Notice is hereby given of a meeting of the Student Representative Council

Date: Tuesday, 18 July 2017
Time: 1.00 pm QLD, NSW & VIC | 12.30 pm SA | 11.00 am WA
Venue: Council Room, Bruce Hiskens Building, CQUniversity Rockhampton North
Conference ID: Internal: 3030; External: 3030@cqu.edu.au

1* Opening of Meeting

2* Recording of those Present and Apologies

3* Declarations of Conflict of Interest

4* Starring of Additional Items
   Items starred are for consideration. Unstarred items will be approved/noted en bloc

5* Confirmation of Minutes and any Business Arising from the previous meeting held on Tuesday, 09 May 2017

6* Review of Action Sheet

FOCUS ITEMS

7* University Joint Re-Registration Project

8* CQUniversity Development and Alumni Relations – a 2017-2020 Vision

MATTERS FOR DECISION/APPROVAL

9* Terms of Reference Review
   • Chair and Deputy Chair Eligibility
   • Chair and Deputy Chair Process

10* SRC Annual Charity Event

MATTERS FOR DISCUSSION

11* Graduation for International Students

12* Opportunities for students over 30

13* Review of Student Residence

14* Respect Now Always Campaign

15* SRC Name Change

16* Student Leadership Conference Plan
17 Daring to BE Different – Final version  
18 Engage and Advocate Newsletter Report  
19 Northern University Games Final Report  
20 National Student Leadership Forum 2017  
21 General Discussion  

Next Meeting  
The next meeting of the Student Representative Council will be held on Tuesday, 19 September 2017 at CQU North Campus and by videoconference.  
Agenda items for this meeting are to be submitted no later than 9.00 am on Monday, 11 September 2017.

22 Closure

MS DA RIN PERETTE
Chair

Denotes documentation attached
STUDENT REPRESENTATIVE COUNCIL

Unconfirmed minutes of the meeting of the Student Representative Council

Date: Tuesday, 09 May 2017
Time: 1.00 pm, Australian Eastern Standard Time (AEST)
Venue: Council Room, Bruce Hiskens Building, CQUniversity Rockhampton, North

PRESENT: Ms T Da Rin Perette (Chair) Mr B Brown (videoconference) Ms S Gerelt-Od (videoconference) Mr M Groth Mr A King Ms L Knop (teleconference) Ms H Lemon Ms C Pepper Ms A Plant Mr K Reddy Ms J Roberts Mr L Sondergeld Mr P Steer Ms A Towan Prof P Viljoen Mr J Williams

IN ATTENDANCE: Ms L Carton Ms A Clarke Ms S Connor Ms L De George-Walker Ms E Durand Mr O Nevin Ms J Perry Ms M Swarbrick Ms N Turner Ms B Whitworth Ms V Roome (Secretary) Ms B Winter (Minutes Secretary)

APOLOGIES: Prof S Bowman Prof H Huntly Ms B Large Mr S Limbachiya Mr B Mitchell Ms H Mureau Ms K Seary

1 OPENING OF MEETING

The Chair declared the meeting open at 1.00 pm and acknowledged the Traditional Owners of the land on which the meeting took place.

Due to personal circumstances Ms Margaret Oxley, Distance Higher Education Representative has resigned from the SRC effective 8 May 2017. The SRC sincerely thanked Ms Oxley for being a representative of her cohort.

2 DECLARATIONS OF CONFLICT OF INTEREST

No conflicts of interest were declared.

3 STARRING OF ADDITIONAL ITEMS AND ADOPTION OF UNSTARRED ITEMS

The Chair invited members of Council to ‘star’ any additional items of business that they wished to discuss. ‘Unstarred’ items would then be accepted en bloc.

Resolution:
The Student Representative Council resolved as recommended with respect to all unstarred items.
4 CONFIRMATION OF MINUTES AND ANY BUSINESS ARISING

Council considered the minutes of the meeting held on Tuesday, 04 April 2017.

Resolution:
The minutes of the meeting held on Tuesday, 04 April 2017 were confirmed as a true and accurate record of that meeting.

5 REVIEW OF ACTION SHEET

Item 1: Extended Hours Proposal
This item can be removed from the action sheet.

Item 2: Your Tutor
This item will be discussed at the July Meeting.

Item 3: Student Engagement Survey
This item is in progress.

Item 4: SRC Self-Evaluation Survey 2016
This item is in progress.

Item 5: Dare to Be Different
See item 10.

Item 6: TAFE Peer Assistance Program (proposal)
This item is in progress.

Item 7: TAFE Peer Assistance Program (focus item)
This item will be discussed at the September Meeting.

Item 8: Jogging Tracks
This item is in progress.

Item 9: Visa and Graduation Dates
This item is complete and can be removed from the action sheet.

Item 10: Indo-Genious Scholarship Review
This item is complete and can be removed from the action sheet.

Part A: Reports and recommendations to the University Council and/or University Management

Nil items.

Part B: Matters finalised or remaining for discussion

6 Social Innovation – The Student Experience

Ms Lara Carton, Associate Vice-Chancellor (Victoria Region) and Director Social Innovation, spoke to Social Innovation – The Student Experience to advise the SRC on the Social Innovation Strategy and current opportunities available to CQUUniversity students.
CQUniversity wants to embed social innovation principals across all schools, campuses and study centres, and work with government, industry, business and communities to empower students to solve real-life challenges locally and internationally. Currently, the understanding and involvement by students is low, therefore raising awareness of the strategy, past achievements and future opportunities to be involved is important.

CQUniversity is Australia’s best-placed institution to focus its research, education and training activities on growing social, economic and intergenerational impact across a national footprint. It is essential that students understand the impact social innovation will have on their education, their futures and their communities.

Ms Carton’s Social Innovation team comprises of the following staff members:

- Ms Linda De George Walker, Associate Director Academic
- Ms Ashley Clarke, Program Manager
- Ms Robin Dick, Program Manager

Aligning its values and the Six Pillars of Social Innovation Strategy (Teaching and Learning, Community and Culture, Research, Leadership, Applied Learning and Strategy), CQUniversity has built relationships which have created partnerships yielding mutually beneficial outcomes across education and training, research, innovation and service. This includes being the first university in Australia inducted as an Ashoka U Changemaker University - a community of leaders and institutions who work collectively to make social innovation and changemaking the new norm in higher education and beyond. Other partnerships include the Saalam Baalak Trust in India and The Big Idea competition.

A focus on social innovation at CQUniversity will benefit students with a heightened student experience, unique graduate attributes and enhanced employability skills, through the development of social, political, and environmental awareness. Students are encouraged to participate in social innovation where possible through study such as the Bachelor of Business (Social Innovation), and/or Graduate Certificate in Social Innovation, or through the following extra curricula activities:

- The Big Idea Competition
- Social Innovation Studio
- Engineers without Borders
- Global Tours
- Melbourne Knowledge Week
- Melbourne/Brisbane lecture series
- Free webinars
- CQUniversity Social Innovation Podcast

Ms Clarke (CQUniversity Program Manager, Social Innovation) aims to visit all campuses with a view to engage with wider networks and to implement social innovation through opportunities such as orientation, introductory workshops and lunchtime events. SRC members are encouraged to email the Social Innovation Directorate (socialinnovation@cqu.edu.au) to address any questions or to provide suggestions.

7 STUDENT CHARTER

Ms Ella Durand, Deputy Director Student Life and Wellbeing Centre, Student Experience Directorate requested the SRC review and endorse the revised CQUniversity Student Charter. The Student Charter is an existing document which outlines the commitment and responsibility of the university and students to ensure positive student experience.

CQUniversity worked with Fifth Quadrant (CX consulting) in 2014 to review and improve the student experience and staff culture. Assessments of the student experience were conducted, aiming to identify the needs of students, key gaps, pain points, and opportunities to improve their experience. This led to the recommendation of developing a Student Charter, which was presented to the Student Representative Council in December 2016 for feedback.
Due to the various objectives and uses for the Student Charter, Ms Annette Thompson, Retentions Project Officer and Ms Elizabeth Hamilton, Disability Advisor have worked on the document revision, with updated content, language and layout and links to other relevant policy documents.

Mr Benjamin Brown, Council Representative, noted that not all universities policies are listed. Mr Luke Sondergeld, VET Representative, stated that the document does not hold either party accountable and maintains its use as a glossy brochure. Ms Jenny Roberts, Deputy Vice- Chancellor, Student Experience and Governance responded that the University has hundreds of policies, and the ones listed in the revised Charter represent an overview on behavioural policies outlining expectations. Learning and Teaching policies and procedures sit under Professor Josua Pienaar, Pro Vice-Chancellor (Learning and Teaching) and are actioned separately to the Student Charter.

The below suggestions were provided by the SRC:

- Change the photo to a more diverse representation of students,
- A University contact (such as the Student Advocacy Officer and Compliments and Complaints email address) be included, and
- Hyperlinks are added for the Student Feedback - Complaints Policy and Procedure and the Assessment Policy and Procedure (Higher Education Coursework)

Overall, the consensus was positive on the improved content and visual appeal of the Charter.

Recommenotion:
The SRC endorsed the Student Charter on the proviso that the image is changed to represent a diverse group of students, that a contact name is included for both Student Advocacy and Compliments and Complaints, and that hyperlinks to the Student Feedback - Complaints Policy and Procedure and the Assessment Policy and Procedure (Higher Education Coursework) be included.

8 MULTI-FAITH, CHAPLAINCY AND SPIRITUAL SERVICES

Ms Ella Durand, Deputy Director Student Life and Wellbeing Centre, Student Experience Directorate spoke to the Multi-faith, Chaplaincy and Spiritual Services seeking SRC feedback on the future scope of multi-faith chaplaincy and spirituality services offered by the University. This follows the resignation of CQU’s Rockhampton based multi-faith chaplain. As a result, the University has no voluntary multi-faith chaplain, allowing an opportunity to consider the current faith and spirituality services offered.

Members commented that it is important to have multi-faith services on campus. Discussions were held on the benefits of these services and included promoting inclusiveness, mindfulness, meditation, and how services could be offered in conjunction with community organisations. A comment was also made on how multi-faith services can reduce the load on University Counsellors and capture students who might feel a stigma visiting a professional service. A query was raised if support groups could be managed through clubs and societies, to which this was confirmed as being a viable option.

Ms Jenny Roberts, Deputy Vice-Chancellor, Student Experience and Governance stated chaplaincy services, if not provided in a voluntary capacity, would be funded by the Student Services and Amenities Fee and therefore the input of the SRC is critical on this matter. The SRC supported an anonymous survey to be distributed to students and that professional advice be sought for the formulation of survey questions. The Chair encouraged SRC members to complete the survey and give feedback according to individual campuses.

9 SRC ENGAGE AND ADVOCATE NEWSLETTER REPORT

Ms Claire-Marie Pepper, Deputy Chair and Townsville Representative, spoke to SRC Engage and Advocate Newsletter Report. Upon comparing reports of both the first and second edition of the newsletter it was identified that the second edition of the newsletter, published in Term 1 2017, was exposed to a larger audience
than the first edition in Term 3 2016. Although the audience exposure was higher in the second edition of the newsletter, the open rate response was lower. Ms Pepper believes the Newsletter is performing well and further engagement will see an increase of interested students in future editions.

Ms Lynne Knop, Alumni Representative, questioned whether the newsletter is being published on any social media channels. Ms Roome responded saying it definitely could be, and this is in alignment with Mr Benjamin Brown’s (Council Representative) recent offline suggestion to publicise the SRC Council Reports on the SRC portal. Ms Jenny Roberts, Deputy Vice-Chancellor, Student Experience and Governance suggested coming up with an SRC tagline or graphic that would be pushed out under the SRC banner such as “You Said, We Did” to promote good news regularly. The idea of having students publish articles was floated, but noted that this already occurs on the blog www.CQUilife.com.

Mr Marcus Groth, STEPS Representative suggested printing hardcopies of the newsletter, to which the SRC agreed, was not environmentally sustainable. Mr Luke Sondergeld, VET Representative questioned whether the newsletter is a suitable communication tool for the purpose of the SRC, and whether it was information overload. Questions whether the SRC should continue with the newsletter arose. Ms Maegan Swarbrick, Student Communications Officer responded that the release time of the newsletter is different from other publications such as the Student Broadcast and CQUni News to ease information overload, and that the newsletter reaches over 7000 students and asked if that was worth loosing.

The SRC determined to continue publishing the newsletter. Ms Pepper requested items for the next newsletter to be submitted to her.

**Action:**
*The SRC is to continue publishing a newsletter.*
*Members are asked to submit items for the next newsletter to c.pepper@cqu.edu.au.*

## 10 CQUUNIVERSITY DEBATE TEAMS

Mr Marcus Groth, STEPS Representative, spoke to CQUUniversity Debate Teams. Identifying a lack of interaction between students in different fields of study and campus locations, Mr Groth believes inter-campus debating at CQUUniversity will bridge the gap and provide academic public speaking opportunities. Mr Groth advised the SRC that members on the Noosa and Melbourne campus have taken interest in the concept.

Mr Groth suggested a trial in Term 2 consisting of students from different campuses before formally implementing debate teams. Further support and campus promotion from students and the SRC will be required to develop the formal CQUUniversity Debate Team. Mr Groth suggested each campus having their own committee would make communication easier. A reward system would incentivise students to compete.

Ms Anna Towan, Adelaide Region Representative, suggested adding subjects that align with learning outcomes could be beneficial. Ms Hannah Lemon, Wide Bay Burnett Representative, supported the idea of having CQUUniversity Debate Teams and driving academic curricular activities.

Ms Natalie Turner, Student Sports and Recreation Officer, advised that affiliating the club with the University through the Clubs and Societies procedures is the best way to begin the implementing process. A minimum of six members will be required for affiliation.

**Action:**
*Mr Groth to work with Ms Turner to affiliate the CQUUniversity Debate Team with Clubs and Societies.*

## 11 BUNDABERG CAMPUS PARKING
Ms Hannah Lemon, Wide Bay Burnett Representative, identified a lack of parking on the Bundaberg campus compared to the amount of students studying in Term 1 2017. After consultation from local students, it was reported that these students had to park in an unsafe manner near trees and other obstacles. Students also expressed safety concerns due to insufficient lighting in the carpark after hours.

Ms Beth Whitworth, Senior Campus Administrator, Bundaberg campus, advised that it has been brought to Professor Andy Bridges, Deputy Vice-Chancellor, Strategic Development and Associate Vice-Chancellor Wide Bay Burnett Region attention that two vehicles had been vandalised on one night after hours in the campus carpark, and asked that Ms Lemon contact Professor Bridges to discuss student concerns.

Ms Whitworth advised that Bundaberg campus staff are looking for possible solutions aligning with their budget; including having a nominated carpark for after-hours use that may be further lighted and under surveillance. Signage stating surveillance in place might be useful to deter vandalism.

Ms Whitworth recommended that students use the Safe Zone app when on campus and after hours call campus security to walk them to their vehicle.

12 LIBRARY ADVISORY GROUP REPORT

This item will be held over.

13 MANAGEMENT REPORT

SRC noted the Management Report.

14 NATIONAL STUDENT LEADERSHIP FORUM 2017

SRC noted that nominations are due for the National Student Leadership Forum 2017.

15 STUDENT REPRESENTATIVE COUNCIL REPORT – FEBURARY TO APRIL 2017

SRC noted the Student Representative Council Report – February to April 2017.

16 GENERAL DISCUSSION

16.1 CQUNIVERSITY SENIOR LEADERSHIP CONFERENCE 2017

Ms Joanne Perry, Director Vice-Chancellor and President’s Office, spoke to CQUniversity’s Senior Leadership Conference that is being held at the Townsville campus in October. The conference will host around 70-80 staff members including members of the University Council and the Vice-Chancellor and President has invited the SRC members to attend. The conference theme is leading towards the Dare to Be Different concept.

Ms Perry believes this could be a good opportunity for the SRC to be actively involved in a session with CQUniversity leaders (such as a debate). Input on ideas and suggestions from members will be valued and are encouraged to be sent to Ms Perry at j.perry@cqu.edu.au.

16.2 MEMBERSHIP LIST ON TERMS OF REFERENCE

Ms Victoria Roome, Coordinator, Student Representative Council raised the issue that at times the SRC is at risk of not making Quorum due to Ex-Officio Members attendance being irregular due to busy schedules.
The SRC was asked to vote on whether Ex-Officio members should be removed from the formal membership list and that they be given rights of audience and debate, aligning them with current roles they already play at the meetings. Ms Jenny Roberts, Deputy Vice-Chancellor, Student Experience and Governance spoke for herself and the Vice-Chancellor and President stating that they do not feel comfortable in having voting rights on student matters. After a brief discussion, a formal vote from present members showed the SRC in favour to remove Ex-Officio members from the formal membership list and to offer them rights of audience and debate.

**Recommendation:**

*Remove Ex-Officio members from the formal membership list and offer them rights of audience and debate.*

16.3 MEDIA

Ms Victoria Roome, Coordinator, Student Represented Council announced that a Bundaberg media source contacted Wide Bay Burnett Representative, Ms Hannah Lemon to comment on the federal budget, and simultaneously a Rockhampton media source contacted the SRC office for comment. Ms Roome asked for the Council’s view on speaking to the media, and queried if media training is required in the role.

It is the view of Ms Jenny Roberts, Deputy Vice-Chancellor, Student Experience and Governance, that students on the SRC have a responsibility to speak up and to influence. An opinion, which opposes CQUniversity or the Vice-Chancellor and President, will be expected from time-to-time, and this should not stop SRC members from speaking up. This is in line with the University’s values of openness.

Mr Luke Sondergeld, VET Representative warned that a consensus must be reached on how to communicate with the media, noting that media can be conscientious. Mr Marcus Groth, STEPS Representative is supportive of free speech, but agrees media training seems appropriate. Ms Amy Plant, Western Australia Representative, cautiously advised that comments made might affect personal lives and careers, and that if comments are made, they should be reflective of the individual, not of the SRC. Mr Sondergeld floated the idea of having specific roles with in the SRC, such as a media spokesperson or communications officer.

Ms Joanne Perry, Director Vice-Chancellor and President’s Office offered help and advice if needed, including a possible professional development session. In conclusion, having a collective agreement within the SRC seemed appropriate and until voting occurs in future agendas, speaking to the media should be put on hold.

17 NEXT MEETING

The next meeting of the Student Representative Council will be held on Tuesday, 18 July 2017 at CQUniversity Rockhampton, North campus by videoconference.

18 CLOSURE

The Chair declared the meeting closed at 3.35 pm.

Ms Da Rin Perette
Chair
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<tr>
<td>1</td>
<td>07/03/17</td>
<td>YourTutor</td>
<td>Ms Roberts</td>
<td>Ms Roberts to provide Student Representative Council with a report on YourTutor after Term 1.</td>
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<td>2</td>
<td>07/03/17</td>
<td>Student Engagement Survey</td>
<td>Ms Pepper</td>
<td>The survey is to be updated based on feedback from the March meeting. The survey should be prepared in Survey Monkey and distributed in the next Student Representative Council newsletter.</td>
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<td>3</td>
<td>07/03/17</td>
<td>SRC Self-Evaluation Survey 2016</td>
<td>Ms Da Rin Perette, Ms Pepper, Mr Sondergeld, Ms Mureau</td>
<td>A small group of Student Representative Council members shall meet to bring forward suggestions for improvement.</td>
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<td>4</td>
<td>04/04/17</td>
<td>Dare to be Different</td>
<td>Ms Turner, Mr Groth</td>
<td>Ms Turner to liaise with Mr Groth to plan the formation of Debate Clubs. Mr Groth to work with Ms Turner to affiliate the CQUniversity Debate Team with Clubs and Societies.</td>
<td>The Debate Club has been affiliated. This item is complete and can be removed from the action sheet.</td>
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<td>5</td>
<td>04/04/17</td>
<td>TAFE Peer Assistance Program</td>
<td>Mr Sondergeld</td>
<td>Mr Sondergeld to further develop the proposal for a TAFE Peer Assistance Program.</td>
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<td>6</td>
<td>04/04/17</td>
<td>TAFE Peer Assistance Program</td>
<td>Ms Seary</td>
<td>Ms Karen Seary to present a focus item on student retention to the SRC.</td>
<td>Will be presented at 19 Sept SRC meeting.</td>
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<td>7</td>
<td>04/04/17</td>
<td>Jogging Tracks</td>
<td>Ms Turner</td>
<td>Trial jogging tracks on the Rockhampton North Campus will proceed with funding and direction by Facilities Management Directorate (DFM). Natalie Turner, Katelin Balderson (Sports Centre Operations Coordinator), Vicki Lawrie (Business Support Officer), John Saunders (Operations Supervisor) and Ron Tollasepp (Director Facilities Management) have met. John and Katelin are to map out a 1km track for DFM approval using existing pathways to expedite OHS.</td>
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<td>26/04/17</td>
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<td>8</td>
<td>09/05/17</td>
<td>SRC Engage and Advocate Newsletter Report</td>
<td>SRC Members</td>
<td>The SRC is to continue publishing a newsletter. Members are asked to submit items for the next newsletter to <a href="mailto:c.pepper@cqu.edu.au">c.pepper@cqu.edu.au</a>.</td>
<td>See agenda item 18</td>
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UNIVERSITY JOINT RE-REGISTRATION PROJECT

Meeting Date: 18 July 2017
Submitted by: Dr Jasen Burgess
Manager, University Accreditation

Action required: For discussion

Strategic Plan Alignment: Sustainability

Recommendation:
That the Student Representative Council note and discuss the University’s upcoming re-registration.

Issue:
CQUniversity is currently undergoing joint re-registration with the Tertiary Education Quality and Standards Agency (TEQSA) as a university, the Australian Skills Quality Authority (ASQA) as a Registered Training Organisation (RTO), and by both regulators as a CRICOS approved provider of education and training courses to overseas students. TEQSA and ASQA are managing the re-registration as a joint process. Re-registration applications are due no later than 30 September 2017.

Background:
All registered universities, higher education providers, RTOs and CRICOS providers must undergo periodic re-registration at least every seven years. The current re-registration process forms part the periodic external review processes that CQUniversity undergoes from time to time.

As part of the re-registration process, some campuses will undergo site visits in October/November 2017 by the regulatory bodies.

Rationale:
A presentation will be provided by the Manager, University Accreditation and will give the Student Representative Council information around the requirements and process of the re-registration.

Consultation:
• All University Staff.

Conclusion:
Communication and updates to students and staff around the re-registration project will increase awareness of the University’s requirements for registration as a University/RTO/provider of courses to international students.

Attachment:
• Re-Registration Information Session - PowerPoint

Communication of Outcomes:
• Dr Jasen Burgess, Manager – University Accreditation.
## CQUniversity Development and Alumni Relations – A 2017-2020 Vision

| Meeting Date: | 18 July 2017 | Submitted by: | Ms Melissa Misztal  
Director, Development & Alumni Relations |
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### Strategic Plan Alignment:
Growing our Engagement and Reputation

### Recommendation:
That the Student Representative Council discuss the 2017-2020 fundraising strategy and provide thoughts and feedback.

### Issue:
CQUniversity established the Development and Alumni Relations Directorate in 2008. Since that time, progress has been made in developing essential internal infrastructure and laying the foundations of a fundraising program for the University. The potential to grow this area now exists and this fundraising strategy outlines a proposed way forward.

### Background:
Meeting the needs of students, stakeholders and communities is a core focus of the University. The University’s Strategic Plan clearly articulates its responsibilities and aspirations for its communities; and fundraising can play a key role in meeting these objectives.

Improving fundraising outcomes at CQUniversity will require the ongoing commitment and support of the members of the University Council, University Executive, Associate Vice-Chancellors, Senior Academic Staff and our students. These groups will play an integral role in the fundraising activities of the University and as a result will greatly assist the University’s objectives by developing and committing to projects and initiatives that will be attractive to donors and benefit the progression of the University. As such there is a need for the Development and Alumni Relations Directorate to provide support and direction to the leaders of the University.

The University’s fundraising projects and initiatives should support the University’s mission and strategic direction, while allowing external parties to reach their own personal and professional objectives and interests. By providing opportunities for people to connect with the University to make a transformational difference to their community, we are also reaching the University’s objectives.

Currently, the University has a solid donor base who have given small amounts consistently for a number of years to support student scholarships and academic prizes. However, little attention has been given to identifying new areas of interest for current donors, identifying new donor prospects or leveraging the large alumni cohort as a prospective donor base.

Alumni are unequivocally CQUniversity’s greatest advocates and by providing alumni with meaningful ways to be involved with the University, we will develop their affinity in a way that isn’t solely based on the attainment of their qualification.

### Rationale:
The success of a fundraising plan relies heavily on building a culture that supports and embraces the overarching principle of creating mutually beneficial associations or “friendraising” with our Alumni, community partners, students, current and potential donors and staff.

The fundraising activities of the University need to be positioned as a long term strategy. The wider University
should hold an understanding of these priorities and an understanding of the importance and benefit of development operations, and how these advance the University’s vision and mission. The strategic fundraising plan is aimed at outlining the activities to achieve this understanding. The plan outlines how committing to strategic philanthropic activities will:

- Support the mission and vision of CQUnders through the generation of key support from our alumni, partners, staff, students and friends
- Develop strong mutually beneficial relationships with our supporters, partners and alumni
- Create meaningful ways for our alumni, foundations, trusts and partners to connect with the University to make a significant impact on their key area of interest
- Strengthen our reputation, connectivity and contributions to the community regionally, nationally and internationally, by increasing external financial support through innovative alumni relations and inspiring philanthropic campaigns and strategies.

Consultation:
- The Development and Alumni Relations Directorate
- The Office of the Vice-Chancellor and President
- CQUniversity Council
- CQUniversity Executives.

Conclusion:
The improvement of fundraising outcomes at CQUnders requires an adjustment to current planning processes, strategy and governance to optimise the University’s capacity to attract and retain potential supporters. It also requires the Development Office to strongly collaborate with internal stakeholders such as Council, Senior Executive Staff, Deans and Academic Staff, AVC’s and the student body to capitalise on our networks and power of place. This Fundraising Strategy Paper 2017-2020 provides the direction on how we will do this moving forward.

Attachment:
- The Development and Alumni Relations Directorate Fundraising and Strategy Paper 2017-2020

Communication of Outcomes:
- Ms Melissa Misztal, Director Development and Alumni Relations.
CQU NIVERSITY DEVELOPMENT AND ALUMNI RELATIONS DIRECTORATE

FUNDRAISING STRATEGY 2017–2020

“The Development and Alumni Relations Directorate advances the reputation and capacity of the University to support the communities we serve, by fostering mutually beneficial relationships with our alumni, community partners, current and potential donors and staff.”
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PURPOSE OF THE FUNDRAISING STRATEGY

By working collaboratively with Schools, the Research Division, the International Office, and other internal stakeholders, the Development and Alumni Relations Directorate will provide a firm foundation for fundraising activity that stimulates and facilitates productive, authentic and lifelong relationships with our current and former staff, current and former students, graduates, friends, foundations and corporations. This will enable the University to:

- Advance CQUniversity’s philanthropic and reputational standing among key stakeholder audiences, both nationally and internationally.
- Maximise opportunities for private support for the University through the development of high-quality relationships.
- Facilitate the support required to enable CQUniversity to strengthen its position as a great Australian university.

“Effective philanthropy requires a lot of time and creativity – the same focus and skills that building a business requires.”

BILL GATES
OUR GUIDING PRINCIPLES

1. We will work within and form mutually beneficial relationships with partners that align with CQUniversity values.
2. We will be fair and honest and conduct all of our fundraising activity with integrity.
3. We will respect that our relationships with prospective donors, current donors, volunteers, and employees are professional relationships and may not be exploited for personal gain.
4. We will safeguard and respect donor and prospective donor information.
5. We will ensure donated funds are used in accordance with donors’ intentions.
6. We will obtain specific instructions from a donor before altering conditions of a restricted gift (consistent with applicable law).
7. We will honour the wishes of an individual or organisation with regard to how directory information or their giving history is used or published.
8. We will record and keep only information relevant to cultivation, solicitation, and stewardship.
9. We will identify the source of retained information.
10. We will work collaboratively with our internal colleagues to attract and retain prospective and current donor partnerships.
University leadership confirms fundraising as a priority function of the University and clearly identifies leadership responsibilities for fundraising, including the role and responsibilities of the Development and Alumni Relations Directorate.

1. Develop a three-year fundraising plan.
2. Embed Alumni Relations and fundraising activities into University business unit plans.
3. Recruit appropriate staff resources.
4. Develop a fundraising brand for CQUniversity, to unify existing and future philanthropic programs.
5. Develop and implement a communications strategy to inform key internal stakeholders of the fundraising plan.
6. Review the fundraising plan each year.
7. Develop a resource kit for internal stakeholders that clearly identifies the roles and responsibilities of the Development and Alumni Relations Directorate as the key facilitator for all fundraising activity at CQUniversity.
8. Build a culture of philanthropy in staff and student cohorts through awareness raising promotions and activities.
TWO

ROLE OF EXECUTIVE AND COUNCIL

Clarify the role and responsibilities of the University Council, senior executives, individual staff members in schools, research, international, and other groups throughout the University, and develop an appropriate model to facilitate ongoing collaboration and communication across the University with the Development and Alumni Relations Directorate.

1. Endorse, at an executive/council level, the needs and priorities for future fundraising focus (minimum five year horizon) through the annual council planning day and the role of council members in supporting fundraising activities.

2. Identify the responsibilities held by senior management in relation to fundraising activities across the University.

3. Identify staff within each school, region, research division or relevant area that should actively and collaboratively contribute and engage with the fundraising objectives of the University.

4. Develop a professional development program for fundraising leaders across the University to support the priorities set by leadership.

5. Develop a tailored fundraising program for each school, region, research division and relevant area that supports the identified University priorities.
THREE

GOVERNANCE

Work with Corporate Governance to develop policies and guidelines for the acceptance, management and reporting of all gifts and donations received by the University.

1. Develop standard definitions for what is a gift-in-kind, donation, pledge, sponsorship etc.

2. Review the University’s gift acceptance guidelines eg who we will or will not accept gifts from (eg. tobacco, gaming, pharma).

3. Define a set of standard conditions, clauses, proposals and templates for different gift types.

4. Develop a set of donor recognition procedures for the acknowledgment of gifts including where a donor would like to remain anonymous. Define the different levels of anonymity that could exist when acknowledging a gift.

5. Set a standard review date for all fundraising related policies and guidelines.

6. Develop a University standard for naming rights conventions for projects, programs or proposals that are wholly or partly funded from a philanthropic gift.
   i. Create clear definition between ‘donation’ and ‘sponsorship’ in regards to naming rights.
   ii. Set standard entry (value) levels that would attract naming rights.
   iii. Develop exit clauses for the University regarding individuals and organisations that may no longer align with the University’s values and objectives.
FOUR

FINANCIAL MANAGEMENT

Work with the Finance and Planning Division to develop policies and procedures regarding the acceptance and disbursement of gifts.

1. Define guidelines on the University’s valuation of gifts that are in kind.
2. Establish guidelines around endowments including the entry point to establish individual endowments, application of investment income and the standard annual rate of distribution.
3. Establish a robust reporting mechanism that can account for monetary, non-monetary and in-kind support.
4. Develop formalised guidelines around the expenditure of donated funds including examples of expenditure that are not permitted.
5. Define the University’s position on gifts that require any outlay of University funds including delegation of authority over the decision to accept or reject the gift.
6. Review the current approach to managing individual donations and make recommendations for a more streamlined approach.
FIVE

DATA MANAGEMENT

Enhance data and data management capacity, data cleansing and data analytics.

1. Develop protocols and processes to capture donation data from all entities of the University, including the Tertiary Education Division (TED) and the Research Division.

2. Work with the Information and Technology Directorate to carry out an analysis of data needs to identify if the appropriate technology capacity is currently available, and implement new software solutions as necessary.

3. Work with internal stakeholders to ensure the University benefits from increased efficiency of using a unique, centralised CRM system.

4. Implement an improved online giving platform to support our donor experience.

5. Work with People and Culture to import all current and former staff data - dates of employment and termination and roles and relationships to facilitate development of a Staff Giving Program.

6. Undertake annual data cleansing tasks required.
   i. Undertake an email health check four times per year.
   ii. Validation for unverified addresses.
   iii. Data wash against external wealth screen databases to identify donor prospects and significant alumni.
SIX

CASE FOR SUPPORT

Develop a high level ‘Case for Support’ statement for giving to CQUniversity.

1. Workshop key messages, priorities and long term fundraising goals with Senior Executives, members of the University Council, and Deans to ensure buy-in and commitment at the highest levels.

2. Work with Marketing and the Corporate Communications teams to:
   i. Develop CQUniversity ‘Case for Support’ statement.
   ii. Ensure key fundraising messages and priorities are integrated into campaigns and communications.
   iii. Develop print and electronic collateral to support the overarching University priorities and share the University’s story with stakeholders.

3. Develop project specific ‘Case for Support’ statements for identified priority funding areas.
SEVEN

ANNUAL APPEAL

Develop a comprehensive strategy for the Annual Appeal to ensure it matures and becomes a tool for the University to recruit new donors.

1. Utilise predictive modelling techniques to identify key prospects and segments in the database.

2. Increase the level of reach and frequency of Annual Appeal asks through increased EDM and hardcopy mail-outs.

3. Work with Marketing and Corporate Communications teams to embed key messaging and design into Appeal collateral and key fundraising messages into University messaging.

4. Work with People and Culture to enhance the staff giving program through payroll.

5. Work with Student Representative Council (SRC) to develop student giving programs through SRC and encourage student leadership in philanthropic activities.
EIGHT

MAJOR GIFTS / PRIORITY AREAS

Using identified priority funding areas as foci, build the number and value of major gifts received by the University through prospect research, moves management, solicitation and stewardship.

1. Undertake comprehensive prospect research based on wealth screen, affinity analysis and leads provided by Council Members and colleagues.

2. Design and implement a robust moves management structure with clear KPIs and tracking.

3. Establish a University-wide donor cultivation model to capture all possible major gift donors and manage relationships effectively – including assignment of key prospects to academic and senior executive leaders for cultivation and stewardship.

4. Undertake coaching and training for key staff to undertake managed solicitation of key prospects.

5. Customised stewardship plans for every major donor to foster donor satisfaction leading to repeat support and positive reputation.
Further develop the CQ Circle brand to increase the level of notifiers and prospects for planned gifts (bequests).

1. Review and develop collateral to support the activities of the CQ Circle.

2. Increase awareness of bequests through events and marketing activities.

3. Develop data management processes to capture prospects and donor activity.

4. Develop structured cultivation activities for ‘considerers’ and ‘intenders’ to increase confirmation (notification) rate.

5. Develop structured stewardship program for ‘notifiers’ to ensure retention.

6. Increase awareness of how the University benefits from bequests though informing internal and external stakeholders.
TRUSTS AND FOUNDATIONS

Building philanthropic revenue from trusts and foundations through identification, cultivation, solicitation and stewardship.

1. Identify potential entities and match priority funding requirements internally and with objectives of trusts and foundations.

2. Develop skills and resources for building relationships with trusts and foundations and their unique requirements.

3. Work collaboratively with the Research Division to ensure a ‘one CQU’ application to any one entity.
ELEVEN

DONOR RECOGNITION

Develop a University-wide donor recognition program that establishes procedures and guidelines for consistent and quality recognition of support.

1. Recognition for donors that have been giving long term, and one-off giving.

2. Launch and service one recognition platform, providing current and future donors access to a dedicated stewardship and recognition structure.

3. Work with Council, Executive, Schools, Regions and Research Division to develop a donor recognition framework and communications strategy relevant to the donors area of interest.

4. Work with Corporate Communications to develop a promotional strategy to showcase our donor support.

5. Work with Marketing to develop an online strategy that incorporates web presence on the university home page, dedicated giving pages on the website and enhance the online giving capacity.
MEASURES AND EVALUATION

Measuring the success of the Development and Alumni Relations Directorate through a single figure of funds provides no guidance as to the reach of alumni engagement nor the effectiveness of specific fundraising activity.

To effectively evaluate the return on volume of work and investment for the University the following metrics will be used:

1. New funds raised (cash and pledge amounts) – this shows the value of the work undertaken across the year
2. Cash income received (what actually came in that year)
3. Externally managed and non-monetary partner funds.

These new metrics will allow us to develop lead indicators, key milestones and realistic targets to measure progress and activity.

Many gifts may not be realised in the year they were cultivated hence the need for different measures.

Other metrics will be used to guide our activities and these include:

- Donors v alumni donors (analysing repeat, new and recovered donors allows us to see the effectiveness of appeals and campaigns)
- Fundraising expenditure
- Investment in Alumni Relations
- Comparison to peer and aspirational institutions.
## Targets

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<th>Development</th>
<th>2016</th>
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<tr>
<td>New funds raised (pledges + cash + non-monetary funds + externally managed funds)</td>
<td>$964,664</td>
<td>$2,100,000</td>
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<tr>
<td>Fundraising expenditure (Alumni and Development)</td>
<td>$1,034,355</td>
<td>$1,400,000</td>
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<tr>
<td>Return on fundraising investment</td>
<td>0.90:1</td>
<td>1.50:1</td>
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</tbody>
</table>
For further information, please contact

Melissa Misztal
Director Development and Alumni Relations

Phone +61 7 4922 2871
Mobile 0419 428 421
Email m.misztal@cqu.edu.au
Web www.cqu.edu.au/giving
# TERMS OF REFERENCE REVIEW

<table>
<thead>
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<th>Meeting Date:</th>
<th>18 July 2017</th>
<th>Submitted by:</th>
<th>Ms Tenille Da Rin Perette</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Chair, Student Representative Council</td>
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</table>

**Action required:** For decision

**Strategic Plan Alignment:** Sustainability

**Recommendation:**
That the Student Representative Council approve amendments to the Student Representative Council Terms of Reference for further submission to the Vice-Chancellor’s Advisory Committee (VCAC).

**Issue:**
The Student Representative Council Terms of Reference must be submitted to the Vice-Chancellor’s Advisory Committee (VCAC) to approve recent proposed amendments to the membership listing. The Student Representative Council is asked to confirm if any other changes are required.

**Background:**
At the 9 May 2017, the Student Representative Council was asked to vote on whether Ex-Officio members should be removed from the formal membership list and be given rights of audience and debate instead, aligning them with current roles they already play at the meetings, and to minimise the ongoing risk of not making quorum (due to Ex-Officio Members attendance being irregular because of busy schedules).

Ms Jenny Roberts, Deputy Vice-Chancellor, Student Experience and Governance spoke for herself and the Vice-Chancellor and President stating that they do not feel comfortable in having voting rights on student matters. After a brief discussion, a formal vote from present members showed the SRC in favour to remove Ex-Officio members from the formal membership list and to offer them rights of audience and debate.

**Rationale:**
A revised Terms of Reference must be submitted to the Vice-Chancellor’s Advisory Committee (VCAC) for further approval to the change in the membership listing. As the Terms of Reference should only be reviewed annually, any other proposed amendments to the Terms of Reference should advised now.

**Consultation:**
- Student Representative Council
- Ms Jenny Roberts, Deputy Vice-Chancellor (Student Experience and Governance)

**Conclusion:**
As the Student Representative Council have voted to remove Ex-Officio members from the formal membership list and offer them rights of audience and debate, a revised Terms of reference must be submitted to the Vice-Chancellor’s Advisory Committee (VCAC) for further approval.

**Attachment:**
- Terms of Reference, Student Representative Council

**Communication of Outcomes:**
- Vice-Chancellor’s Advisory Committee (VCAC).
1 ESTABLISHMENT

The Student Representative Council was established by the Vice-Chancellor and President on 21 October 2014. The Council will provide reports to the University Council and advice to the University’s management team in relation to student issues.

2 FUNCTIONS AND RESPONSIBILITIES

The Student Representative Council will be concerned with the improvement of the student experience for all CQUniversity students studying at all campuses and locations of the University and by distance education.

The student experience includes:

- student amenities and services
- CQUniversity’s policies and procedures in regards to student life
- student life for students based on campus or studying by distance education and
- CQUniversity’s physical, cultural and technological learning environments.

The Council’s functions are to:

2.1 Consider matters referred to it by University management, the University Council or other university body including partner provider institutions in relation to the provision of student services and amenities as per The Higher Education Support Act 2003 and the Student Services, Amenities, Representation and Advocacy Guidelines (‘the Representation Guidelines’).
2.2 consider recommendations in regards to provision of student services and amenities made by its members, and if deemed appropriate, forward these recommendations to University management.

2.3 consider matters referred to it by University management, the University Council or other University body including partner provider institutions in regards to the student experience.

The Student Representative Council’s responsibilities are to:

2.4 consult with students on the student experience and topical issues

2.5 provide an avenue for students to provide feedback and recommendations in regards to the student experience.

3 REFERRAL OF MATTERS

This Council may refer any item to University management for discussion, consideration and/or action.

4 COMMITTEES

This Council may establish such committees of a standing or ad hoc nature as it deems appropriate. A sub-committee is defined as a committee composed of some members of a larger committee, board, or other body. The Terms of Reference of each sub-committee shall be approved by this Council, and shall be constructed to ensure consistency and coordination between the functions of all sub-committees.

This Council shall receive reports as required from such sub-committees and have responsibility to monitor and evaluate activities in respect of each sub-committee’s functional responsibilities.

This Council may establish working parties which is a group appointed to study and report on a particular question and make recommendation based on its findings.

This Council shall receive reports as required from such working parties and have responsibility to monitor and evaluate activities in respect of each working parties functional responsibilities.

5 MEMBERSHIP AND TERMS OF OFFICE

The membership shall comprise of:

Appointed members:

• One member of University Council, or nominee

Ex-officio members:

• Vice-Chancellor and President, or nominee and
• Deputy Vice-Chancellors.

Nominated members:

• One member of Alumni, nominated by the Director, Development and Alumni Relations.

Elected members:

• One higher education student from each CQU region, elected by and from the students enrolled at each region (i.e. the Gladstone region representative will be elected by and from students enrolled from that region)
• One research higher degree student, elected by and from research higher degree students
• One postgraduate distance education student, elected by and from postgraduate distance education students
• One undergraduate distance education student, elected by and from undergraduate distance education students
• One postgraduate international student, elected by and from postgraduate international students
• One undergraduate international student, elected by and from undergraduate international students
- Two VET students, elected by and from VET students
- One Skills for Tertiary Education Preparatory Studies (STEPS) student, elected by and from STEPS students, and
- One Tertiary Entry Program (TEP) student, elected by and from TEP students.

Co-opted members:
- Up to two co-opted members may be appointed, to provide this Council with any relevant specialist expertise required and to ensure representation consistent with this Council’s responsibilities.

Appointed, nominated, elected and co-opted members shall serve for a term of office of two years. With the exception of VET students who shall serve a term of office of six months and enabling students who shall serve a term of office of one year. The term of office for nominated, elected and co-opted members shall commence in March each year. Expressions of interest received for position vacancies outside of an election period will be considered.

Nominated, elected and appointed members may serve for no more than two terms of office.

6 RIGHTS OF AUDIENCE AND DEBATE

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

Ex-officio members are granted rights of audience and debate:
- Vice-Chancellor and President, or nominee and
- Deputy Vice-Chancellors.

7 CHAIR AND DEPUTY CHAIR

The inaugural meeting of the incoming Student Representative Council shall be convened to elect the chairperson from the student membership of the Council. The elected Chair shall be the official spokesperson for the Council. The Chair shall serve for a term of office of one year.

The Council will also elect a Deputy Chair from the student membership of the Council. In the absence of the Chair, the Deputy Chair shall preside. The Deputy Chair shall serve for a term of office of one year.

8 SECRETARY

The Student Representative Council Secretary will be appointed by the University to assist the Student Representative Council with advice and secretariat support.

9 CASUAL VACANCIES

A casual vacancy on this Council shall occur if a member is deemed to have vacated his/her position. A position of this Council shall be deemed to have been vacated if the member:

a) dies or

b) resigns from the office in writing, addressed to the Student Representative Council Secretary. Such resignation will take effect on the date stated in the resignation, or in the case of no stipulated date, at the expiration of 14 days of the service of notice to the Student Representative Council Secretary; or

c) is absent from two consecutive meetings of the Student Representative Council without accepted apology or leave of the Student Representative Council or

d) ceases to be a current student of the University.

The term of office for any member to fill a casual vacancy for an elected position shall be to 1 March of the following year.

The Council may continue to act notwithstanding any vacancy in its membership.
10 REMOVAL OF A MEMBER FROM OFFICE

This Council may recommend to members that an elected or appointed member shall be removed from office if a majority of Council members are satisfied the member:

- fails to comply with the provisions of these Terms of Reference or
- conducts himself or herself in a manner considered to be injurious or prejudicial to the character or interests of the Council.

If the Council resolves that a member is to be removed from office under this section, the Council must as soon as practicable:

- Give the member notice and the reasons for it and
- Call a Council meeting to allow the member the opportunity to present fully his/her case and the Council shall have the opportunity of presenting its case. The resolution to remove the elected member shall be determined by the vote of the members present.

Appeals

If a member removed from office by the Council believes their removal to be unfair, or not in accordance with the terms of reference, the removed member may access the University's official grievance processes.

11 QUORUM

A quorum for the committee meeting is defined as 50% of the membership, plus one. Where attention is drawn to a loss of quorum, the meeting may be adjourned until such time as the Chair may determine.

12 CONFLICT OF INTEREST

Members are required to bring to the attention of the Chair any conflict of interest or potential conflict they may have with any item on the agenda and the Council shall determine if a conflict exists.

If a member is deemed to have a real or perceived conflict of interest in a matter that is being considered at a meeting, he/she will be excused from discussions and deliberations on the issue where a conflict of interest exists.

13 MEETINGS

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

The Council shall meet at least every second month during the academic terms.

Members shall be entitled to vote only at meetings at which they are present.

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 Council may be made at a duly called and constituted meeting; or, by a resolution in writing to all members of the Council and physically or electronically signed by at least a quorum of the members of the Council who are entitled to vote on the resolution other than those on an approved leave of absence.

14 ACCESS TO RESOURCES

Members will be provided with access to the Council’s website and any other resources reasonably required to fulfil their duties as a Council member.
15 OBSERVERS AND VISITORS

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

16 AGENDAS AND MINUTES

Agendas and associated documentation will be distributed five working days prior to the meeting, via the Committee Portal. Members will be notified by email of the location and availability of material.

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 no later than eight working days prior to the forthcoming meeting.

Members are encouraged to bring laptops, iPads or similar to the meetings and view the agenda online during the meeting. If this is not an option, the agenda documentation is easily printed from the website.

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

Minutes are to be prepared for each committee meeting. The draft minutes and action sheet of each meeting are to be reviewed by the Chair and circulated to all committee members by the Secretary as soon as practicable. A copy of the minutes, once they have been reviewed by the Chair, will be included in the agenda papers for the next committee meeting.

17 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 any information the University Council may request to facilitate its review of the Student Representative Council’s performance and its membership.

This Committee shall review its Terms of Reference every two years and provide a report, including any recommendations, to the University Council.

18 REPORTING

This Committee advises University management and the University Council on specific matters.

19 INDEMNITY

Every member of the Student Representative Council will have indemnity insurance which will cover any liability arising from any act or omission by a member which the Student Representative Council member knew was a breach of duty or which was committed or omitted in reckless disregard of whether it was a breach of duty or not.

20 FEEDBACK

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

21 APPROVAL AND REVIEW DETAILS

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<tr>
<td>Administrator</td>
<td>Deputy Vice-Chancellor (Student Experience and Governance)</td>
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<tr>
<td>Next Review Date</td>
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Student Representative Council Terms of Reference
Reference Number/Code: 2989
Effective Date: 16/11/2016
Page 5 of 6

Once PRINTED, this is an UNCONTROLLED DOCUMENT. Refer to Policy Portal for latest version
CQUniversity CRICOS Provider Code: 00219C
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<td>Minor amendments Deputy Vice-Chancellor (Student Experience and Governance) 17/04/2015; Minor amendments Deputy Vice-Chancellor (Student Experience and Governance) 01/03/2016; Vice-Chancellor and President 12/10/2016.</td>
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Meeting Date: 18 July 2017

Submitted by: Ms Claire-Marie Pepper
Deputy Chair of the Student Representative Council

Action required: For decision

Strategic Plan Alignment: Providing a Great Student Experience

Recommendation:
That the Student Representative Council to approve a change to the Terms of Reference eligibility for Chair and Deputy Chair positions.

Issue:
After reviewing the SRC Terms of Reference, a few areas have been identified to improve the way the SRC operates.

Background:
The eligibility for the Chair and Deputy Chair was reviewed and a change was considered in ought to select the ideal candidate for the positions.

The motion identifies in ought for members to be eligible for the positions, they should have completed one-year of study at CQUniversity, whether it is first year of a undergraduate program, STEPS, TEP, or TAFE. This allows the student member to develop a well-rounded understanding of how the university operates, knows the opportunities available and can in future identify areas that may be need of improvement.

Rationale:
By candidates completing their first year of study with CQUniversity before nominating for the Chair and Deputy Chair positions within the SRC it will mutually benefit the member and the council.

Consultation:
• Ms Victoria Roome, Coordinator Student Representative Council, Governance Directorate, Student Experience and Governance Division.

Conclusion:
Overall, in voting for this change, it will not prohibit members from nominating but will effectively enhance their position as being involved within the university they are aware of how it operates.

Attachment:
• N/A.

Communication of Outcomes:
• Vice-Chancellor’s Advisory Committee
## CHAIR AND DEPUTY CHAIR PROCESS

### Meeting Date: 18 July 2017

### Submitted by: Mr Luke Sondergeld
VET Student Representative Council Representative

### Action required: For decision

### Strategic Plan Alignment: Providing a Great Student Experience

### Recommendation:

That the Student Representative Council discuss the process for electing the Chair and Deputy Chair.

### Issue:

Election and terms of the Chair and Deputy Chair are inadequate and require change.

### Background:

Following the recent elections and the ties between the Chair and Deputy Chair positions, a different election process needs to be adopted. The proposal is to have preferences to be included into the process, this will alleviate the need to have a ballot draw, re-election or otherwise.

Additionally, a member should not run for either position unless capable of seeing out a full 2 year term. This doesn’t not preclude the fact that a member has 12 months remaining on their seat but 3 years left of study, that member still has the potential for 3 years of service and therefore is eligible.

### Rationale:

Our internal election process is fraught with danger. The possibility that the Chair and Vice Chair are ultimately decided by chance rather than a fair democratic process is disappointing. The Australian Government works off a preferential voting system, we should adopt a similar process with at least a first and second preference to alleviate the possibility of a tie.

Additionally, one of the purposes of the Chair and Deputy Chair positions is to provide leadership and continuity. If elected members only have 6 or 12 months left in their studies, or have no personal interest in the Council following their original term, thus only having 6 or 12 months remaining in their Elected position, they should not be eligible to run for Chair and Deputy Chair, in the interest of continuity. The members must look past themselves, their own selfish ambitions and realise that the Chair and Deputy Chair positions are service positions, not only to the Student Representative Council but also the Vice-Chancellors Advisory Committee, and as such needs continuity.

### Consultation:

- N/A.

### Conclusion:

Change the election process for future elections to include a preferential vote of at least 2 people. Change the culture, attitude, or if necessary the Terms of Reference to reflect the need for the Chair and Deputy Chair to have the ability to serve their full two years.

### Attachment:

- N/A.

### Communication of Outcomes:

- N/A
<table>
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| **Meeting Date:** 18 July 2017 | **Submitted by:** Mr Danger McLovin  
Rockhampton and Yeppoon Region Higher  
Education Student Representative |
| **Action required:** For decision |

**Strategic Plan Alignment:** Providing a Great Student Experience

**Recommendation:**
That the Student Representative Council approve participating in an annual Charity event as an SRC group.

**Issue:**
The SRC should consider being part of an annual Charity event.

**Background:**
CQUniversity has a charity called CQU Cares, where the university does work in the community and abroad. I think as an SRC group representing the student body at CQUniversity, that this is something that we should be doing as well.

**Rationale:**
I believe as an SRC that we should be doing one charity event annually as a group. It is a good opportunity for two reasons: firstly, it is a good opportunity for all of us as a collective to just do something good within the community and give a little something back. Secondly, it is a way of spreading the word about the SRC. It could be a different charity in a different location each year and we could buddy it up to coincide with an SRC meeting. We could do Relay for Life in Rockhampton 2018, The World Biggest Morning Tea in Sydney 2019, Support Breast Cancer 2020 in Melbourne, of course these are all examples. At the December meeting each year we could pick a charity and which SRC meeting it would align with and then start planning, then each of us could go away and start raising money individually at our home campuses that we represent.

I have also consulted Pro Vice-Chancellor (Indigenous Engagement), Professor Bronwyn Fredericks, who is a supporter of Blood Donation about the possibility of having the Blood Donation bus come to CQUniversity to coincide with our final meeting for the year, 2017, in December to coincide with the CQU Uni Ball. The SRC could get behind Blood Donation as our first charity event.

**Consultation:**
- Other SRC Representatives
- Pro Vice-Chancellor (Indigenous Engagement), Professor Bronwyn Fredericks

**Conclusion:**
As an SRC we need to vote to include in what we do every year a Charity event, and this becomes an annual event that the SRC looks forward to every year.

**Attachment:**
- N/A.

**Communication of Outcomes:**
- Pro Vice-Chancellor (Indigenous Engagement), Professor Bronwyn Fredericks
GRADUATION FOR INTERNATIONAL STUDENTS

Meeting Date: 18 July 2017
Submitted by: Ms Anna Towan
South Australia Student Representative
Action required: For decision

Strategic Plan Alignment: Growing our Engagement and Reputation

Recommendation:
That the Student Representative Council revisit and discuss and action plan for graduation for international students.

Issue:
The discussion of a formal ceremony for students who are unable to graduate in 2017 September Ceremony in Sydney as discovered by investigations. The urgency of formal action must be reached to upkeep positive student experience and protect CQUniversity International reputation.

Background:
At the 4 April 2017, Student Representative Council meeting, Ms Selenge Gerelt-Od, New South Wales Student Representative, put forth an item regarding international students missing graduation due to visa expirations. Due to International students’ feedback and concerns for the risk of CQUniversity International reputation, an enquiry was put forth to TASAC and various teams to collect data of students not experiencing CQUniversity graduation.

Rationale:
TASAC reports dated 16 June reveal a projection of 395 International students at Sydney campus who are currently active in their course and within four units of completion (meaning they could be eligible to graduate at the end of Term 1 2017). 51 International students completed their course in term 3 of 2016 at the Sydney Campus and are assumed to have missed their opportunity to attend a graduation ceremony due to visa expiry dates being two months after the certification of grades (3 March 2017).

Matters of concern
- University council to discuss extension of confirmation of enrolment (COE) expiry dates so that International Students benefit. They pay for the complete experience and don’t need to pay extra (visa extensions) to experience what they paid for.

Ignoring this issue will lead to the following disadvantages:
- CQUniversity International reputation will be at risk.
- The successful marketing and arduous work in reaching the diverse range of international students will come crumbling down, leading to a loss in the budget.
- The number of unhappy international students will increase. Possible increment of students who are eligible to graduate but unable will rise to 1,900 by 2021, (see figure 4).
- The spread of unhappy student’s experience shared in ‘all’ platforms of media, word of mouth to their networks, friends, and family.
- CQUniversity general reputation may be affected from social platforms and may lead to a smaller intake of students.

Resolving this issue will lead to the following advantages:
- Minimising risk of CQUniversity International reputation.
- CQUniversity values of inclusion and future plans of elevating from ‘great to large’ by 2021 will be prominent;
- A larger enrolment intake of International Students thus leading to;
- An increase in finances.
- Trust gained by all students.
- Respect because we show that we care.
- Positive feedback.

**Considerations**

- Matters beyond CQUniversity control e.g. visa timeframe
- Active change of Graduation ceremony dates for 2018, organised by Events team.
- Diverse visa expiration dates with students
- Unable to satisfy all students despite attempts to do so
- Projection numbers are just forecasts, NOT predictions.
- 2017 has two intakes left therefore 2016 statistics were used because it has a full calendar year and is better suited for representation of the student body.

**Consultation:**
- Ms Victoria Roome, A/Coordinator Student Representative Council, Governance Directorate, Student experience and governance division.
- Ms Claire-Marie Pepper, Deputy Chair for Student Representative Council & Townsville Student Representative
- Ms Tanya Rutherford, Student Mentor Officer
- Ms Jenny Roberts, Deputy Vice - Chancellor, Student Experience & Governance
- Ms Selenge Gerelt-Od, New South Wales Region Higher Education Student Representative
- Mr Shehan Thampapillai, Deputy Director, International Business Intelligence & Strategic Planning International Directorate I International and Services Division
- Mr Toni Kneen, Executive Assistant to the Deputy Vice-Chancellor Student Experience & Governance

**Conclusion:**
Keep note that International Students pay the University large fees a total of $8.703 million (CQUniversity 2016 Annual Report, p. 62) expecting a complete experience therefore, the university should consider international student visa expiration dates when planning graduation ceremony dates. Based on the statistics a separate formal ceremony should be conducted for those international students who are unable to attend 2017 September’s graduation ceremony due to visa expirations. Along with the support of the SRC members and staff, looking at the bigger picture this decision will mutually benefit both parties (the international students and the university).

**Attachment:**
- International Student Body key facts

**Communication of Outcomes:**
- Prof Scott Bowman, Vice Chancellor & President
- Mr Alastair Dawson, Vice-President and Senior Deputy Vice-Chancellor, International and Services
- Ms Jenny Roberts, Deputy Vice-Chancellor (Student Experience and Governance)
- International Students
- Mr Phillip Cenere, Area Vice Chancellor, New South Wales
- Ms Ella Durand, Acting Director Student Experience
- Ms Kylie White, Director Governance
- Mr Oliver Fortescue, International Director
- Student Representative Council team
International student body key facts

The International student body make up 7% of students however they inject a total of $8.703 million dollars into CQUniversity from a total of $87.215 million (CQUniversity Annual Report 2016, p.62), the amount they inject is still significant.

Figure 1 CQUniversity International Students | Countries they’ve travelled from

Data Source: Mr Shehan Thampapillai, Deputy Director, International Business Intelligence & Strategic Planning, International Directorate, International and Services Division. | From Excel spreadsheet, email sent 22 June 17.

Figure 2 CQUniversity International Student Total for 2014 - 2016

Data Source: CQUniversity 2016 Annual Report, pp.7 & 64
Figures 1 show the countries from which International students travel from, this shows the successful campaigning of the CQUniversity marketing team who reach out to them. Most students travel great distances because of this success.

Figure 2 shows the total of enrollments for International Students from 2014 – 2016, data retrieved from CQUniversity's 2016 Annual report, p. 64. The figure reveals an increase in student enrollments and should this continue by 2021 the numbers would increase by 1,411 as shown in figure 3 projections. Although this data is just a projection, anything can happen numbers may decrease or increase due to unforeseen events. Nevertheless, an increase looks promising.

**Figure 3 Projections of Total Enrollments for International Students 2017 - 2021**

![Projections for Total Enrollments | International Students 2017 - 2021](image)

**Data Source:** CQUniversity 2016 Annual Report (Grey bars) | Projected years: 2017 – 2021 (Light green bars)

**Figure 4 Projections for International students who miss out on graduation ceremony**

![Projections for International Students Eligibility to Graduate but unable to](image)

**Data Source:** TASAC | Projected numbers: 2017 - 2021
Figure 4 reveals a probable increase of students who will not participate in the full university experience.

If the SRC team remain action less, our International comrades will suffer at their expense, CQUniversity hardwork and reputation will also suffer.

Figure 5 below showcases an overview of the 84 countries from which our comrades travel from.

**Figure 5  An overview of where International students travel from**

![The 84 Nations that represent the CQUniversity International Student Body 2016](image)

**Data Source:** Mr Shehan Thampapillai, Deputy Director, International Business Intelligence & Strategic Planning, International Directorate, International and Services Division. | From Excel spreadsheet, email sent 22 June 17.

Below is an image (figure 6) from the CQUniversity 2016 Annual report and in it contains the strategic intent, values and future plans. This is to remind us that if this issue is tucked under the table or ignored, students will miss out on a great experience and will not get what they paid for. The University will not grow large, presence and reach will decrease.
Figure 6 CQUniversity Strategic Intent and Values

**OUR STRATEGIC INTENT**

Our strategic intent is to go from 'strong to great' through engagement by focussing on:
- growing our engagement and reputation
- growing higher education and vocational education and training
- providing a great student experience
- undertaking great research, and
- expanding our presence and reach.

**OUR VALUES**

**Engagement**
We connect to our stakeholders and communities by having strong relationships and productive partnerships which deliver mutually beneficial outcomes.

**Leadership**
We lead by consistently demonstrating excellence in learning, research, engagement and governance.

**A can-do approach**
We focus on and achieve our goals, we ‘think big’, aspire to greatness and apply innovation in everything we do.

**Inclusiveness**
We respect and seek full participation from, and engagement with, all staff, students and the community without discrimination toward any individual or group.

**Openness**
We promote transparency in processes, procedures and decision-making, and emphasise consistency, fairness and probity as integral to our relationships, individual and collective, with all stakeholders.

**OUR FUTURE**

By 2021, CQUniversity will be a much larger university.
We will be delivering courses and research through distance learning and physical locations across Australia.

We will be a unique university that has gained its strength through its power of place and will use this strength to export quality education far beyond the reach of its traditional boundaries.

We will support all those who have an involvement with the University, regardless of where they come from or where they reside.

Data Source: CQUniversity 2016 Annual Report, p. 33
COUNCIL
STUDENT REPRESENTATIVE

OPPORTUNITIES FOR STUDENTS OVER 30

Meeting Date: 18 July 2017
Submitted by: Mr Danger McLovin
Rockhampton and Yeppoon Region Higher Education Student Representative

Action required: For discussion

Strategic Plan Alignment: Providing a Great Student Experience

Recommendation:
That the Student Representative Council discuss the student experience for students over 30 and the lack of opportunities.

Issue:
Is being over 30 a disadvantage at CQU?

Background:
I am getting increasingly frustrated and upset as I weekly get emailed opportunities to further myself as a student through CQU that I am not eligible to apply for because I am over 30. I took my frustration as an opportunity to discuss the mature aged experience at CQU further with other mature aged students.

A portion of mature aged students believe that it is a distinct disadvantage to be over 30 (or a mature aged student) at CQU. In the last month, I have received emails from CQU about applying for grants to be involved in social innovation activities (you must be under 25), The National Student Leadership Conference (must be under 26) and Global Voices (you must be under 30). Victoria Roome called National Student Leadership Conference on my behalf to plead my case to attend, but was told over 30 is not their target demographic.

CQU has one of the biggest cohorts of mature aged students in Australia. Yet there are not as many opportunities available to mature aged students at CQU as there are to people aged under 30. It is understood that these opportunities come from external providers e.g. scholarships and other things mentioned above. But, perception is reality, because thing are advertised through the university email, there is a perception by mature aged students that they are missing out.

I believe that there is an opportunity here for CQU to be the leader in the field for mature aged students. Just because CQU did not create the problem, does not mean that they cannot help be the solution. Social innovation is solving problems that can be hard. Could CQU host a leadership conference specifically for people over 30 and really promote themselves to even more mature students?

Also, a lot of mature aged students have families or are transitioning between careers, CQU needs to look at ways of approaching or attracting scholarships for mature aged students. Or CQU could look at self-funding some opportunities for mature aged students. There is a perception within the student body that there are different opportunities at CQU depending on your age, whether you are under or over 30 years of age.

It is not even about being fair, it is about CQU being equitable and opportunities being available to all students regardless of age and about CQU itself creating opportunities for mature aged students to take part in things with the rest of the student body. All together as one.

Rationale:
Perception is reality. There is a section of Mature aged students that feel excluded because of their age. Even
though these things are offered are offered by external providers, perception is reality, because they are advertised by CQU, it is perceived that they are being run by CQU.

Consultation:
- Ms Victoria Roome, Coordinator Student Representative Council

Conclusion:
Just because CQU is doing nothing wrong, does not mean that CQU is doing everything it could be doing right either. Doing nothing wrong is not the direct opposite of doing something wrong, it just means that you did not cause the problem. But there is a huge opportunity for CQU to be the leaders in the mature age market. CQU already has one of the biggest cohorts of mature aged students.

Attachment:
- N/A.

Communication of Outcomes:
- N/A.
**Review of Student Residence**

**Meeting Date:** 18 July 2017  
**Submitted by:** Mr Luke Sondergeld  
VET Student Representative Council  
Representative

**Action required:** For discussion

**Strategic Plan Alignment:** Providing a Great Student Experience

**Recommendation:**  
That Student Representative Council discuss CQUiversity Student Residences.

**Issue:**  
Student residential housing is inadequate, expensive and not suitable to meet the needs of the modern student

**Background:**  
Following adhoc discussions with resident students and staff regarding accommodation and the costs involved, and after seeing the inadequate state of the current accommodation at the Rockhampton Campus.

**Rationale:**  
Currently the accommodation at the Rockhampton campus consists of several buildings containing rooms of approximately 30m², containing a single bed, a desk and a built in cupboard. There is a common living space and common bathroom in each building. Unless of course you pay the premium rate and receive an “upgraded room”. The buildings are dated, worn and in desperate need of renovations. Even with all of this said, the cost per room, per student is $290 per week for a standard room and $350 per week for an upgraded room. This includes 3 meals per day.

Comparatively speaking, the average rent on a 4 bedroom, 2 bathroom house in Norman Gardens, a suburb within walking distance of CQUiversity Rockhampton, is $380 per week. Factor in the average weekly expenditure for food for 4 adults at $100 per week, per person. This brings the total cost for rent and food to $195 per week. A substantial reduction in costs considering the normally low income that student are on.

The proposal is to remove the student accommodation from the campus and move to a rental structure in the region. This would benefit CQUiversity, as it no longer needs to clean, renovate or otherwise maintain the residential accommodation. CQUiversity is helping the regions 9.6% occupancy rate (Australian Bureau of Statistics) delivering some much needed funds into the economy. I also propose an assistance team, not unlike Defence Housing Australia, to assist our international, regional or visiting students find accommodation in the region prior to their arrival.

**Consultation:**  
- N/A.

**Conclusion:**  
Remove the student accommodation, which is due for a much-needed renovation. Support the local economy by having our students rent in the local area. Develop a team to assist with the searching for and securing of housing for students. Save money and innovate at the same time.

**Attachment:**  
- N/A.
Communication of Outcomes:
- Professor Scott Bowman, Vice-Chancellor and President, CQUniversity
- Ms Jenny Roberts, Deputy Vice-Chancellor (Student Experience and Governance).
RESPECT NOW ALWAYS

Meeting Date: 18 July 2017  
Submitted by: Ms Jocelyn Sticklen  
Manager, Corporate Communications  

Action required: For discussion

Strategic Plan Alignment: Providing a Great Student Experience

Recommendation: That the Student Representative Council discuss and note this issue for further planning and involvement in promoting and championing a zero tolerance approach to violence, harassment and bullying on campus, in particular sexual violence, and also promotion of student support services.

Issue: Universities Australia will be releasing a sector-wide report into sexual assaults on Australian university campuses on Tuesday, 1 August in conjunction with Universities ‘Respect Now Always’ campaign.

Background: Universities Australia will be releasing a sector-wide report into sexual assaults on Australian university campuses on Tuesday, 1 August. It is expected that this report will have serious implications for the sector and for many universities, including CQUniversity. UA will also be providing every university with their individual report results on Monday, 25 July and all universities have agreed to release their own reports on 1 August. The Office of the Vice-Chancellor, in particular, the Corporate Communications team has been preparing for the release of this report for some time now and have developed a number of key media messages and a plan for responding to enquiries. Of course, these plans will all need to be revised and tailored as soon as we receive our own individual report.

As well as responding to media enquiries in the lead-up to, on the day and immediately following the release of reports, there are also a number of other actions that need to be taken to show that CQUniversity will not tolerate any form of sexual violence on campus and ensure students feel supported. These actions will help students to better understand consent and respectful relationships and what to do if they have been the victim sexual violence. Importantly, these actions will also help to equip staff with knowledge and understanding of acceptable behaviour and how to provide first responder and ongoing support to students. The actions to be taken will be collaboratively delivered by Corporate Communications, the Student Experience and Governance Division and People and Culture. These teams will also work with our own Centre for Domestic and Family Violence Research to develop messages and resources based on best practice. The actions to be delivered between now and the end of this year include:

- Raising the profile of student support and Respect Now Always resources on the CQUniversity website.
- Develop a Student Portal hub for information about consent, respectful relationships and student support services.
- Develop a StaffNet page to provide staff with information about student support, first responder resources and acceptable behaviour.
- Develop video and written resources for the website, student portal and StaffNet.
- Develop information for both the new staff induction and the corporate staff refresher training.
- Develop and deliver a staff training and first responder training package for staff.
- Provide access to third party support service contact information.
- Review existing policies and processes for responding to reports of sexual violence.
- Include sessions about consent and respectful relationships to the new student orientation programs going forward.

**Rationale:**
The Vice-Chancellor will provide all students with information about this campaign and the release of the report in the week prior to it being released. A follow up email will then be sent to students with an explanation of the report and outlining actions to be taken by the University to stamp out sexual violence and make campuses safe and supportive places. This email will also provide students with a link to existing policies and student support centre contact info.

**Consultation:**
Moving forward it is hoped that the Student Representative Council can work with the Office of the Vice-Chancellor and the Student Success and Wellbeing team to provide support and guidance when it comes to developing policy and education materials, and promoting the student services available at the University.

**Conclusion:**
At this stage no action is currently required from the SRC however a further briefing will be provided in the September meeting related to CQUniversity’s institutional report, the national sector report and CQUniversity’s response. At this meeting the University’s action plan on this issue will be shared, which will outline the actions required to be taken by members of the SRC. In particular this action plan will outline the development of education and training resources for staff and students and the implementation of these resources from T1 2018.

**Attachment:**
N/A.

**Communication of Outcomes:**
N/A.
SRC NAME CHANGE

Meeting Date: 18 July 2017
Submitted by: Mr Danger McLovin
Rockhampton and Yeppoon Region Higher Education Student Representative

Action required: For discussion

Strategic Plan Alignment: Providing a Great Student Experience

Recommendation:
That the Student Representative Council discuss changing the name of the SRC office and the titles of the people that work in them.

Issue:
To identify and differentiate the SRC office and the people that work within it from the Student Representative Council student representatives.

Background:
I do not always think that the staff in the SRC office get the recognition that they deserve. I also think that sometimes students get confused with the role of the administrators within the SRC office; are they on the SRC, or are they not, and how do they fit in?

Rationale:
I believe that the name of the SRC offices on the Rockhampton campus should be changed to the: “Student Council Drop in Centre”
and the people that help facilitate the SRC, Victoria, Brittany, Tanya & Nat, they should be collectively be known as the: “Student Council Support Crew”. This gives them distinction from the SRC, they are not voting members of the SRC and it also gives them recognition for the work they do. It also gives the SRC recognition for the things we are doing as student representatives for the students. It will also improve the SRC’s public profile.

Consultation:
• The Student Representative Council office

Conclusion:
The SRC should vote on changing the name of the SRC offices on the Rockhampton Campus to the “Student Council Drop in Centre” and the people that within it should be collectively known as the “Student Council Support Crew”.

Attachment:
• N/A.

Communication of Outcomes:
• N/A.
## STUDENT LEADERSHIP CONFERENCE PLAN

| Meeting Date: | 18 July 2017 | Submitted by: | Ms Tanya Rutherford  
Student Mentor Program Officer |
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### Strategic Plan Alignment:
Providing a Great Student Experience

### Recommendation:
That the Student Representative Council discuss their attendance and participation at the 2017 Student Leadership Conference in Mackay (31 October – 2 November 2017, inclusive)

### Issue:
Optimising professional development and connecting with fellow University student leaders.

### Background:
The 2017 Student Leadership Conference will expand on the immersive and interactive program from previous years. It will be based around a Human Centred Design (HCD) process with the opportunity for participating students to build skills and connections, and to practice applying the HCD process in real life with local community organisations. Attendance is capped at 100 students. There is a sponsorship competition which has been emailed to all students that closes 23rd July, with general registrations opening 1st August.

### Rationale:
The Student Leadership Conference is the week following the CQUiversity Senior Leadership Conference (25 and 26 October 2017, Townsville). Travel and accommodation for SRC members is funded for both opportunities. There is no need for Student Representative Council members to apply for the sponsorship competition.

### Consultation:
- N/A.

### Conclusion:
The Student Representative Council is encouraged to promote the Student Leadership Conference to student cohorts, and to attend themselves if possible as the SRC has provision for funding travel and accommodation for SRC members.

### Attachment:
- Sponsorship competition email advertisement

### Communication of Outcomes:
- N/A.
## DARING TO BE DIFFERENT - FINAL VERSION

| Meeting Date: | 18 July 2017 | Submitted by: | Dr Leone Hinton  
Strategic Planning and Risk Manager,  
Finance and Planning Division, CQUUniversity |
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### Strategic Plan Alignment:
- Sustainability

### Recommendation:
That the Student Representative Council note the 10 Year Strategic Intent: Daring to BE Different final version.

### Issue:
The Strategic Intent document Daring to BE Different is a guiding document for the University for the next 10 years.

### Background:
The planning process is integral to organisation growth and health. When a business like CQUniversity is fast paced and responsive to reach its ambitious goals then a planning process that reflects these characteristics is required. The D2BD document is the long term 10 year direction for the University and in its final iteration for noting.

### Rationale:
The rationale for the D2BD is to provide a forward vision of 10 years for the University. This is the final iteration of the D2BD document.

### Consultation:
- SRC, External bodies, REC
- All executive members
- Executive Management Committee
- All Council members
- Academic Board
- Vice-Chancellor’s Advisory Committee

### Conclusion:
This final iteration of the document is for noting to the Student Representative Council.

### Attachment:
- D2BD Version 6

### Communication of Outcomes:
Dr Leone Hinton, Strategic Planning and Risk Manager, Finance and Planning Division, CQUUniversity
A Great University – Daring to BE Different

D2BD

Introduction
Over the last ten years, CQUntiversity has experienced a period of renewal and growth and has emerged as a ‘Great University’. Our greatness has been shaped and supported by our engagement agenda. We are now ranked in the top 2% of universities worldwide. We are Australia’s most engaged university and Australia’s only truly ‘national’ university (with 26 sites throughout Australia). We are ranked ‘above’ and ‘well above’ world standard for much of our research, and we are Australia’s only accredited Ashoka U Change Maker Campus. CQUntiversity has become great through Daring to BE Different (D2BD).

This period of university renewal has been achieved, and it is now time to define the strategic intent of CQUntiversity going forward for the next 10 years. Our University was founded on a strong set of values which enabled us to steer our own course and be different to other universities. In the early days, this manifested itself in catering to under-represented student groups in the Central Queensland region and establishing international campuses in Australia’s capital cities. In more recent years, this willingness to be different has been reflected in a strategic plan that brought about a strong focus on engagement and social innovation, on developing delivery sites throughout Australia, on undertaking change making research, on developing unique degree programs, and on becoming Queensland’s first comprehensive University.

CQUntiversity moves into the future from a great position. With our large geographical footprint, strong online education platform, and our ability to deliver both degree and vocational education, we are well placed to succeed in what will be challenging times for tertiary education. As a university, our strongest asset is our people. Our staff have shown over recent years that they are clever, resilient, innovative and willing to go the extra mile for their CQUntiversity. Staff morale is high. CQUntiversity has strong governance and management teams in place, which have demonstrated that they can be innovative and take risks to achieve great things. Everything is in place to take CQUntiversity to the next stage of our development and to ensure that greatness is fostered and embedded in the University.

Going forward, CQUntiversity must have a clear strategic intent which drives our development. This Strategic Intent forms the basis of the vision statement for our University. It will drive the general direction of the University and be reflected in operational and strategic plans. These plans will also contain the detailed actions and targets to enable the University to deliver on our intent.

This Strategic Intent will drive the University to delivery maximum benefits to all our stakeholders, and it will drive sustainability and growth. This Strategic Intent will ensure the greatness we have all achieved will be sustained.
Strategic Intent of CQUndiversity

CQUndiversity is a great University which partners with our many staff, students, alumni and communities to enable them to be what they want to be. We do this through change making education, research and service – we do this through Daring to BE Different.

Delivering on the Strategic Intent
CQUndiversity is driven and guided by a strong set of values; engagement, can-do, openness, leadership and inclusiveness. These values are used daily in CQUndiversity to make decisions and to guide our actions going forward into the future. The University is truly a values-led organization.

Engagement and Social Innovation
At the heart of the CQUndiversity are the concepts of Engagement and Social Innovation. The focus on engagement will continue to drive the interaction of the University with our many communities. CQUndiversity will also continue to have deep and empowering engagement with our staff, students and alumni. In the coming years, CQUndiversity will use all our resources to bring out the social innovation required to address some of the world’s most difficult social challenges. CQUndiversity students will develop the skills they need to make a difference in our society and change the world.

Over the next 10 years CQUndiversity will:

1. Continue to engage with our communities to enable them to meet their aspirations.
2. Undertake teaching and learning which is engaged and has positive impact on CQUndiversity’s communities.
3. Undertake world class research which has a tangible and positive impact and provides us with the foundations of which to build the future.
4. Engage with our students to enhance their student experience and empower them to be what they want to be.
5. Engage with staff to have a strong sense of purpose and for them to become what they want to be.
6. Engage with Alumni to keep them connected with their University and provide them with opportunities to contribute to the success of CQUndiversity.
7. Embed social innovation into our curricula to enable graduates to change their world and make it a better place.
Being a can-do organization - Doing not just talking
CQUUniversity is a university of action. We must make decisions in a timely manner: act, monitor and then review. We must also ensure that we maintain the resources needed to deliver on our plans. We will continue to take risks accepting that not all our decisions and actions will be successful. Over the next 10 years CQUUniversity will:

1. Make decisions in a timely manner after undertaking due diligence.
2. Act quickly to deliver on our plans and monitor and review our actions.
3. Be a leader in the sector.
4. Be a disrupter rather than a passive victim of disruption.
5. Ensure that we have the financial resources we need to act on our plans through building sustainable finances, building up cash reserves and accessing financial resources from outside the University.
6. Continue to grow our University in terms of Australian and international student numbers at both existing and new locations.

Openness and transparency
To ensure that CQUUniversity remains a great university, we must be trusted by all our stakeholders. To do this, we will be transparent and open in our dealings. Over the next 10 years CQUUniversity will:

1. Communicate freely with all our stakeholders (staff, students, alumni and communities) regarding our decisions and actions.
2. Admit to failure when we get things wrong, apologise, move on and learn to do better next time.
3. Become a leader in new media communication to inform people about the University and to grow our reputation.

Leadership
The University will only remain great through the development and nurturing of great leaders. These leaders need to be in all parts of the University. By necessity, if everyone is a leader, then everyone needs to be a follower. At different times people will have to assume each of these roles. Leadership also needs to be sustainable in the organization through effective succession planning. Over the next 10 years CQUUniversity will:

1. Develop our leaders, including our staff, students, alumni and community.
2. Develop a culture where leaders influence non-conventional thinking.
3. Develop succession planning to ensure that leadership within the university is sustainable.
4. Hire and promote people who are leaders and have an attitude that aligns with the values of the University.
**Inclusiveness**

CQUniversity will continue to be a great university and to cultivate our greatness by being a university for everyone. We will be a university that measures our greatness through the people we include rather than those we exclude. CQUniversity will applaud and celebrate all our students who meet their full potential recognizing that this will be different for different students. We will be a university which celebrates our differences and is accessible to all people regardless of the school they attended, how much money they have, the country in which they were born, their race, religion or sexual orientation. CQUniversity recognizes our special obligation with regards to Australia’s Indigenous peoples and recognizes and celebrates our role in bringing about truth and reconciliation through education and research. In the next 10 years CQUniversity will:

1. Continue to be Australia’s leading university for admitting students from equity groups.
2. Strive to work with students from equity groups to enable them to succeed in their studies by improving completion rates and enabling them to be what they want to be.
3. Open new delivery sites both physical and virtual in Australia and overseas.
4. Partner with Indigenous people to help address the effects of the terrible wrongs of the past.
5. Work towards the sustainability of our Vocational Education and Training operations so we can make the University more accessible to all people.
6. Undertake change making research.

**Recognition of the University’s greatness**

CQUniversity will be recognized as a great university by being ranked highly amongst the universities of the world through recognized world ranking organisations. CQUniversity will continue to improve in rankings. It should be noted, however, that this will be because of our focus on driving our strategic intent. The University will score highly in the Excellence in Research Assessment process. We will continue to attract and resource great researchers.

CQUniversity will be recognized as a great place to study as noted in the outcomes of student surveys such as the Quality In Learning and Teaching (QILT) statistics. More importantly CQUniversity will continue to be recognized as a great university by all our stakeholders.

**Conclusion**

CQUniversity is a great University and aspires to be the best we can be by Daring to BE Different.
**SRC ENGAGE AND ADVOCATE NEWSLETTER REPORT**

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<th>18 July 2017</th>
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| Submitted by:       | Ms Claire-Marie Pepper  
                     | Deputy Chair, Student Representative Council. |
| Action required:    | For noting   |

| **Strategic Plan Alignment:** | Providing a Great Student Experience |

**Recommendation:**
That the Student Representative Council note the outcome of our SRC Engage and Advocate Newsletter for June 2017.

**Issue:**
The June edition of the SRC Engage and Advocate Newsletter was opened by 8,577 students, which demonstrates that readership is growing. Click through rate of articles is low and could be improved if required.

**Background:**
The SRC Engage and Advocate Newsletter started in Term 3 2016 to communicate SRC news, events, and members and as an opportunity to increase SRC presence and reach within the university.

As the Student Broadcast is communicated every Friday, the SRC Newsletter is released during week 3, 9 of Term 1 and Term 2 and week 3 in Term 3, on either a Tuesday or Thursday depending on volume of other communications that need to be processed to students.

**Rationale:**
The SRC Newsletter provides an opportunity to reach out to fellow students and communicate everything SRC related. The SRC newsletter edition on 7 June 2017 performed very well (open rate of 8,577), and is on par with the Student Broadcast average open rate of 8,813. Click rate of 1.62% is lower than CQU’s Student Broadcast average of 5%. This means that while students are opening the email, only a small portion are following links to more information such as news articles or links to the SRC portal. The key to improving click rate is discovering what the audience wants. The web link to ‘Our Members’ continues to be the top performing link. More articles about members may assist to improve click rate, if this is an objective.

**Consultation:**
- Ms Victoria Roome, Coordinator Student Representative Council
- Ms Maegan Swarbrick, Student Communications Officer

**Conclusion:**
In conclusion, the SRC needs to continue a high standard publication in order to provide purpose and maintain/increase engagement from fellow students. Any contributions of articles for the next edition would be greatly appreciated. Please email items of interest to c.pepper@cqumail.com by 20 July 2017 for Week 3 distribution.

**Attachment:**
- Engage & Advocate Report June 2017

**Communication of Outcomes:**
- Ms Victoria Roome, Coordinator Student Representative Council
- Ms Maegan Swarbrick, Student Communications Officer
ENGAGE & ADVOCATE REPORT JUNE 2017

The June 2017 issue of Engage & Advocate, sent on 7 June, performed well with 8,577 students opening the issue. Benchmarking this against the 9 June issue of the Student Broadcast which achieved a total of 8,813 messages opened, we see that Engage and Advocate continues to reach a good portion of the student audience.

Unsubscribe rates remain low which is a very positive sign. Comparing this issue against the last two issues, we see that your total audience continues to grow.

<table>
<thead>
<tr>
<th>Issue</th>
<th>Open rate percent</th>
<th>Total audience</th>
<th>Clicks percent</th>
<th>Total clicks</th>
<th>Unsubscribe</th>
</tr>
</thead>
<tbody>
<tr>
<td>June-2017</td>
<td>30.69%</td>
<td>8,577</td>
<td>1.62%</td>
<td>139</td>
<td>4</td>
</tr>
<tr>
<td>Mar-2017</td>
<td>28.37%</td>
<td>7,592</td>
<td>2.7%</td>
<td>205</td>
<td>3</td>
</tr>
<tr>
<td>Nov-2016</td>
<td>34.54%</td>
<td>7,194</td>
<td>4.32%</td>
<td>311</td>
<td>10</td>
</tr>
</tbody>
</table>

Click rate is lower than our average 5%. This means that while students are opening the email, only a small portion are following links to more information such as news articles or links to your website. The key to improving click rate is discovering what your audience wants to hear from you. The web link to ‘Our Members’ continues to be the top performing link. More articles about your members may assist you to improve click rate, if this is an objective.

<table>
<thead>
<tr>
<th>Link Name</th>
<th>Unique clicks</th>
</tr>
</thead>
<tbody>
<tr>
<td>cqu.edu.au/cquninews/stories/general-category/2017/steps-student-profile</td>
<td>18</td>
</tr>
<tr>
<td>sportal.cqu.edu.au/student-services/student-council-src</td>
<td>19</td>
</tr>
<tr>
<td>sporal.cqu.edu.au/student-services/student-council-src/students-voice</td>
<td>12</td>
</tr>
<tr>
<td>cqu.edu.au/cquninews/stories/general-category/2017/steps-student-profile</td>
<td>18</td>
</tr>
</tbody>
</table>
**NATIONAL STUDENT LEADERSHIP FORUM 2017**

<table>
<thead>
<tr>
<th>Meeting Date:</th>
<th>18 July 2017</th>
</tr>
</thead>
</table>
| Submitted by: | Ms Victoria Roome  
Coordinator Student Representative Council |

**Action required:** For noting

**Strategic Plan Alignment:** Providing a Great Student Experience

**Recommendation:**
That the Student Representative Council send two members to the 2017 National Student Leadership Forum.

**Issue:**
Nominations are open for the 19th National Student Leadership Forum (NSLF) to be held in Canberra from 7-10 September 2017 at the Hyatt Hotel and Parliament House, Canberra. Positions are available for two nominees from the CQUniversity Student Representative Council.

**Background:**
The Student Representative Council (SRC) supported the attendance of the Student Representative Council Chair, Ms Tenille Da Rin Perette, and International Postgraduate Representative Mr Shivam Sagar at the 2016 National Student Leadership Forum. Following attendance at the forum, both reported the experience as life-changing, inspirational and confidence-building, enhancing personal and professional development.

The National Student Leadership Forum ([www.nslf.org.au](http://www.nslf.org.au)) is arguably one of Australia’s preeminent leadership development initiatives. The four day conference brings adults aged between 18 and 26 who exhibit leadership potential, to consider the importance of personal values and beliefs as foundations for effective leadership. At the 9 May Student Representative Council meeting, members interested in participating were advised to forward an expression of interest form to the Student Representative Council Coordinator via src@cqu.edu.au.

**Rationale:**
The Student Representative Council will be notified of the nominees no later than 19 July 2017. The Coordinator, Student Representative Council, must submit nominations to The National Student Leadership Conference organisers by the closing date of 31 July 2017.

**Consultation:**
- N/A

**Conclusion:**
The CQUUniversity Student Representative Council supports student leaders by offering members the opportunity to participate in the prestigious National Student Leadership Forum. The two members will be required to report back to the Student Representative Council to share their experience.

**Attachment:**
- N/A

**Communication of Outcomes:**
- Ms Jenny Roberts, Deputy Vice-Chancellor (Student Experience and Governance)