

ACADEMIC BOARD TERMS OF REFERENCE



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1 ESTABLISHMENT

Academic Board is established by section 40 of the [Central Queensland University Act 1998](#) (Qld), and is a sub-committee of the Central Queensland University Council. Academic Board will provide reports, recommendations, referrals and/or advice to the Council.

2 FUNCTIONS AND RESPONSIBILITIES

Academic Board constitutes the University's senior academic governance body and is the primary forum for discussing and resolving all matters relating to and affecting the University's education, training and research activities.

Under the [Central Queensland University Act](#), this Board's functions are to:

- 2.1 Advise the Council about teaching, scholarship and research matters concerning the University.
- 2.2 Formulate proposals for the academic policies of the University.
- 2.3 Monitor the academic activities of the University.
- 2.4 Promote and encourage scholarship and research at the University.

This Board is responsible for:

- 2.5 Overseeing the academic governance at the University and providing the link between the University's internal quality assurance arrangements and its responsibilities to the Council for the University's education, training and research activities, and its requirements relating to external regulatory frameworks of academic standards.
- 2.6 Advising on matters relating to academic strategic directions, activities and practices referred to it by the Council, the Vice-Chancellor and President or other University officers, including:
 - 2.6.1 contributing to the development and review of the education, training and research aspects of the University's Strategic Plan and other associated academic plans, and
 - 2.6.2 identifying and monitoring academic risk.
- 2.7 Developing, approving, monitoring, and reporting on the effectiveness of academic policy documents. While Academic Board retains responsibility, it may delegate the formulation, approval, review and expiry of academic policy documents to its sub-committees.
- 2.8 Assuring the quality and compliance of education, training and research activities along with the teaching, scholarship, and research training of the University while co-ordinating and maintaining an oversight of academic activities, including:
 - 2.8.1 undertaking initiatives to oversee academic and research integrity and its breaches thereof
 - 2.8.2 monitoring academic collaborations and partnerships
 - 2.8.3 maintaining oversight of the development of delegations of academic authority
 - 2.8.4 setting standards, benchmarks and performance indicators appropriate to all aspects of academic planning and academic quality improvement processes, and
 - 2.8.5 the awarding of results in accordance with relevant policy documents.
- 2.9 Exercising strong independent academic leadership at the institutional level relating to the University's academic activities, through undertaking initiatives and measures to promote the communication and investigation of academic issues, including:
 - 2.9.1 fostering excellence and innovation in teaching, learning, scholarship and research, and
 - 2.9.2 fostering discourse and deliberation on academic matters and issues within the sector through informed and open discussion.
- 2.10 Ensuring sustained and engaged scholarship which is inclusive of educators and contributing to the development of teaching and learning pedagogies across a range of delivery modes.

3 DELEGATED AUTHORITIES

Council charges Academic Board with responsibility for the academic governance of the University.

This delegation includes the authority to exercise the University's self-accrediting status to accredit higher education courses and units. While Academic Board retains responsibility, it may delegate the authority to accredit, approve, review and terminate higher education, vocational and non-award qualifications.

4 SUB-COMMITTEES

This Board may establish standing or ad hoc sub-committees and approve their terms of reference, which must be constructed to ensure consistency and coordination between the functions of sub-committees. This Board may co-opt employees to serve on its sub-committees.

This Board will receive reports from its sub-committees and be responsible for monitoring and evaluating each sub-committee's activities against their functions and responsibilities.

5 MEMBERSHIP AND TERMS OF OFFICE

This Board will comprise:

Council appointed members:

- President, Academic Board
- Deputy President/s, Academic Board
- At least one external member of the University Council.

Ex-officio members:

- Vice-Chancellor and President
- Vice-President (Academic)
- Vice-President (Research)
- Vice-President (Student Success)
- Deputy Vice-President (Education and Quality)
- Deputy Vice-President (Indigenous Engagement)
- Deputy Vice-President (VET and Business Development)
- Chairs, Academic Board sub-committees
- Deans of School
- Associate Dean School of Access Education
- Associate Dean School of Trades.

Elected members:

- One academic or vocational education and training (VET) educational employee from each School, elected by all employees from that School.
- One professor or academic in the Research Division, Deputy Dean Research, or research active¹ employee, elected by all employees from the Research Division, Deputy Deans Research, and research active employees.
- One professional employee, elected by all the professional employees from the University.

Appointed members:

- Not exceeding the number of elected members, a selection of experts who are appointed by a panel of members from the Executive Committee of Academic Board following a selection process involving a call for applications, with experts selected on the basis of their skills/expertise in one or more of the following areas: learning and teaching, quality, Indigenous, research, international, vocational education and training, engagement, or scholarship.

Nominated members:

- One member from the Student Representative Council, nominated by the Student Representative Council.

Co-opted members:

- Such other members co-opted by the President to provide input into matters and ensure representation consistent with the Board's University-wide responsibilities.

All members are expected to represent and maintain effective communications between their business or expert area and the Board, as appropriate. Decision-making of the Board is in the best interests of the entire University.

¹ A Research active employee is a Principal Research employee or an Academic employee whose workload allocation is categorised as Teaching and Research, Research Focused or Research Intensive, as defined in the [Academic Profiles Procedure](#).

Members will, upon their appointment, receive relevant induction information and briefings to assist them to meet their responsibilities.

Terms of office

The external member/s of Council will serve for a term of two years.

Ex-officio members will serve for the duration of their appointment. Ex-officio members may send a proxy when unable to attend a meeting or nominate a standing nominee. An ex-officio member may hold more than one ex-officio position on the Board but will only carry one vote.

Appointed members will serve for a term of three years, unless specified otherwise by the Board. Appointed members may send a proxy when unable to attend meetings.

Elected members will serve for a term of three years, unless specified otherwise by the Board.

Student members will serve for a term of one year and may serve for no more than two consecutive terms. Student members must maintain their enrolment with the University and membership on the Student Representative Council to retain membership.

Leave of absence

Where a member will be absent from the University and unable to attend Board meetings for an extended period, the member may apply to the President for leave of absence for the period. When calculating membership and quorum, the membership will be reduced by the number of members on leave of absence at the time of the meeting.

6 RIGHTS OF AUDIENCE AND DEBATE

This Board may extend rights of audience and debate on a standing or ad hoc basis. [Senior Executive](#) and [heads of business areas](#) will be given ad hoc rights of audience and debate membership as required.

Attendees with rights of audience and debate may participate in meetings, but have no voting rights.

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

- Council members
- University Management Committee members
- Director Governance/University Secretary
- Student Ombudsman.

Employees and external stakeholders may request the opportunity to address the Board at any time. The President will consider and determine these requests.

7 OBSERVERS

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

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

8 PRESIDENT AND DEPUTY PRESIDENT

The [Central Queensland University Act](#) requires Council to decide who will be the President of the Academic Board. The Council will also decide the Deputy President/s of the Board.

At any Board meeting held before Council appoints the President and Deputy President/s, Board members present at the meeting will elect a member to chair the meeting.

The President and Deputy President will serve for a term of office of up to three years with a maximum of two consecutive terms, unless specifically agreed otherwise by Council.

In the absence of the President, when there is a vacancy in the office of President or during a period when the President is unable to act, the Deputy President will act as the President.

The President will nominate an alternate Chair if the President and Deputy President are unable to attend a scheduled meeting.

9 SECRETARY

The Director Governance/University Secretary (or nominee) will be Secretary to the Board and will provide support and advice to the President and Deputy President/s of the Board. The Secretary to the Board may appoint a Minutes Secretary to the Board.

The Secretary to the Board, in consultation with the President, will prepare and send notices of meetings, agendas, will accurately transcribe all decisions of the Board and table all correspondence, reports and other information relevant to the Board's activities and operations.

10 EXECUTIVE COMMITTEE

This Board will have an Executive Committee, empowered to act between meetings where urgent business arises, and to form ad hoc sub-committees if required. The Executive Committee may also assist in the development of the Board's Reporting Schedule, including focus item topics, and initiating position papers on major issues of academic and educational importance arising from the work of Academic Board and its sub-committees and from outside the University for consideration by the Board. Executive Committee decisions will be reported to this Board at its next scheduled meeting.

The Executive Committee of Academic Board will comprise:

- President, Academic Board
- Deputy President, Academic Board
- Chairs, Academic Board Sub-Committees.

A member may hold more than one position on the Executive Committee but will only carry one vote.

11 CASUAL VACANCIES

A casual vacancy will be filled using the method of appointment of the departing committee member.

12 REMOVAL OF A MEMBER FROM OFFICE

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

Where an appointed, elected or nominated member does not attend three consecutive meetings without adequate cause, that person's membership may be terminated. A person whose membership has been terminated may apply to the Executive Committee to have their membership reinstated.

13 QUORUM

The quorum for a Board meeting will be 50 per cent of the membership, plus one.

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

14 CONFLICT OF INTEREST

Members must declare to the President any real, perceived or potential conflict of interest they may have with any item on the Board's agenda. If the President or Board deems a member to have a conflict of interest in a matter before the Board, the member will be excused from Board discussions and deliberations on that matter.

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

15 MEETINGS

Board meetings may be held face-to face, by telephone, videoconference, or other electronic means. The Board will meet as scheduled. The President, the Chancellor, or the Vice-Chancellor and President may call a special meeting of the Board.

Board decisions may be made at a duly called and constituted meeting, or by a resolution in writing (flying minute) to the Executive Committee and electronically approved by at least a quorum of Executive Committee.

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

16 ACCESS TO RESOURCES

External Board members will be provided with access to the Board's page on StaffNet and any other resources they reasonably require to fulfil their duties as a member.

17 AGENDAS AND MINUTES

Agenda papers will be distributed at least three working days before the meeting, via the Board's page on StaffNet. Members will be notified by email of the location and availability of material. Members can view the agenda electronically during the meeting.

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

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

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

18 REPORTING

This Board reports to Council against its functions and will provide minutes of meetings to Council for noting.

19 EVALUATION AND REVIEW

To ensure the Board is fulfilling its duties, it will undertake an annual self-assessment of its performance against these terms of reference, including an evaluation of the effectiveness of key institutional reporting of academic activities, and provide that information to the Council, along with any information the Council requests to facilitate its review of the Board's performance and its membership.

An external review of the Board and the University's academic governance processes will be undertaken at least every seven years, as required by, and in compliance with, the [Higher Education Standards Framework \(Threshold Standards\) 2021](#) (Cwlth). The outcomes of the external review will be considered by the Board and Council. Implementation of the agreed actions arising from the review outcome will be monitored by the Board and the Council.

20 RELATED LEGISLATION AND DOCUMENTS

[Central Queensland University Act 1998](#) (Qld)

[Election of Members to University Committees Procedure](#)

[Higher Education Standards Framework \(Threshold Standards\) 2021](#) (Cwlth)

21 FEEDBACK

Feedback about this document can be emailed to policy@cqu.edu.au.

22 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Council
Delegated Approval Authority	N/A
Advisory Committee	Academic Board
Required Consultation	N/A
Administrator	Director Governance/University Secretary
Next Review Date	05/07/2026

Approval and Amendment History	Details
Original Approval Authority and Date	Council 17/08/1992
Amendment Authority and Date	Council 15/02/1993; Academic Board 07/09/1994; 02/11/1994; Council 18/06/1995; 02/12/1996; 19/10/1998; 25/08/2003; Council 24/10/2005; Council 10/03/2006; Council 09/05/2006; Council 07/07/2008 (effective 01/01/2009); Council 24/11/2008 (effective 01/01/2009); Council 26/07/2010 (student membership effective 01/01/2011); Academic Board 20/04/2011; Council 28/11/2011; Council 06/05/2013; Council 17/03/2014; Council 14/07/2014; Council 25/09/2014; Director, Governance 07/11/2014; Council 06/12/16; Director, Governance 13/02/17; – Vice-Chancellor and President 11/09/2017; Director, Governance 20/03/2018; Director, Governance 13/07/2018; Academic Board 25/07/2018; Director, Governance 31/08/2018; Council 01/05/2019; Secretary, Academic Board 17/05/2019; Secretary, Academic Board 02/07/2020; Director Governance 18/02/2021; Director Governance 18/05/2021; Editorial amendments 05/01/2023; Director Governance 17/01/2023; Council 05/07/2023; Council 11/12/2023.
Notes	