OPERATIONAL LEADERSHIP TEAM TERMS OF REFERENCE

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1 ESTABLISHMENT

The Vice-Chancellor and President aims to establish Operational Leadership (OPL) Teams in each region as part of the University’s Regional Leadership and Campus Integration Model. Each region’s Associate Vice-Chancellor leads an OPL Team (hereafter called team/s) as a collaborative group to ensure efficient and effective service provision in the region.

2 FUNCTIONS AND RESPONSIBILITIES

In line with the Regional Leadership and Campus Integration Model, the team’s functions are to:

2.1 provide holistic leadership of service provision within the region (e.g. marketing, facilities management, student experience, library, bookshop, fundraising and alumni relations, etc.) through collaboration with the region’s Associate Vice-Chancellor and other operational service providers as applicable

2.2 where practicable, provide ‘local’ leadership to professional staff in the region

2.3 contribute to developing and realising an overarching strategy for the region

2.4 contribute to a high quality staff and student experience and positive campus culture

2.5 consider medium to long term strategic development of campus/region infrastructure, and

2.6 work with the region’s Associate Vice-Chancellor in applying the principles of the University’s strategic plan from a region/campus perspective.
The teams are responsible for:

2.7 building a connected and informed team able to address all matters related to planning, delivery and sustainability of services in the region

2.8 ensuring that consistent and high quality service is provided through effective representation of the associated University divisions

2.9 making recommendations to relevant University divisions regarding service requirements and opportunities at the region level, and

2.10 promoting engagement within the University, as well as between the University and its various stakeholders within the region through interaction and collaboration.

3 REFERRAL OF MATTERS

Teams may refer any item to the Deputy Vic-Chancellor (Engagement and Campuses) for discussion, consideration and/or action, and may refer relevant matters for action or noting to other organisational units, committees for individuals as appropriate.

4 MEMBERSHIP AND TERMS OF OFFICE

Team membership shall comprise:

Ex-officio members:
• Deputy Vice-Chancellor (Engagement and Campuses)
• Associate Vice-Chancellor or their region

Nominated members:
• Each region’s Associate Vice-Chancellor is to work collaboratively with the Deputy Vice-Chancellor (Engagement and Campuses) to identify the relevant Divisional representatives for each region’s team, some of whom may work in another region. The Deputy Vice-Chancellor (Engagement and Campuses) will liaise with the Deputy Vice-Chancellor of relevant divisions to reach agreement on which staff may participate as nominated members.

Ex-officio members shall serve for the term of the contract in the relevant role.

Nominated members shall serve for a term deemed appropriate by senior management within their organisational unit, together the region’s Associate Vice-Chancellor.

Each team’s membership must include appropriate gender representation.

5 RIGHTS OF AUDIENCE AND DEBATE

Teams may extend rights of audience and debate on either a standing or ad hoc basis.

Vice-Chancellor’s Advisory Committee members shall have standing rights of audience and debate at team meetings.

Teams may also invite staff members to participate in team meetings on an as needs basis to speak to specific items of business.

6 CHAIR

Each region’s Associate Vice-Chancellor shall be the Chair, and shall serve for the term of their appointment as an Associate Vice-Chancellor with CQUiversity.

If the Chair is absent for a meeting, the members present will elect one of their number as Chair of that meeting.
If the Chair is on a planned and/or extended absence, e.g. annual leave, the person nominated as Acting Associate Vice-Chancellor, shall act as Chair during the absence.

7 SECRETARY

A Secretary, and the associated secretariat duties, will be made available through the office of the region’s Associate Vice-Chancellor.

8 CASUAL VACANCIES

A casual vacancy shall be filled in accordance with section 4 of these terms of reference during the vacancy only.

9 REMOVAL OF A MEMBER FROM OFFICE

Teams may terminate a person’s team membership for misconduct by a vote of two-thirds of those present at a team meeting called in accordance with these terms of reference, and for which due notice of the motion to terminate the person’s membership has been given.

Where a member or their nominee does not attend three consecutive team meetings without adequate cause, their membership may be terminated. A person who has had their membership terminated may apply to the Deputy Vice-Chancellor (Engagement and Campuses) to have their membership reinstated.

10 QUORUM

A quorum for an OPL Team meeting is defined as a majority of the membership in attendance, eg an eight member team would require five present, a five member team would require three present, and so on.

Where a loss of quorum is identified, the meeting may be adjourned until such time the Chair determines, however, where possible, the meeting should continue as scheduled.

11 CONFLICT OF INTEREST

Team members are required to declare to the Chair any conflict of interest or potential conflict the member may have with any item on the meeting agenda.

If the Chair deems the member to have a real or perceived conflict of interest in a matter that is being considered at a meeting, the member will be excused from team discussions and deliberations relevant to that particular issue.

12 MEETINGS

Team meetings may be held face-to-face, by telephone, videoconference, or other electronic means.

Teams shall meet on a regular basis, preferably once a month, with a facilitated planning session to be held once per year.

Teams shall meet with the region’s Academic Growth and Development Team on a semi-regular basis, at least every three months, to facilitate cross-collaboration between the two teams on relevant matters (for example, when considering infrastructure requirements across the region).

Team meetings are of strategic importance locally and to the University as a whole. Team members are required to be fully prepared for each meeting, having read the documentation in advance, and to make every reasonable effort to attend each meeting.

Decisions of the team may be made at a duly called and constituted meeting, or by a resolution in writing to all members of the team and physically or electronically signed by at least a quorum of the members of the team who are entitled to vote on the resolution.
13 OBSERVERS AND VISITORS

Observers and visitors must have received the Chair’s prior permission to attend meetings, and must leave the meeting if any matters are to be considered in camera.

14 AGENDAS AND MINUTES

The Secretary is responsible for coordinating and preparing agendas, meeting summaries, action sheets and other relevant meeting correspondence.

The Secretary will distribute agendas and associated documentation at least two working days before the meeting, via email wherever possible.

Except with the express permission of the Chair, late papers will not be accepted, nor will the tabling of papers. All papers must be submitted to the Secretary by the specified submission deadline.

Members are encouraged to bring laptops, iPads or similar to the meetings and view the agenda online during the meeting.

The Secretary will prepare a meeting summary, briefly outlining the topics discussed and resolutions made, and an action sheet containing follow-up items, for each meeting. The Chair will review each meeting’s draft summary and action sheet, after which the Secretary will circulate a copy to all team members as soon as practicable. A copy of the meeting summary will also be circulated with the agenda for the next meeting.

Team records are subject to the Queensland Public Records Act 2002 and therefore must be retained in accordance with the University’s Records Management Policy and Procedure. Responsibility for ensuring appropriate records management for the Committee rests with the Secretary under the direction of the Chair. All documentation shall be retained in the University’s electronic records management system.

15 REPORTING

Each team operates under the region’s Associate Vice-Chancellor’s leadership in the first instance, with matters referred to senior management as deemed appropriate.

Communication Structure

![Communication Structure Diagram]
16 EVALUATION AND REVIEW

To ensure teams are fulfilling their duties, each team will undertake an annual self-assessment of its performance against these terms of reference and provide that information to the Deputy Vice-Chancellor (Engagement and Campuses), along with any information Deputy Vice-Chancellor (Engagement and Campuses) requests to facilitate a review of each team’s performance and its membership.

The Deputy Vice-Chancellor (Engagement and Campuses) will review these terms of reference every two years and provide a report, including any recommendations. As part of this review, each team will be given an opportunity to comment and make recommendations to the Deputy Vice-Chancellor (Engagement and Campuses) regarding these terms of reference.

17 FEEDBACK

University staff and students may provide feedback about this document by emailing policy@cqu.edu.au.

18 APPROVAL AND REVIEW DETAILS

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<tr>
<td>Administrator</td>
<td>Deputy Vice-Chancellor (Engagement, Campuses &amp; Mackay-Whitsunday Region)</td>
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