

EXECUTIVE MANAGEMENT COMMITTEE TERMS OF REFERENCE



Contents

1	ESTABLISHMENT	1
2	FUNCTIONS AND RESPONSIBILITIES	1
3	REFERRAL OF MATTERS.....	2
4	COMMITTEES	2
5	MEMBERSHIP AND TERMS OF OFFICE	2
6	RIGHTS OF AUDIENCE AND DEBATE.....	3
7	CHAIR	3
8	SECRETARY	3
9	QUORUM.....	3
10	CONFLICT OF INTEREST	3
11	MEETINGS	3
12	OBSERVERS AND VISITORS	4
13	AGENDAS AND MINUTES.....	4
14	EVALUATION AND REVIEW	4
15	FEEDBACK.....	4
16	APPROVAL AND REVIEW DETAILS.....	4

1 ESTABLISHMENT

This Committee was established by the Vice-Chancellor and President in August 2014 to provide reports and/or recommendations to the Vice-Chancellor and President and to the University Council and other Committees as required.

2 FUNCTIONS AND RESPONSIBILITIES

This Committee has senior management oversight of the planning and strategy, financial and business, and infrastructure operations of the University.

This Committee's functions are to advise and make recommendations to the Vice-Chancellor and President on the following matters:

- 2.1 The strategic planning processes within the University, including recommending matters to take forward to the University Council in relation to the University's strategic direction
- 2.2 The annual University Plan, key performance indicators, operational plans and other plans as developed from time to time
- 2.3 The University's annual budget and mid-year forecasts
- 2.4 Business cases (academic, infrastructure or other) that will have an impact on the current or planned budget (capital and operational).
- 2.5 Applications for financial support for the development and delivery of new programs
- 2.6 The University's financial report against budget, including cash flow projections, reports of performance against the capital expenditure program budget and a summary of investment performance.

- 2.7 Policies relating to the investment of surplus funds held by the University, and the management of the University's fixed assets
- 2.8 Proposed master plans for the physical development of each of the University's campuses
- 2.9 Fee setting
- 2.10 Review an annual report on the utilisation of University buildings for teaching, research and other purposes
- 2.11 Review asset valuation reports provided by the Finance and Planning Division outlining the University assets, value and categories, depreciation, etc.
- 2.12 Review relevant internal audit reports to ensure that management actions and recommendations are being addressed in an appropriate and timely manner
- 2.13 Review 12 month post-project review reports for performance reporting purposes
- 2.14 Consider and recommend capital budget setting priorities
- 2.15 Approve the information and communication technology enterprise architecture and information architecture
- 2.16 Approve and/or endorse policy and standards (subject to overall University delegations) that are likely to have a financial impact on the University
- 2.17 Approve major projects (>\$500,000.00), plans and milestones
- 2.18 Consider major donations and bequests and any likely associated resources and/or infrastructure projects that require the support of various Directorates of the University
- 2.19 Consider Higher Education Participation and Partnerships Program (HEPP) and Student Services and Amenities Fee (SSAF) spend and allocation plans for upcoming year and acquittal at end of year
- 2.20 Consider and endorse the [Strategic Asset Management Plan](#), and
- 2.21 Monitor and act on risks associated with major projects and strategic risks.

3 REFERRAL OF MATTERS

The Committee may refer any item to the Vice-Chancellor and President for discussion, consideration and/or action, and may refer relevant matters for action or noting to other Committees as appropriate.

4 COMMITTEES

The Committee may establish standing or ad hoc sub-committees and approve their Terms of Reference, which must be constructed to ensure consistency and coordination between the functions of all sub-committees.

The Committee shall receive reports from such sub-committees and be responsible for monitoring and evaluating each sub-committee's activities against their functions and responsibilities.

5 MEMBERSHIP AND TERMS OF OFFICE

The Committee shall comprise:

Ex-officio members:

- Vice-Chancellor and President
- Provost
- Senior Deputy Vice-Chancellor
- Deputy Vice-Chancellors

- Deputy Director, Corporate Budget
- Director, Facilities Management
- Chief Information and Digital Officer, and
- Manager, Strategic Planning and Risk.

Ex-officio members may send a nominee when unable to attend a meeting, or a standing nominee.

6 RIGHTS OF AUDIENCE AND DEBATE

The Committee may extend rights of audience and debate on a standing or ad hoc basis.

The persons holding the following or equivalent position (or their nominee) shall have standing rights of audience and debate at Committee meetings but no voting rights:

- Director, Vice-Chancellor and President's Office and Development.

7 CHAIR

The Chair shall be the Vice-Chancellor and President.

The Chair shall nominate an alternate Chair if the Chair is unable to attend a scheduled meeting.

8 SECRETARY

The Director, Governance shall nominate the Secretary.

9 QUORUM

The quorum for a Committee meeting shall be 50% of the membership, plus one.

Where a loss of quorum is identified, the meeting may be adjourned until such time as the Chair may determine.

10 CONFLICT OF INTEREST

Committee members are required to declare to the Chair any real, perceived or potential conflict of interest or potential conflict they may have with any item on the Committee's agenda.

If the Chair or Committee deems a member to have a conflict of interest in a matter before the Committee, the member will be excused from Committee discussions and deliberations on that matter.

Further details on identifying and dealing with a conflict of interest are provided in the [Conflict of Interest Policy and Procedure](#).

11 MEETINGS

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

Committee meetings shall be held once every four weeks after the monthly ledger has closed and relevant reports prepared.

Committee decisions may be made at a duly called and constituted meeting, or by a resolution in writing to all members and physically or electronically signed by at least a quorum of members.

Committee members are required to fully prepare for each meeting, read the documentation in advance, and make every reasonable effort to attend each meeting.

12 OBSERVERS AND VISITORS

Observers are welcome with the Chair's prior permission and provided they advise the Secretary in advance.

Observers are entitled to see and hear the proceedings of the meetings but have no voting rights and no right to speak at meetings, unless invited to do so by the Chair. Observers must leave the meeting when requested by the Chair, or if any matters are to be considered in closed session.

Deans (or their nominees) may be invited to attend Committee meetings to speak to Course Concept Proposals relevant to their Schools; however they must leave the meeting at the conclusion of their item/s.

13 AGENDAS AND MINUTES

Agendas and associated documentation will be distributed three working days prior to the meeting, via the Committee Page on StaffNet. Members will be notified by email of the location and availability of material. Members are encouraged to bring laptops, iPads or similar to the meetings and view the agenda online during the meeting.

Only with the Chair's permission will late papers or the tabling of items be accepted. All papers must be submitted to the Secretary by the specified submission deadline.

Committee records are subject to the Queensland [Public Records Act 2002](#) and therefore must be retained by the Secretary in accordance with the University's [Records Management Policy and Procedure](#).

Minutes are to be prepared for each meeting. The Chair will review the draft minutes and action sheet of each meeting, after which the Secretary will circulate the documents to all Committee members and include them in the agenda papers for the next meeting.

14 EVALUATION AND REVIEW

To ensure that this Committee is fulfilling its duties, it will undertake an annual self-assessment of its performance against its Terms of Reference and provide that information to the Vice-Chancellor and President along with any information the Vice-Chancellor and President requests to facilitate its review of the Committee's performance and its membership.

This Administrator shall review these terms of reference every two years, in conjunction with the Committee, and provide a report, including any recommendations, to the Vice-Chancellor and President.

15 FEEDBACK

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

16 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Vice-Chancellor and President
Advisory Committee to Approval Authority	Executive Management Committee
Administrator	Deputy Vice-Chancellor (Student Experience and Governance)
Next Review Date	14/11/2020

Approval and Amendment History	Details
Original Approval Authority and Date	Vice-Chancellor and President 01/09/14.
Amendment Authority and Date	Executive Management Committee 17/11/2016 (reviewed and minor administrative changes only); Administrator Approval – Vice-Chancellor and President 11/09/2017; Vice-Chancellor and President 15/02/2018; Vice-Chancellor and President 14/11/2018.
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