

COUNCIL NEWS
UNIVERSITY COUNCIL MEETING
3 December 2018

VICE CHANCELLOR AND PRESIDENT PROFESSOR IAN O'CONNOR AC

Council noted that after 14 years as Vice Chancellor, Professor Ian O'Connor AC would conclude his final term of office on 31 December 2018 and this would be the last meeting that he would attend. It was noted that farewell dinners were held in Professor O'Connor's honour on 21 and 27 November at the Aquatic Centre, Gold Coast campus and the Queensland Conservatorium respectively.

Council members expressed their thanks to Professor O'Connor for his outstanding leadership and extraordinary contributions to the development of the University during his many years of service. Council noted that a formal minute of appreciation would be brought forward for adoption at the February 2018 meeting.

Council **resolved to confer** the title of Professor Emeritus on Professor Ian O'Connor AC in recognition of his distinguished service to scholarship and to the University.

VICE CHANCELLOR'S REPORT

The Vice Chancellor presented his [December](#) Report to Council.

The Vice Chancellor updated members about the following matters that had arisen since the preparation of his report:

- New Colombo Plan scholarships for 2019 were awarded to four Griffith students;
- Two Griffith graduates were awarded 2019 Fulbright Indigenous Scholarships;
- The 10th Australia-China Alumni Awards held in Beijing recognised the outstanding accomplishments of Australian university graduates based in China, Hong Kong, Macau and Taiwan. Griffith and the University of Technology Sydney had the largest number of finalists; two of the eight Griffith finalists – Dr Jennifer Cronin and Professor Cunraui Huang - won their respective categories.
- Professor Huijun Zhao, Director, Centre for Clean Environment and Energy has been listed on the Highly Cited Researchers 2018 List by Clarivate Analytics; this cohort represents one in 1000 of the world population of scientists and social scientists.
- A \$2m grant from the Australian Cancer Research Foundation was announced late last week. Led by Professor Vicky Avery, the successful grant will enable Australian cancer researchers to access the most advanced compound management capability available internationally, accelerating cancer target validation and drug discovery efforts nationally.
- Stafford Fox Medical Research Foundation announced two full Professorial Research Fellowships, valued at \$2.2m over four years, to Professors Sonya Marshall-Gradisnik and Donald Staines, Co-Directors, National Centre for Neuroimmunology and Emerging Diseases Research. This new funding is in addition to the \$6.1m funding received from the Foundation in the past five years.
- Professor Michael Good AO DUniv is one of the two Australian researchers who will share in a \$2.8m grant for stroke research from The Heart Foundation.
- The outcomes of the Australian Research Council's Discovery and Linkage program applications were announced by the Minister for Education last week. A total of \$5.6 m was awarded to 16 Griffith-led projects (12 ARC Discovery Projects; 3 DECRA awards; 1 LIEF grant). The Vice Chancellor advised members that the project "Music heritage and cultural justice in the post-industrial legacy city" had been recommended for funding by the ARC but was inexplicably vetoed by the former Minister for Education and Training; consequently Griffith took the

decision to award \$150,000 to Professor Sarah Baker, Griffith Centre for Social and Cultural Research to progress her work.

UNIVERSITY BUDGET 2019-2021

Council **resolved to adopt** the University Budget 2019-2021 (2018/0000116).

The Vice Chancellor presented the University Budget 2019-2021 and noted that this was the 15th budget that he had presented to Council, having presented his first Budget in 2005.

The Vice Chancellor provided Council with an overview of the key aspects of the proposed Budget. He advised members that the University Budget 2019-2021 adopted the status quo and had been prudently drafted, taking into account the continued regulatory uncertainty; the challenges of the 2020 reduced cohort; the relatively low indexation rates of funding; and the capping of Commonwealth Grant Scheme payments at 2017 levels. He advised that within the budget, escalation of expenditure had been managed, margins had been maintained and increases in overheads minimized to enable sufficient surpluses to support capital expenditure and the University's strategic initiatives including one-off investments as well as debt repayments.

The Vice Chancellor advised members that much had been achieved by the University over the last decade, including the offering of a comprehensive suite of attractive academic programs; the re-building of campuses to create engaging and relevant research and teaching spaces, and the strong footprint of online programs. He noted that in 2004, the University reported \$46m in total current financial assets; \$117m in total current and non-current financial liabilities; and \$781m in net assets compared to the 2017 annual report: \$609m current financial assets and \$274m total liabilities. He advised Council that the forecast 2018 performance was expected to be significantly above budget (forecast underlying EBITDA of 14% versus 10% per budget) due to higher than forecast student load and research revenue, and expenditure savings across the University, providing a very sound base for the University going forward. He advised that strong 2017 and 2018 domestic income; the successful introduction of the Trimester model and lift in study intensity; and robust 2018 international student enrolments had delivered strong underlying load growth, contributing to the soundness of the University's financial position. The Vice Chancellor advised Council that Griffith model initiatives, including new Health programs offered at Nathan campus; together with load from the Sunshine Coast medical program, and Griffith International strategies arising from the Nous review were anticipated to have a positive impact going forward and had been factored into program load planning over the three-year budget period.

Council acknowledged the role of the Vice Chancellor in ensuring the strong financial position of the University over many years of prudent budget management.

DRAFT NATHAN CAMPUS MASTER PLAN UPDATE

Mr Michael Rayner, BlightRayner made a presentation to the members on the draft updated Nathan Campus Master Plan.

Mr Rayne provided an overview of the key recommendations and steps required to position the Nathan campus as the University's central Brisbane campus, and to create a vibrant urban village by bringing residential and commercial activity onto the campus. Council noted that the proposed updated Master Plan included:

- Creation of a high street incorporating a retail area, located in the heart of the campus;
- Creation of a University Court incorporating a large outdoor space to hold events;
- Northern and southern gateway entry points, including creation of a significant 'front door' on Kessels Road to improve campus visibility;
- Establishment of a health and technology precinct;

- Development of residential living precincts;
- Development of a sports and recreation precinct, including playing fields, gymnasium and swimming pool to provide amenities for on-campus residents and to draw in the local community;
- Greater connectivity of roads and pathways to create activity and facilitate movement around the campus.

Mr Rayner advised Council that the updated Master Plan consolidated rather than expanded the current campus core, and would be delivered in short-term (next 5 years); medium-term (5-10 years) and long-term (10-20 years) stages.

Council was advised that a revised draft update to the Master Plan would be presented to Council early next year on the recommendation of the Finance, Resources and Risk Committee.

INTERNATIONAL RANKINGS REPORT

The Senior Deputy Vice Chancellor presented the report entitled *World University Rankings Performance Overview (November 2018)* (2018/0000138) which:

- Summarised Griffith's performance on all major world university rankings and listed the 2018 major highlights and observations;
- Compared Griffith's 2018 performance to its peers;
- Discussed issues arising from 2018 performance especially around methodology;
- Provided a 2019 rankings outlook.

Council noted the 2018 rankings highlights detailed in the report, summarised as follows:

- A breakthrough 'Top 250' ranking – U.S. News Best Global Universities;
- Four 'Top 300' rankings for the first time;
- Improvement on five of the seven major rankings;
- Improvement of 100 places on average ranking over the past six-year period (average ranking of 404 in 2012 to an average ranking of 304 in 2018);
- Continued improvement of the University's position in subject rankings.

The Senior Deputy Vice Chancellor advised Council that having 36 subjects ranked in 2018 (compared to 30 in 2017) and achieving 9th place in Australia was a significant outcome for the University. He advised that subject rankings were increasingly useful for universities to promote their distinctive strengths to prospective students, particularly international students.

The Senior Deputy Vice Chancellor advised Council that shifting rankings performance required strategic investment of funds over an extended period. He advised that the University's average rank in 2019 was expected to be between 290 and 300. The University anticipated:

- Major improvement on the ARWU rankings (approximately 50 places);
- Moderate improvement on the Times HE, Leiden, U.S. News, NTU and URAP rankings (10-25 places).

Council endorsed the comments of one of the members who congratulated the University on the distance travelled, and acknowledged the sustained leadership, cultural change and increased research capability, which had resulted in an excellent rankings outcome for Griffith.

UPDATE ON ADaPT

The Senior Deputy Vice Chancellor presented the report entitled *Advanced Design and Prototyping Technology Institute (ADaPT) Update for Council December 2018* (2018/0000141).

The Senior Deputy Vice Chancellor provided members with an overview of the Advanced Design and Prototyping Technology Institute (ADaPT) facility, noting that Council (October 2017) had provided funding approval for the construction of the building. He referred members to the drawings of the preliminary concept design and graphical images of the proposed 6-7 storey building which would occupy two-thirds of the site, providing space on the southern end to extend the building in future when industry investment emerges. He advised that construction would begin in 2019 and would be completed in 2021. Council noted that the flagship facility would be built on Griffith-owned land on the 9.5 hectare Gold Coast Health and Knowledge Precinct (GCHKP).

Council noted that ADaPT will merge the University's expertise in micro and nano-technology, new materials, biomechanical and biomedical engineering, big data and artificial/augmented intelligence, complex medical imaging and 3D printing design and technology, with the innovation of partner companies and clinicians to engineer next-generation medical and industrial applications. It was noted that University and industry partnerships will focus on:

- Identification of business capacity-growing opportunities through advanced design and fabrication;
- Development and synthesis of new materials;
- Production of a prototype part: design/production/testing and initial research printing and development testing to understand form and functionality and assurance of scaling to mass production.
- Final manufacture;
- Industry partnerships, linking business collaboration with other areas of GCHKP capabilities, to create a conduit to access experts and disciplines across the University.

PHILANTHROPY AND FUNDRAISING REPORT

The Deputy Vice Chancellor (Engagement) provided members with an overview of 2018 Philanthropy and Fundraising activities. He advised that philanthropy and fundraising was an area of growth for universities around the world and was gaining in importance in the sector given uncertain government funding, ambitious capital plans and aspirations to improve international research rankings. He advised that having a culture that was friendly to fundraising was increasingly important in this context.

Council noted that the University had continued to 'professionalise' its focus on fundraising and 2018 had been the most successful fundraising year in the University's history, with four out of the last five years also considered record fundraising years. He advised members that philanthropic income reached \$12m this year; an increase of almost 40% compared to 2017, noting that donations received this year had been secured in the previous year. He advised that another \$1.5m was pledged for the rest of the year in addition to almost \$6m pledged to the University for research over the past week. It was noted that securing new bequests was a priority and the Office of Development and Alumni hoped to secure its target of 12 confirmed bequests by the end of the year, with the number of confirmed bequests currently at 10. He advised that an additional staff member had been employed recently and had been quite successful already in growing bequest activity.

The Deputy Vice Chancellor (Engagement) advised Council that the Staff Giving program continues to strengthen (241 staff compared with 199 year on year). He advised that the University was focused on encouraging a culture of giving as this had been shown to encourage people external to the University to also give in response to staff support. The Deputy Vice Chancellor (Engagement) paid tribute to his Executive Group colleagues who all give to the University and he acknowledged the efforts of the Arts, Education and Law Group, Griffith Health and Academic Administration in encouraging their staff to contribute, resulting in a significant increase this year. He advised that donations to the Annual Appeal had also increased year on year and this year had been the most successful year to date, based on the amount of funds raised. The Deputy Vice Chancellor (Engagement) advised that the primary purpose of the Annual Appeal was to build a pipeline of donors who would remain engaged with the University and become involved in different kinds of support. He thanked Council members and staff present at the meeting for their contributions to the Annual Appeal.

REVIEW OF DEPARTMENT OF ACCOUNTING, FINANCE AND ECONOMICS

Council **resolved to endorse** the:

- Report of the Committee Reviewing the Department of Accounting, Finance and Economics (2018/0002861);
- Response to the Report of the Committee Reviewing the Department of Accounting, Finance and Economics (2018/0000140).

STAFF APPOINTMENTS

PRO VICE CHANCELLOR

Council **resolved to offer** Ms Linda O'Brien a further appointment as Pro Vice Chancellor for the period from 1 July 2019 up to and including 31 December 2019.

DEAN (LEARNING AND TEACHING) HEALTH

Council **resolved to offer** Professor Nick Buys a further appointment as Dean (Learning and Teaching), Griffith Health for the one-year period from 4 December 2018 up to and including 31 December 2019.

HEADS OF SCHOOL

Council **resolved to offer**:

- Professor Donna Pendergast a further appointment as Dean and Head, School of Education and Professional Studies for the two-year period 1 January 2019 up to and including 31 December 2020.
- Professor David Neumann an appointment as Head, School of Applied Psychology for the three-year period from 4 December 2018 up to and including 3 December 2021.
- Professor Debra Anderson a further two- year appointment as Head, School of Nursing and Midwifery for the period from 4 December 2018 up to and including 3 December 2020.

COUNCIL APPOINTMENTS TO UNIVERSITY COMMITTEES

Aboriginal and Torres Strait Islander Committee	Dr Robert Anderson OAM for the two-year term from 1 January 2019 up to and including 31 December 2020
Audit Committee	Mr Gareth Long for the three-year term from 1 January 2019 up to and including 31 December 2021

	Mr Simon Hancox for the three-year term from 1 July 2019 up to and including 30 June 2022
Honorary Degree Committee	<p>Professor Debra Henly for the three-year term from 1 January 2019 up to and including 31 December 2021</p> <p>Mr Nicholas Mathiou for the three-year term from 1 January 2019 up to and including 31 December 2021</p>

2018 REPORT ON OUR PEOPLE PLAN 2017-2020

Council noted the first annual report on the *Our People Plan 2017-2020*.

Council noted the initiatives that had been implemented by the University to:

- Improve recruitment
- Induct new staff and manage careers
- Expand staff recognition
- Support digital capability
- Address equity and diversity

Council noted the 2019 focus areas included:

- Embedding the Capability Development Framework and 2019 learning program
- Embedding strategies to achieve diversity and inclusion targets
- Building and consolidating talent management strategies and programs across Corporate Services, and developing consistent workforce planning guides and tools
- Expanding and developing leadership development opportunities
- Increasing staff communication and collaboration
- Ensuring alignment of systems and processes with the Digital First strategy

2018 SUSTAINABILITY REPORT

Council noted the 2018 Sustainability Report (2018/0000137) which provided an overview of the University's performance in achieving the goals of the Sustainability Plan (2017-2020).

UNIVERSITY COMMITTEE CONSTITUTIONS

Council resolved to approve the following amended committee constitutions with immediate effect:

- Finance, Resources and Risk Committee constitution (2018/0000090)
- Audit Committee constitution (2018/0000076)
- Aboriginal and Torres Strait Islander Committee constitution (2018/9005103)

DISESTABLISHMENT OF STAFF COMMITTEES

Council noted that there was no longer a requirement for staff committees under the new *Academic Staff Enterprise Agreement 2017 – 2021*. Council **resolved to disestablish** Group Staff Committees with immediate effect.

UNIVERSITY POLICIES

Council approved the following new and amended policies with immediate effect:

New Policies	Description
Fraud and Corruption Control Framework (2018/0000118)	The new Fraud and Corruption Control Framework outlines the guiding principles and key structural elements for fraud and corruption management.
Fraud Investigation Procedure (2018/0000119	The Fraud Investigation Procedure defines management responsibilities and sets out the operational approach to managing fraud and corruption related investigations within the University.
Student Wellbeing and Safety Policy (2018/9006107)	The Policy and supporting Procedures focus on early intervention in managing a student’s enrolment in circumstances where there is concern about the health and wellbeing of the student and/or others.
Student Wellbeing and Safety Procedures (2018/9006108)	
Amended Policies	
Business Continuity Management Framework (2018/0000142)	Change of title to Business Continuity Management and Resilience Framework and minor updates to refresh policy document.
Business Continuity Management and Resilience Policy (2018/0000120)	Minor updates to refresh policy.
Student Review and Appeals Policy (2018/9006122_2018/9006110 revised)	Updated to include the decision-making and appeal process about unfitness to study and imposed involuntary leave of absence for non-award, undergraduate, postgraduate and higher degree by research students, as set out in the Student Wellbeing and Safety Policy and Procedures.
Student Complaints Policy (2018/9006112)	Updated to include advice about resolution of complaints concerning Student Societies and Organisations; Parking and Security (including Security buses); and Transport Services.
Academic Awards, Programs, Nomenclature and Abbreviations Policy (2018/9006129_2018/9006114 revised)	Updated to include include a new clause describing the circumstances in which rescission of an academic award may be considered, and to approve that the Deputy Vice Chancellor (Academic), as Chair of the Academic Committee, have the delegated authority to rescind an academic award and to revoke an academic award.
Consultancy and Commercial Research Policy (2018/0000139)	Business processes further streamlined to gain efficiencies, and amended to provide clarification and ensure alignment with other University policies.
Approving Authorities for University Policies (2018/0000145)	Updated to include new and changed policy titles, recently rescinded policy documents and changes to approving authorities.
Rescinded Policies	
Fraud Control Policy (2016/0000184)	Replaced by: Fraud and Corruption Control Framework (2018/0000118) Fraud Investigation Procedure (2018/0000119
Fraud Control Procedure (2016/0000185)	

Business Continuity Management Framework (2013/0014764);	Replaced by: Business Continuity Management and Resilience Framework (2018/0000142)

DECEMBER 2018