:
   ▪ members (elected, appointed, coopted and ex officio)
   ▪ officers with standing rights of audience and debate
   ▪ people invited to attend for a particular number of meetings
c) be informed of those University procedures which relate to matters within the scope of the committee
d) prepare agendas which are precise and concise, both in terms of content and physical volume; and
e) develop minutes which record the resolutions/recommendations accurately and communicates these resolutions/recommendations to appropriate bodies or persons promptly.

5. Committee and Meeting Preparation

Committee and meeting preparation is undertaken by the committee secretary in conjunction with the chairperson. When a committee secretary has been assigned to a committee they should:
▪ introduce themself by telephone to the members
▪ organise a timetable of meeting dates and venues
▪ book a meeting room (or confirm)
▪ undertake to prepare an agenda for the first meeting
▪ order refreshments for the meeting

5.1. Meeting types

Meetings of University committees are categorised as follows:
▪ **Ordinary meeting** - a meeting which is scheduled and convened on a regular basis at an agreed time.
▪ **Adjourned meeting** - a meeting which is convened to consider urgent business from an ordinary meeting which could not be completed at the ordinary meeting.
▪ **Special meeting** - a meeting which is convened between ordinary meetings to consider business which requires immediate or urgent attention.

5.2. Preparing an agenda

Ten working days before a committee's scheduled meeting date, the committee secretary should prepare a draft agenda for discussion with the chairperson of the committee. The agenda, photocopied on green paper or available electronically on SharePoint, will contain items:
▪ deferred from consideration at earlier meetings of the committee;
▪ referred to the committee by other committees for comment and recommendation; and
▪ referred for consideration by the committee chairperson, executive officers or members of the committee.

In preparing an agenda, the committee secretary needs to provide in as succinct a way as possible, the necessary information on an item to facilitate its consideration by the committee. An agenda item normally presents in as a concise a form as possible:
▪ past history (i.e. background or context) - where the item has come from and the committee's authority in this area
▪ the proposal making reference to relevant attachments where necessary (the problem) - outlining what the committee is required to do with the particular item

- supporting statements and arguments - outlining issues the committee needs to consider and the implications associated with each issue
- finishing with a clear statement of the action required of the committee.

In preparing an agenda the committee secretary should endeavour to:
- minimise the number of attachments where possible
- incorporate the text of memoranda (setting out the key points of the issue) into the text of the agenda rather than include them as attachments
- prepare position papers on issues which are complex and require an explanation on how a range of University policies impact on the issue
- summarise University-wide responses into a composite document.

In preparing an agenda, a committee secretary should avoid providing:
- insufficient background information
- no guidance to the committee on what it is to do with the item
- items not within the authority of the committee
- no outline of policy related to the item
- ambiguous statements within the item; and
- using attachments in an unstructured manner.

While the agenda should be provided to committee members at least seven days before the meeting to enable them to reflect upon the committee's business, sometimes the committee secretary will be required to prepare a supplementary agenda. The committee secretary should resist accepting late items for an agenda, unless it is urgent that those items be dealt with at the meeting. However, from time to time late items will need to be included on an agenda by way of a supplementary agenda.

5.3. Approval of the agenda

The committee chairperson approves the agenda in terms of:
- the items of business;
- the order of the items; and
- the form of the agenda;

prior to the committee secretary circulating the agenda papers to members. The process used to approve the agenda may simply be the committee secretary forwarding an electronic copy of the agenda to the chairperson for consideration or via a meeting between the chairperson and committee secretary to discuss the rationale for particular items and their placement in the order of the agenda. In some instances, it may be useful for the chairperson to sight both the agenda item prepared by the secretary and the relevant attachments to determine whether the item should remain on the agenda.

5.4. Agenda format

Agendas for University committees should conform to the following format:

- Top right hand corner of every page of the committee agenda should contain the following:
  Name of Committee and Agenda number for the year
- The first items on an agenda are:
  Apologies
  Confirmation of minutes
  Business arising from the minutes
  Declaration of Interests
  Chairperson's report
  These items should be followed by a statement on the Ordering of the Agenda, at which point, members of a committee may propose to change the order of the agenda (e.g. by 'starring' items for discussion).

- The business of an agenda may be categorised under three headings:

Section I: Matters for Debate and Decision
items should be placed under Section I if there is the likelihood that a diverse range of views will be expressed by committee members which may result in a change to the recommendation before the committee

Section II: Matters Requiring Ratification of Executive Action
action undertaken by the Chair between meetings which has not previously been agreed to by the committee, should be reported for approval of the Chair's actions by the committee

Section III: Matters for Noting and Where Appropriate Acceptance of Recommendation
items for which it is expected there will be general agreement of the proposed course of action and the recommendation accepted

From time to time 'parent' committees may use the convention of starring items from the minutes of sub-committees listed in Section III of the agenda. Items are normally starred if the parent committee is required to be more deliberative on the particular issue, or if further explanation is needed of the University's position.

- Inclusion of a distribution list which should be prepared in accordance with the membership provisions of the Committee's constitution.

5.5. Preparing and developing attachments

In preparing documents for attachment to an agenda, the name and number of the meeting (and agenda item number) at which the paper is to be considered should be placed at the top right hand corner of every page. When a document is presented for consideration by a committee for the first time, the name of the author and the date must appear at the conclusion of the paper. The types of attachments which will usually be prepared by the committee secretary may include:
- Chairperson's report
- Summary of responses to particular issues
- Précis of a long document
- Schedule of activities
- Discussion document
- Implementation strategy
- Report on a particular activity of the committee.

5.6. Use of confidential documents

Committee secretaries may need to deal with confidential documents as part of their agendas and minutes. When a confidential paper is identified in an open agenda, the item should be photocopied on pink paper and attached to the agenda in sequential order. Confidential papers are not to be forwarded electronically or placed on the Web. At the end of a meeting at which a confidential item is considered, the secretary should collect the confidential papers and arrange for their shredding.

When a committee's consideration of a particular matter is deemed to be confidential, a confidential minute item needs to be prepared in addition to, or in lieu of, the open minute item. When one or a number of items in an open set of minutes are confidential, each such item should be recorded in the open minutes by its subject heading, the appropriate CARMS file number (for student/staff cases only) and accompanied by a confidential note of action (i.e., "The Committee's deliberations on this matter are recorded in a confidential minute extract accompanying these minutes").

5.7. Preparing briefing papers

When an issue being considered by the committee has a number of complexities or is in an area in which the Chair is of the opinion that he/she requires additional information, the

committee secretary may provide a briefing paper. The briefing paper may be attached to the agenda for the committee's information or may be provided only to the Chair. The format of the briefing paper will be determined by the purpose for which it has been prepared. However it would normally address the following:

- What is the committee required to do with this item?
- What issues should the committee consider?
- What implications are associated with each issue?

in a more detailed manner than was possible within the agenda papers.

5.8. Undertaking a briefing session

In the week prior to the meeting, the secretary should brief the chairperson on each item which needs to be discussed by the committee, its implications for University policy and how it should be handled by the committee. The purpose of the briefing is to facilitate the conduct of the meeting. Matters to be raised at the briefing are:

- apologies - will the meeting be quorate?
- items - background, major problems, possible scenarios for resolution of each item
- introduction of the items - should someone be briefed to introduce or speak to the item?
- reordering of the agenda - should the agenda be adjusted in some way?
- guest speakers - should one or more persons who are not members of the committee be invited to speak to the item?

6. In-Meeting

Each committee has its own mode of operating. However all University committees should operate in accordance with the University's rules of procedure.

6.1. Assisting the Chair during the meeting

Every stakeholder of the committee has a role to play in assisting the Chair during the meeting to ensure effective decision-making. Strategies which assist the Chair are as follows:

- advising the secretary in writing of an amendment to the minutes, so that the Chair may decide in advance whether to accept or modify the amendment.
- providing to the Chair or committee secretary prior to preparation of the agenda items of notice of motions that are to be discussed (ten working days' notice is required).
- not tabling papers at the meeting.
- not inviting people to the meeting without the approval of the Chair or the secretary.
- absenting yourself from the meeting when there is a conflict of interest between your membership of the committee and your position within the University.

The committee secretary assists the Chair by:

- identifying the main points of the discussion and providing those to the Chair for the purpose of summing up the discussion
- contributing to the discussion on issues of precedent and procedure
- being aware of the members who wish to speak on a particular item and the order of the speakers
- identifying reference points in the papers before the committee
- suggesting a strategy for proceeding if the committee has reached a stalemate on a particular issue
- ensuring the committee arrives at a conclusion in its deliberations
- knowing which members can vote on a motion and counting the votes
- bringing to the meeting spare copies of the agenda and minutes
- ensuring relevant reference materials are available such as files
- bringing a set of minutes for confirmation and signing.

6.2. Committee procedures

Committee procedures are documented in the *University Committee Meeting Procedures*, which are approved by Council.

Some basic and important issues of procedure are as follows:

- **absence of the chairperson** - on occasions, the chairperson of the committee may be unavailable or may be late for the meeting. In these situations the deputy chairperson or a member of the committee elected by and from the members present shall be the chairperson.
- **committee quorum** - the quorum is the whole number next above one-half of those persons who are members of the committee for the time being. If the committee's quorum is not present within fifteen minutes of the meeting time, the meeting shall be adjourned. If the business is important, the Vice Chancellor for a University committee or the Dean for a Group committee deems that the meeting should proceed.

6.3. Contributing to the discussion

Members of the committee wishing to contribute to the discussion usually raise their hand, are acknowledged by the Chair and are asked to speak. The member normally addresses the Chair in making their contribution to the discussion. Members may also address a question to another member of the committee via the Chair. The formality of the committee's discussion relates to the task the committee is undertaking.

The committee secretary when contributing to the committee's discussion should:
- address the Chair
- use the question mode to clarify points of the discussion
- restrict comments to issues of precedent and procedure
- not offer a personal opinion unless invited by the committee.

6.4. Guiding the meeting discussion and facilitating the decision-making

To ensure the committee's discussion is relevant to the item under consideration, the Chair should summarise regularly the key points of the discussion, rehearse the arguments for and against certain courses of action, encourage members to put a motion/s and vote on the motion (if there is not consensus). At the conclusion of the discussion the Chair should state the recommendation which was supported, so there is no doubt about the committee's resolution on the item.

6.5. Managing the length of the meeting

The committee secretary should be conscious of the time being taken on each item and should have made some judgements, in conjunction with the Chair prior to the meeting, concerning items on which there will be lengthy debate and those which will proceed through the committee with little discussion. It is particularly important for the committee secretary to remind the Chair of the scheduled times for guest speakers and ensure there are few delays in hearing their presentations to the committee.

6.6. Use of guest speakers

Guest speakers are usually invited to committees to present proposals which they have developed and about which the committee members may have some questions or would like further clarification of detail. Guest speakers are normally invited for a particular item and should not be privy to discussions on other items before the committee. Usually a time has been scheduled for the presentation. The guest speaker is normally provided with the agenda item and attachments relating to the proposal which they have been invited to present. Some committees which frequently use the guest speaker strategy have a briefing sheet about what to expect when visiting the committee.

6.7. How to undertake voting and election processes in-meeting

Members of University committees tend to vote on two issues - committee appointments and motions before the committee. The practices used are:

- circulation of voting papers at the meeting for the purpose of a secret ballot or
- a show of hands of members present at the meeting.

In both cases the outcome of the voting process is advised to the members during the meeting.

7. Post-Meeting

7.1. Facilitating the implementation of decisions and communicating decisions

After the meeting the committee secretary should:

- review the notes of the meeting to determine matters requiring urgent action
- advise relevant officers, by telephone or email, of the outcomes of urgent business
- debrief the Chairperson
- forward material tabled at the meeting to absent members; and
- prepare a draft set of minutes

7.2. Developing action sheets

Action sheets may be developed before or after the preparation of the minutes. Action sheets are used to strengthen the communication role of the minutes as they normally ask other University officers to note specific decisions of the committee, act on committee resolutions or remind the secretary of future work that needs to be undertaken. Not all committees use action sheets and there are number of different types of action sheets.

7.3. Preparation of minutes

The overriding concern in preparing a set of minutes is that they are a concise record of the committee's proceedings and reflect the proceedings of the committee as a body. The Council minutes should be used as the model throughout the University.

Therefore a minute item should:

a) state the proposal - usually in the form of a paper before the committee (only relevant documents should be referenced); and
b) state clearly the decision of the committee.

Points to avoid in writing a minute item are as follows:

- absence of clear statements of outcome
- use of action note to designate outcome rather than its inclusion in the resolution
- incorporation of views or opinions as statements of fact.

The draft minutes should be written as soon as possible after a meeting and submitted to the committee chairperson for approval. In the case of a committee chaired by a person who is not a staff member of the University, the draft minutes should be referred in the first instance to the executive officer(s) within whose ambits of responsibility the business of the committee falls.

Minutes for University committees should conform to the following format:

- Top right hand corner of each set of minutes:
  Name of Committee and meeting number for the year
  This is followed by the committee heading.
- The first entry on the minutes, lists those persons present, apologies, members absent and those present by invitation.

- The first item in any set of minutes is the confirmation of the previous set of minutes.
- The main body of a set of minutes can be divided into four sections:

Section A:	**Recommendations and Reports to Parent Committee**
Section B:	**Action Under Delegated Authority**
Section C:	**Recommendations and Reports to Other Committees**
Section D:	**Matters Noted, Recorded or Remaining Under Discussion**

- Inclusion of a distribution list which should be prepared in accordance with the membership provisions of the Committee's constitution.

7.4. Debriefing Session

Debriefing sessions are useful for clarifying the scope of a committee's deliberations and for determining the action that is required subsequent to a committee meeting (i.e. what needs to be done and by whom).

These sessions are usually scheduled the day following the committee meeting and involve the Chair, the secretary and other relevant committee/University stakeholders.

8. Between Meetings

8.1. Use of the flying minute

When there is insufficient business to justify a committee meeting but there are one or a number of items of urgency requiring attention, or if there is an urgent matter for consideration but no meeting scheduled, a committee secretary may gain a decision by consulting committee members by a flying minute. A flying minute should contain the necessary background information in relation to the matter(s) being canvassed; a form of motion proposed in relation to the matter(s) or the suggested outcome(s); and a section which is to be completed by members and returned by the specific deadline which states that they agree or disagree with the draft motion. For committees where the majority of the members are University staff or students, the flying minute should be conducted by email.

The agenda of the next ordinary meeting occurring after the transmission of the flying minute should include an item which reports on the consultation of members by flying minute; outcome of that consultation and the motion as adopted by the committee as a consequence of responses to the flying minute.

9. Benefits of Electronic Meetings

By implementing an electronic meeting process such as the University Committees SharePoint, the actual meeting time can be reduced. Some of the benefits of covering a meeting using meeting productivity software eg. SharePoint are:

- All meeting materials are housed in one location
- Decisions and tasks are recorded, ensuring accountability
- Permanent records of meeting files are kept
- Past meeting files are easily accessible
- All meeting workspaces can be kept private and secure

10. Frequently asked questions about conducting a meeting

What happens when the Chair of your committee is not present at the meeting?
The Deputy Chair or a member of the committee elected by and from the members present shall be the Chair.

Who can adjourn the meeting?
The Chair or the committee by resolution may adjourn the meeting.

What business can be undertaken at an adjourned meeting?
Only business left unfinished at the initial meeting

Who can put items on the agenda?
The Chair or a member of the committee.

When do you use a flying minute?
When a decision is required before the next regular meeting of the committee and a special meeting cannot be held or is deemed to be unnecessary.

When do you call a special meeting?
When business needs to be undertaken before the next regular meeting of the committee.

When is the meeting quorate?
The meeting is quorate if half of the committee's membership plus one is present.

How long should the committee secretary wait for a meeting to become quorate?
If the quorum is not present within fifteen minutes of the meeting time, the meeting shall be adjourned.

When can a meeting proceed if it is inquorate?
If it is a special meeting to undertake a specified set of business, if the business is sufficiently important that the Vice Chancellor for a University committee or the Dean for a group committee deems that the meeting should proceed.

How do I move an amendment to the minutes?
A motion should be put in writing advising the Secretary of the inaccuracy of the minutes.

What should I do if a member asks to have their abstention or dissension recorded in the minutes?
Record it.

What happens if the committee votes on a motion and there are equal votes for and against the motion?
The Chair shall have a second or casting vote.

When has a member of the committee vacated their position?
Absent for three consecutive meetings, resigned in writing, become an ex officio member, no longer holds qualifications for that membership category, death.

Does a membership vacancy affect the decisions of my committee?
No, as long as the committee is quorate.

What happens when I have a vacancy on my committee for an elected member?
Temporary appointments may be made for positions with less than six months remaining in their current terms; for a longer period an election should be called.

How do I know when a document is an agenda, minutes, confidential or a flying minute?
Agendas are copied on green paper, minutes are yellow, confidential are pink and the flying minute tomato red. All documents transmitted electronically are clearly labelled as to whether it is an agenda, minute or attachment.

11. Examples

11.1. Example of a minute item about the committee quorum

> At the scheduled meeting time, a quorum of the committee was not present. In accordance with section 4.0 of Council Meeting procedures (03/0544), the Vice Chancellor determined that the matters before the Committee required immediate decision.

11.2. Example of Confirmation of minutes with an amendment

> The minutes of the committee x/2018 meeting were confirmed subject to the following amendment:
>
> _____
>
> _____
>
> [Amendments in bold, deletions in strikethrough.]

11.3. Example of a response sheet for a flying minute

> **Response Sheet - Flying Minute - (Date)**
> **Issue under discussion**
>
> Draft motion:
>
> I agree/disagree* with the draft motion
>
> *Please delete as appropriate
>
> Name of Member_____
> Signature_____
> Date_____
>
> Please telephone your response to the committee secretary on _____ by (time and date) and return this response sheet by (time and date).

11.4. Example of a confidential minute item in an open set of minutes

> Title of item
> A confidential paper (document no) relates to this item.

12. School Committee Template (Agenda)

GRIFFITH UNIVERSITY

SCHOOL OF X COMMITTEE

A meeting of the School of X Committee will be held at (time) on (day and date) in (venue).

(name)
Secretary

AGENDA

1.0   APOLOGIES

Apologies may be recorded by contacting the Secretary on extension (number) or email at XXXXX.

2.0   CONFIRMATION OF MINUTES

The minutes of the X/2018 meeting have been circulated.

To be taken as read and confirmed.

3.0   DECLARATION OF INTERESTS

3.1   Members are required to identify any conflict of interest, including family or other personal relationship/s as outlined in the University policies on Conflict of Interest and Personal Relationships in the Workplace, which may exist in respect of any of the items on the agenda.

3.2   When an interest has been declared, the Chair may resolve that the member:

- Leaves the meeting while the item of business is discussed; or
- Participates in the discussion, but withdraw from the meeting before the vote and/or decision is taken; or
- Stays, but does not participate in either the debate or vote/decision; or
- Stays with full debating and voting/decision rights.

3.3   All declarations of interest will be recorded in the minutes, together with any ensuing action.

4.0   CHAIR'S REPORT

ORDERING OF THE AGENDA

At this point in the agenda, members may propose that any matter on the agenda, not included in Section I, be so included.

SECTION I: MATTERS FOR DEBATE AND DECISION

X.0   XXXXXXXXXXXXXX

X.1   A program submission:

-   XXXXXXXX (document number)

is attached for the proposed XXXXXX.

X.2   The program will XXXXXX.

Recommendation

X.3   The Committee is asked to recommend to the X Group Board the introduction of the XXXXXX in semester X, 2018.

For consideration

SECTION II: MATTERS REQUIRING RATIFICATION OF EXECUTIVE ACTION

X.0   XXXXXXXXXXXXXXXX

X.1   The Chair has executively approved the XXXXX, as detailed in the attached document:

-       XXXXXX (document number).

Recommendation

X.2   The Committee is asked to recommend to the X Group Board the introduction of the XXXXXX in semester X, 2018.

For ratification

SECTION III: MATTERS FOR NOTING AND WHERE APPROPRIATE, ACCEPTANCE OF RECOMMENDATIONS

X.0   XXXXXXXXXXXXXXX

X.1   The Committee is asked to note the following document:

-       XXXXXX (document number).

For noting

X.0   OTHER BUSINESS

X.0   NEXT MEETING

The next meeting of the School of X Committee will be held on (day and date) at (time) in (venue).

Distribution List

XXXX Chair
XXXX Dean
Members of School Committee
(List members alphabetically by surname)
Other School Members

XXXX (School Administrative Officer) (Secretary)

13. School Committee Template (Minutes)

GRIFFITH UNIVERSITY

SCHOOL OF X COMMITTEE

A meeting of the School of X Committee was held at (time) on (day and date) in (venue).

PRESENT:

XXXX (Chair)
XXXX Dean
Members of School Committee listed alphabetically by surname

XXXX (Secretary)

APOLOGIES:

List names alphabetically by surname

BY INVITATION:

XXXX for item X.0

MINUTES

1.0   CONFIRMATION OF MINUTES

The minutes of the X/2018 meeting were confirmed.

2.0   DECLARATION OF INTERESTS

No conflict of interests were declared.

SECTION A: RECOMMENDATIONS AND REPORTS TO GROUP BOARD(S)

X.0   XXXXXXXXXXXXXXX

X.1   The Committee considered a submission for the XXXXX as detailed in (document number).

X.2   The Committee agreed to the following action:

-       XXXXXX

Resolution

X.3   The Committee resolved to recommend the submission for the XXXX (document number) to the X Group Board for introduction in semester X 2018.

SECTION B: ACTION UNDER DELEGATED AUTHORITY

X.0   XXXXXXXXXXXXXXX

X.1   The Committee resolved to ratify the Chair's executive action in approving the XXXXXXXXX as detailed in (document number).

SECTION C: OTHER RECOMMENDATIONS AND REPORTS

[TO PERSONS/COMMITTEES OTHER THAN THE PARENT COMMITTEE(S)]

SECTION D: MATTERS NOTED, CONSIDERED OR REMAINING UNDER DISCUSSION

X.0   <u>CHAIR'S REPORT</u>

X.0   <u>DATE OF NEXT MEETING</u>

The next meeting of the School of X Committee is scheduled for (day and date) at (time) in (venue).

Distribution List

XXXX Chair
XXXX Dean
Members of School Committee listed alphabetically by surname
Other School Members

XXXX (School Administrative Officer) (Secretary)

14. Group Board Template (Agenda)

GRIFFITH UNIVERSITY

X GROUP BOARD

The X/2018 meeting of the X Group Board will be held on (day and date) at (time) in (venue).

(name)
Secretary

AGENDA

1.0 APOLOGIES

Apologies may be recorded by contacting the Secretary on extension (number) or by email at XXXXX.

2.0 CONFIRMATION OF MINUTES

The minutes of the X/2018 meeting have been circulated - for confirmation.

3.0 DECLARATION OF INTERESTS

3.1 Members are required to identify any conflict of interest, including family or other personal relationship/s as outlined in the University policies on Conflict of Interest and Personal Relationships in the Workplace, which may exist in respect of any of the items on the agenda.

3.2 When an interest has been declared, the Chair may resolve that the member:

- Leaves the meeting while the item of business is discussed; or
- Participates in the discussion, but withdraw from the meeting before the vote and/or decision is taken; or
- Stays, but does not participate in either the debate or vote/decision; or
- Stays with full debating and voting/decision rights.

3.3 All declarations of interest will be recorded in the minutes, together with any ensuing action.

4.0 CHAIR'S REPORT

3.0 PRO VICE CHANCELLOR'S REPORT

ORDERING OF THE AGENDA

At this point in the agenda, members may propose that any matter on the agenda, not included in Section I, be so included.

SECTION I: MATTERS FOR DEBATE AND DECISION

X.0 XXXXXXXXXXXXXXX

X.1 The School of XXXX has forwarded the attached document:

- XXXXXX (document number)

for the Board's consideration.

Recommendation

X.2   The Board is asked to recommend the policy/submission (document number) to the Learning and Teaching Committee / Programs Committee / Academic Committee.

SECTION II: ITEMS REQUIRING RATIFICATION OF EXECUTIVE ACTION

X.0   XXXXXXXXXXXXXXX

X.1   The Chair has executively approved the XXXXX, as detailed in the attached document:

- XXXXXX (document number)

Recommendation

X.2   The Board is asked to ratify the Chair's executive action.

SECTION III: MATTERS FOR NOTING AND WHERE APPROPRIATE, ACCEPTANCE OF RECOMMENDATIONS

X.0   XXXXXXXXXXXXXXX

X.1   The Board is asked to note the following document:

- XXXXXX (document number).

X.0   OTHER BUSINESS

X.0   DATE OF NEXT MEETING

The next meeting of the X Group Board will be held on (day and date) at (time) in (venue).

Distribution List

XXXX Chair
XXXX Pro Vice Chancellor (XXX)
XXXX Head, School of X
XXXX Head, School of X
XXXX Head, School of X

XXXX (Academic Services Officer - XXX Group) (Secretary)

Information Copies
School Administrative Officers in XXX Group

15. Group Board Template (Minutes)

GRIFFITH UNIVERSITY
X GROUP BOARD

A meeting of the X Group Board was held at (time) on (day and date) in (venue).

PRESENT:

XXXX (Chair)
XXXX (Pro Vice Chancellor XXXX)
Heads of Schools listed alphabetically by surname

XXXX (Secretary)

APOLOGIES:

List names alphabetically by surname

BY INVITATION:

XXXX for item X.0

MINUTES

1.0   CONFIRMATION OF MINUTES

   1.1   The minutes of the X/2018 meeting were confirmed.

2.0   DECLARATION OF INTERESTS

   2.1   No conflicts of interest were declared.

**SECTION A: RECOMMENDATIONS AND REPORTS TO ACADEMIC COMMITTEE
AND ITS SUB-COMMITTEES**

X.0   XXXXXXXXXXXXXXXX

   X.1   The Board considered a submission for the XXXXX as detailed in the document
            (document number).

   X.2   The Board agreed to the following action:

            -       XXXXXX

Resolution

   X.3   The Board resolved to recommend the submission for the (document number) to the
            XXXXX Committee for introduction in semester X 2018.

SECTION B: ACTION UNDER DELEGATED AUTHORITY

X.0   XXXXXXXXXXXXXXX

    X.1   The Board resolved to ratify the Chair's executive approval of XXXX as outlined in the document XXXXXX (document number).

SECTION C: OTHER RECOMMENDATIONS AND REPORTS

[TO PERSONS/COMMITTEES OTHER THAN THE PARENT COMMITTEE(S)]

SECTION D: MATTERS NOTED, CONSIDERED OR REMAINING UNDER DISCUSSION

X.0   CHAIRPERSON'S REPORT

X.0   PRO VICE CHANCELLOR'S REPORT

X.0   DATE OF NEXT MEETING

    The next meeting of the X Group Board is scheduled for (day and date) at (time) in (venue).

Distribution List

XXXX Chair
XXXX Pro Vice Chancellor (XXX)
Head, School of X
Head, School of X
Head, School of X

XXXX (Academic Services Officer - XXX Group) (Secretary)

Information Copies
School Administrative Officers in XXX Group