

# OPERATIONAL LEADERSHIP TEAM TERMS OF REFERENCE



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## 1 ESTABLISHMENT

The Vice-Chancellor and President established the Operational Leadership (OPL) Teams in each region as part of the University's Regional Leadership and Campus Integration Model. Led by the region's Associate Vice-Chancellor, an OPL Team is a collaborative group focused on ensuring 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 and responsibilities 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 employees in the region.
- 2.3 Contribute to developing and realising an overarching strategy for the region.
- 2.4 Contribute to a high quality employee and student experience and positive campus culture.
- 2.5 Consider medium to long term strategic development of campus/region infrastructure.
- 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.

- 2.7 Build a connected and informed team able to address all matters related to planning, delivery and sustainability of services in the region.
- 2.8 Ensure consistent and high quality service is provided through effective representation of the associated University divisions.
- 2.9 Make recommendations to relevant University divisions regarding service requirements and opportunities at the region level.
- 2.10 Promote 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 Vice-Chancellor (Engagement, Campuses and Mackay-Whitsunday Region) for discussion, consideration and/or action, and may refer relevant matters for action or noting to other committees or officers as appropriate.

### **4 MEMBERSHIP AND TERMS OF OFFICE**

Team membership shall comprise:

Ex-officio members:

- Associate Vice-Chancellor

Nominated members:

- Divisional representatives - the Associate Vice-Chancellor will identify the appropriate divisional representatives to serve on the Team, and collaborate with supervisors to reach agreement on participation of those identified. Some nominated members may work/reside in another region.

Ex-officio members shall serve for the duration of their appointment. Ex-officio members may send a nominee when unable to attend meetings.

Nominated members shall serve for a term deemed appropriate by the Associate Vice-Chancellor in consultation with senior management within their organisational unit.

Gender representation on the Team's membership is encouraged.

### **5 RIGHTS OF AUDIENCE AND DEBATE**

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

Those holding the following or equivalent positions (or their nominee) shall have standing rights of audience and debate at Team meetings:

- Vice-Chancellor's Advisory Committee members.

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

### **6 OBSERVERS**

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 meeting 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.

## **7 CHAIR**

The Chair shall be the Associate Vice-Chancellor.

In the absence of the Chair, the members present will elect one of their number as Chair of that meeting.

## **8 SECRETARY**

The Associate Vice-Chancellor shall nominate the Secretary.

## **9 CASUAL VACANCIES**

A casual vacancy shall be filled in accordance with the original nomination requirements, however where deemed appropriate, the member vacating office should nominate a person to attend on their behalf.

## **10 REMOVAL OF A MEMBER FROM OFFICE**

Teams may terminate a person's 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, Campuses and Mackay-Whitsunday Region) to have their membership reinstated.

## **11 QUORUM**

The quorum for a team meeting is defined as 50% of the membership, plus one.

Where a loss of quorum is identified, the meeting may be adjourned until a time the Chair determines. Any matters for decision when the meeting is inquorate must be subsequently ratified at the next Committee meeting before those decisions can be actioned.

## **12 CONFLICT OF INTEREST**

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

If the Chair or Team deems a member to have a conflict of interest in a matter before the Team, the member will be excused from Team 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](#).

## **13 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.

Team 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.

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

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

## 14 AGENDAS AND MINUTES

Agendas and associated documentation will be distributed at least two working days before the meeting, via email wherever possible. Members are encouraged to view the agenda electronically during the meeting.

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

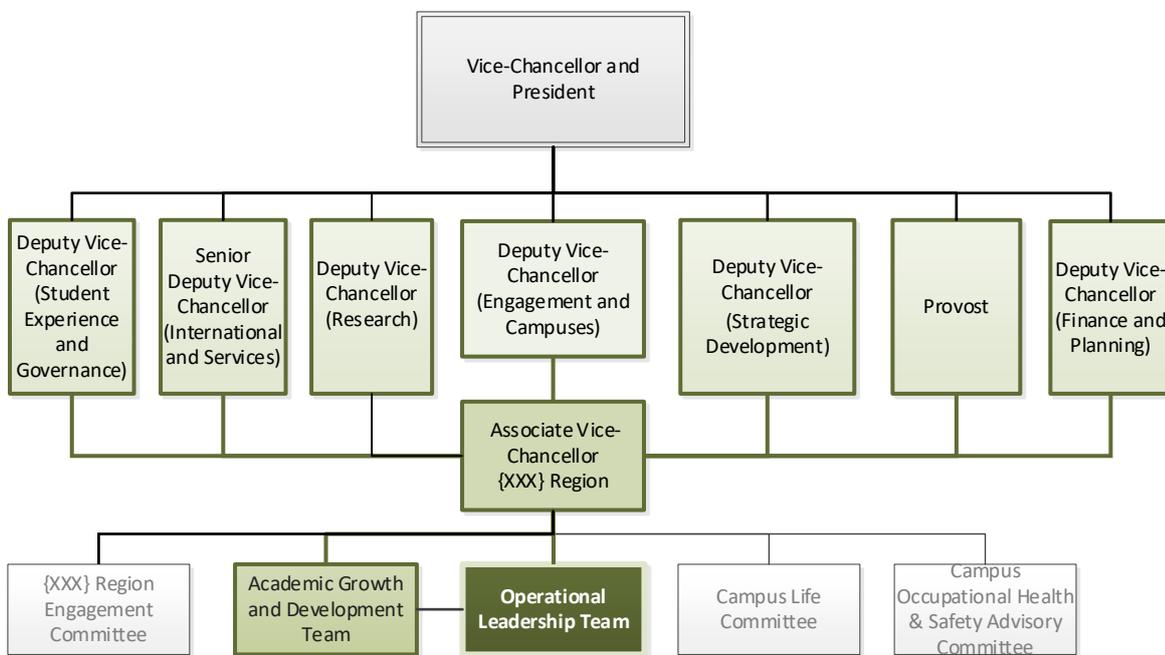
Committee records are subject to the Queensland [Public Records Act 2002](#) and therefore must be retained by the Secretary in accordance with the University's [Records Management Policy and Procedure](#).

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 team members and include them in the agenda papers for the next meeting.

## 15 REPORTING

Teams operate under the leadership of the region's Associate Vice-Chancellor in the first instance, with matters referred to senior management as deemed appropriate.

### Communication Structure



## 16 EVALUATION AND REVIEW

To ensure that the Team is fulfilling its duties, it will undertake an annual self-assessment of performance against these Terms of Reference and provide that information to the Deputy Vice-Chancellor (Engagement, Campuses and Mackay-Whitsunday Region), along with any information the Deputy Vice-Chancellor (Engagement, Campuses and Mackay-Whitsunday Region) requests to facilitate a review of Team performance and membership.

The Administrator will review these Terms of Reference every two years, in conjunction with the Team, and provide a report, including any recommendations, to the Vice-Chancellor and President through the Vice-Chancellor's Advisory Committee.

## 17 FEEDBACK

University staff and students may provide feedback about this document by emailing [policy@cqu.edu.au](mailto:policy@cqu.edu.au).

## 18 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Vice-Chancellor and President
Advisory Committee to Approval Authority	Vice-Chancellor's Advisory Committee
Administrator	Deputy Vice-Chancellor (Engagement, Campuses and Mackay-Whitsunday Region)
Next Review Date	13/05/2020

Approval and Amendment History	Details
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Amendment Authority and Date	Vice-Chancellor and President 12/10/16; Administrator Approved - Deputy Vice-Chancellor (Engagement, Campuses and Mackay-Whitsunday Region) 13/05/2019.
Notes	