Good Practice Guidelines

Governance and Committee Management

Version 4
January 2023

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INTRODUCTION

The **Good Practice Guidelines: Governance and Committee Management** aims to assist Chairpersons, members of University Committees, Committee Secretaries, Executive Officers and staff to understand the role of good governance at Curtin University and to provide practical information on committee management.

The Good Practice Guidelines are divided into the following sections:

Section One: **CURTIN UNIVERSITY GOVERNANCE FRAMEWORK**
Section Two: **UNIVERSITY COMMITTEES**
       (Council, Academic Board and Advisory Committees to the Vice-Chancellor)
Section Three: **COMMITTEE MEMBERS' ROLES**
       (Committee Personnel)
Section Four: **COMMITTEE MANAGEMENT**
       (Committee Procedures, the Meeting Cycle; Practical Committee Operations; Record Management; Elections and Resources)

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The **Secretariat** is available to provide assistance and support with the **Good Practice Guidelines: Governance and Committee Management.**

Secretariat's Mission:
To facilitate good corporate decision making at Curtin.

Secretariat's Vision:
To provide excellence in university governance by delivering a secretariat service that is aligned to the University values and is:

- Independent
- Confidential
- High Quality
- Responsive
- Timely
- Consistent; and
- Innovative

Secretariat's Functions:
The functions of the Secretariat include supporting and enhancing governance, compliance processes and decision-making within the University.

Secretariat Contact Details:
Web: https://secretariat.curtin.edu.au/
Email: secretariat@curtin.edu.au

Curtin University's Governance Framework

The governance of Curtin University takes place within a framework that exists to regulate and/or guide the conduct of committee members, staff, students and members of the public accessing the University's amenities and services.

The objective of the framework is to provide for the effective, ethical and accountable governance and management of the University. The key instruments within the governance framework are the:

- *Curtin University Act 1966* (WA) ('the Act');
  The Act is at the highest level of the framework of governance instruments. The Act and any amendments to it are approved by State Parliament. It is through the Act that the University is established as a body corporate.

  The Act sets out the functions of the University, specifies that Council is its governing body, specifies the composition of Council and Council's powers and makes provision for the Student Guild.

- University Statutes
  Section 34 of the Act gives Council the power to *"make Statutes, not inconsistent with this Act, with respect to all matters pertaining to the University…"* including with respect to *"the management, good government and discipline of the University"*.

  Statutes are subsidiary legislation applicable to the University's staff, students or Council, and are enforceable by law.

- University Rules
  Rules are delegated legislation made under **section 34(3)** of the Act and regulate procedural aspects of matters that are dealt with in a Statute. Rules are enforceable by law and have the same force and effect as a Statute.

  Under the Act, a Statute may empower Council to make Rules for regulating any specified matter with respect to which a Statute may be made, or for carrying out or giving effect to a Statute.

- University Land and Traffic By-Laws 2020;
  Section 20A of the Act provides Council with the power to make By-laws for managing University lands and regulating the conduct of all people who visit or use the lands, including the regulation of traffic and parking.

  University By-laws are subsidiary legislation and are enforceable by law.

- University Policies
  A University Policy directs and guides conduct and decision making. It is not a legislative instrument and does not have the force of law. The University has three broad levels of policy – Council Approved Policies; Academic Board Approved Policies and Management Approved Policies.

- Corporate Governance Statement
  Curtin University's corporate governance statement assists members of Council and Executive Managers to understand and carry out their respective roles in the good governance of the University.

  This Corporate Governance Statement is informed by:
  - the *Voluntary Code of Best Practice for the Governance of Australian Universities* and

  - the **Corporate and Academic Governance Threshold Standards**, specified in the Higher Education Standards Framework (Threshold Standards) 2021 and regulated by the Tertiary Education Quality and Standards Agency (TEQSA).

The Role of Council in Governance

Council is the governing authority of the University.

In broad terms, Council:

- has responsibility for the autonomy of the University in governance and decision-making, independent of the government of the day at State and Federal levels;
- is responsible for the effective operation of the University;
- establishes the University's strategic direction, drawing upon advice from the senior management;
- upholds the University's Values and Signature Behaviours as the basis for its own conduct as a body, and for the conduct of its individual members; and expects all staff and students of the University to do likewise; and
- has responsibility for fostering the general welfare and development of the University's enrolled students.

Council Standing Orders

Under powers conferred on it by *Statute No. 7 – The Council*, Council has made rules that are referred to as **Council Standing Orders,** which are intended to result in:

- better decision-making by Council and committees;
- the orderly and efficient conduct of meetings dealing with the University's operations; and
- greater understanding of the rules governing the conduct of meetings.

Governance as distinct from Executive Management

Curtin University is a large and complex organisation, and it is important for distinctions between governance and executive management to be kept in mind. To enable Council to focus on the broad governance of the University, including matters that are academic in nature, the executive management focuses on the effective operation of the University.

Council uses several mechanisms to help it to effectively handle its broad range of responsibilities. These mechanisms include:
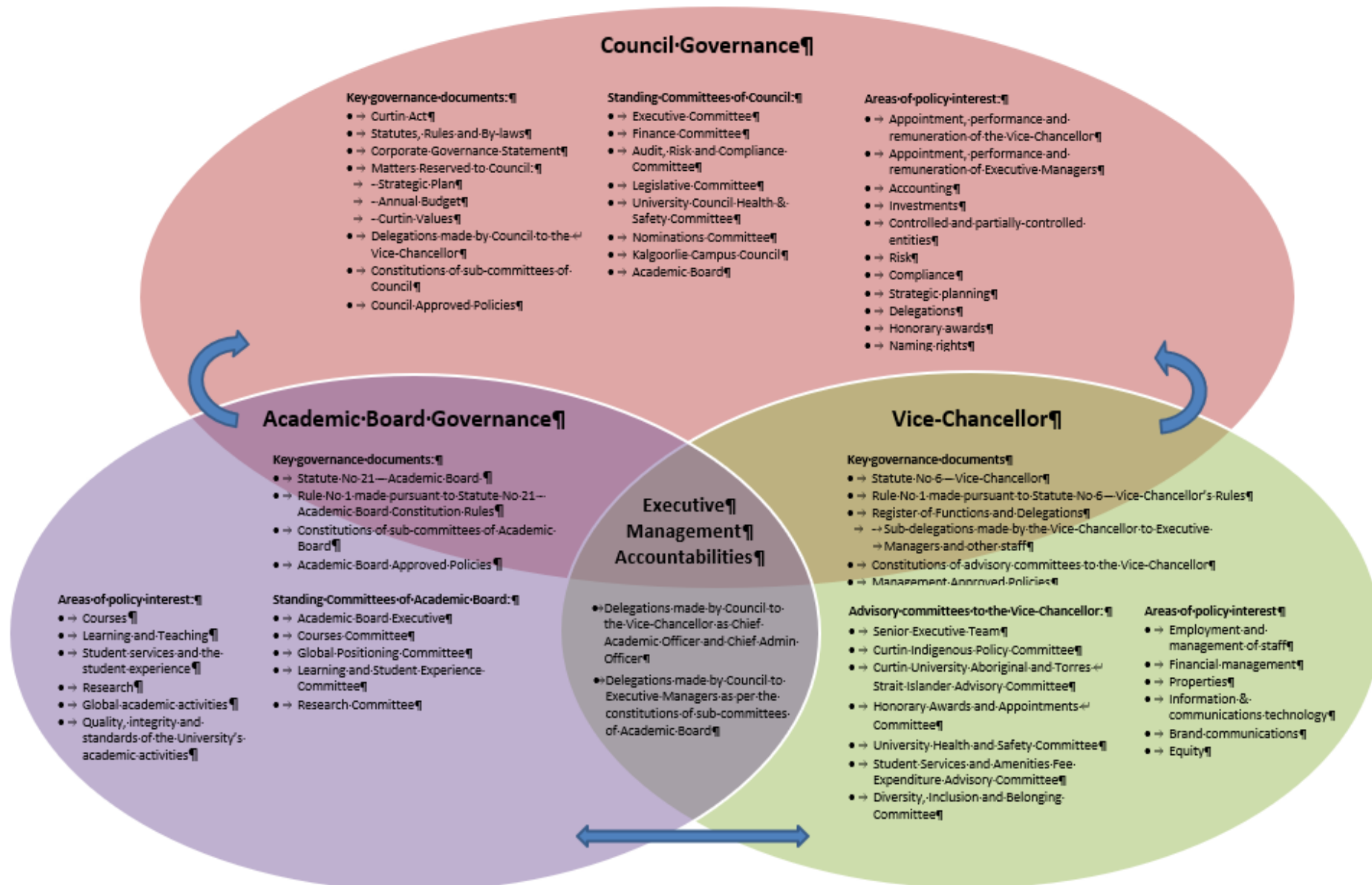
- delegating specific matters to Council committees, or other bodies or individuals;
- delegating a range of matters to the Vice-Chancellor; and
- establishing Council committees to scrutinise matters, within Council-approved constitutions.

Please refer to the Curtin Governance Framework diagram on the following page.

The integral part of the University governance structure is the tripartite relationship with Council, the Vice-Chancellor and executive management, and the Academic Board. Within this tripartite relationship:

- the Council is responsible for the overall governance of the University;
- the Vice-Chancellor, as chief executive officer and principal academic officer of the University, has responsibility for the effective leadership and management of the University; and
- the Council, within the context of the Act, has delegated various roles and responsibilities relating to academic matters to the Academic Board, including the provision of advice to Council and Vice-Chancellor and academic policy-making and decision-making.

In this tripartite relationship, Council, the Vice-Chancellor and executive management, and the Academic Board **must work cooperatively in the best interests of the University**.

Council Governance

Key governance documents:
- → Curtin Act
- → Statutes, Rules and By-laws
- → Corporate Governance Statement
- → Matters Reserved to Council:
  - → – Strategic Plan
  - → – Annual Budget
  - → – Curtin Values
- → Delegations made by Council to the Vice-Chancellor
- → Constitutions of sub-committees of Council
- → Council Approved Policies

Standing Committees of Council:
- → Executive Committee
- → Finance Committee
- → Audit, Risk and Compliance Committee
- → Legislative Committee
- → University Council Health & Safety Committee
- → Nominations Committee
- → Kalgoorlie Campus Council
- → Academic Board

Areas of policy interest:
- → Appointment, performance and remuneration of the Vice-Chancellor
- → Appointment, performance and remuneration of Executive Managers
- → Accounting
- → Investments
- → Controlled and partially controlled entities
- → Risk
- → Compliance
- → Strategic planning
- → Delegations
- → Honorary awards
- → Naming rights

Academic Board Governance

Key governance documents:
- → Statute No 21 — Academic Board
- → Rule No 1 made pursuant to Statute No 21 – Academic Board Constitution Rules
- → Constitutions of sub-committees of Academic Board
- → Academic Board Approved Policies

Areas of policy interest:
- → Courses
- → Learning and Teaching
- → Student services and the student experience
- → Research
- → Global academic activities
- → Quality, integrity and standards of the University's academic activities

Standing Committees of Academic Board:
- → Academic Board Executive
- → Courses Committee
- → Global Positioning Committee
- → Learning and Student Experience Committee
- → Research Committee

Executive Management Accountabilities

- • Delegations made by Council to the Vice-Chancellor as Chief Academic Officer and Chief Admin Officer
- • Delegations made by Council to Executive Managers as per the constitutions of sub-committees of Academic Board

Vice-Chancellor

Key governance documents
- → Statute No 6 — Vice-Chancellor
- → Rule No 1 made pursuant to Statute No 6 — Vice-Chancellor's Rules
- → Register of Functions and Delegations
  - → → Sub-delegations made by the Vice-Chancellor to Executive Managers and other staff
- → Constitutions of advisory committees to the Vice-Chancellor
- → Management Approved Policies

Advisory committees to the Vice-Chancellor:
- → Senior Executive Team
- → Curtin Indigenous Policy Committee
- → Curtin University Aboriginal and Torres Strait Islander Advisory Committee
- → Honorary Awards and Appointments Committee
- → University Health and Safety Committee
- → Student Services and Amenities Fee Expenditure Advisory Committee
- → Diversity, Inclusion and Belonging Committee

Areas of policy interest
- → Employment and management of staff
- → Financial management
- → Properties
- → Information & communications technology
- → Brand communications
- → Equity

University Committees

Please refer to the University's Committee Structure (as shown on page 9) in conjunction with the information below. Constitution and membership information for each committee is available on the Secretariat website.

Council

Council is responsible for the overall governance and effective management of the University. Council comprises appointed, nominated, elected and co-opted members with a majority of external independent members who are neither enrolled as a student nor employed by the University.

For detailed information on the role and responsibilities of the Council please refer to the Corporate Governance Statement and the Council website.

The current Council Membership is also available on the Curtin website.

Committees of Council:
The current standing committees established by resolution of Council are the:

- Executive Committee (EC)
- Finance Committee (FC)
- Audit, Risk and Compliance Committee (ARCC)
- Legislative Committee (LC)
- Academic Board (AB)

Special purpose committees established by resolution of Council include:

- University Council Health and Safety Committee (UCHSC)
- Nominations Committee (NC)

Other committees reporting to Council established under the Curtin Act or by way of Statute include:

- Kalgoorlie Campus Council (KCC)

The standing, special purpose and other committees are responsible for providing advice and recommendations to the Council, and report to the Council by way of their minutes.

The Vice-Chancellor's Advisory Committees

The advisory committees are responsible for advising the Vice-Chancellor on all matters for which the Vice-Chancellor exercises responsibility and assisting the Vice-Chancellor in the performance of some of those responsibilities.

Advisory Committees to the Vice-Chancellor
The Vice-Chancellor is assisted in the performance of their responsibilities by six (6) advisory committees:

- Curtin Indigenous Policy Committee (CIPC)
- Curtin University Aboriginal and Torres Strait Islander Advisory Committee (CUATSIAC)
- Diversity, Inclusion and Belonging Committee (DIBC)
- Honorary Awards and Appointments Committee (HAAC)
- Senior Executive Team (SET)
- Student Services and Amenities Fees Expenditure Advisory Committee (SSAFEAC)
- University Health and Safety Committee (UHSC)

Senior Executive Team

The Senior Executive Team is an advisory body that meets monthly to advise the Vice-Chancellor on strategic and operational issues. All decisions are actioned in accordance with the delegations contained in the Register of Delegations.

Academic Board

The Academic Board (AB) is established under *Statute 21 – Academic Board*, and is responsible to the Council for helping to ensure the academic quality and integrity of the University's operations as an academic institution.

Academic Board exercises leadership and has a major role in promoting and communicating academic values, standards and quality enhancement throughout the University. Academic Board usually meets the last Friday of each month each year, except in January and December.

The Academic Board Constitution provides information on the role and responsibilities of the Academic Board. The current list of the members of Academic Board is available on the Academic Board page of the Secretariat website.

Standing Committees of Academic Board
Academic Board is assisted in the performance of its responsibilities by five (5) standing committees. The standing committees provide advice and recommendations to Academic Board, and report to Academic Board by way of their minutes and an Annual Report. The standing committees of Academic Board are:

- Academic Board Executive (ABE)
- Courses Committee (CC)
- Global Positioning Committee (GPC)
- Learning and Student Experience Committee (LSEC)
- Research Committee (RC)

Meeting Schedule

The meeting dates and document deadlines for University Committees are published on the Secretariat website and are subject to change throughout the year. The most recent version of the schedule is available here.
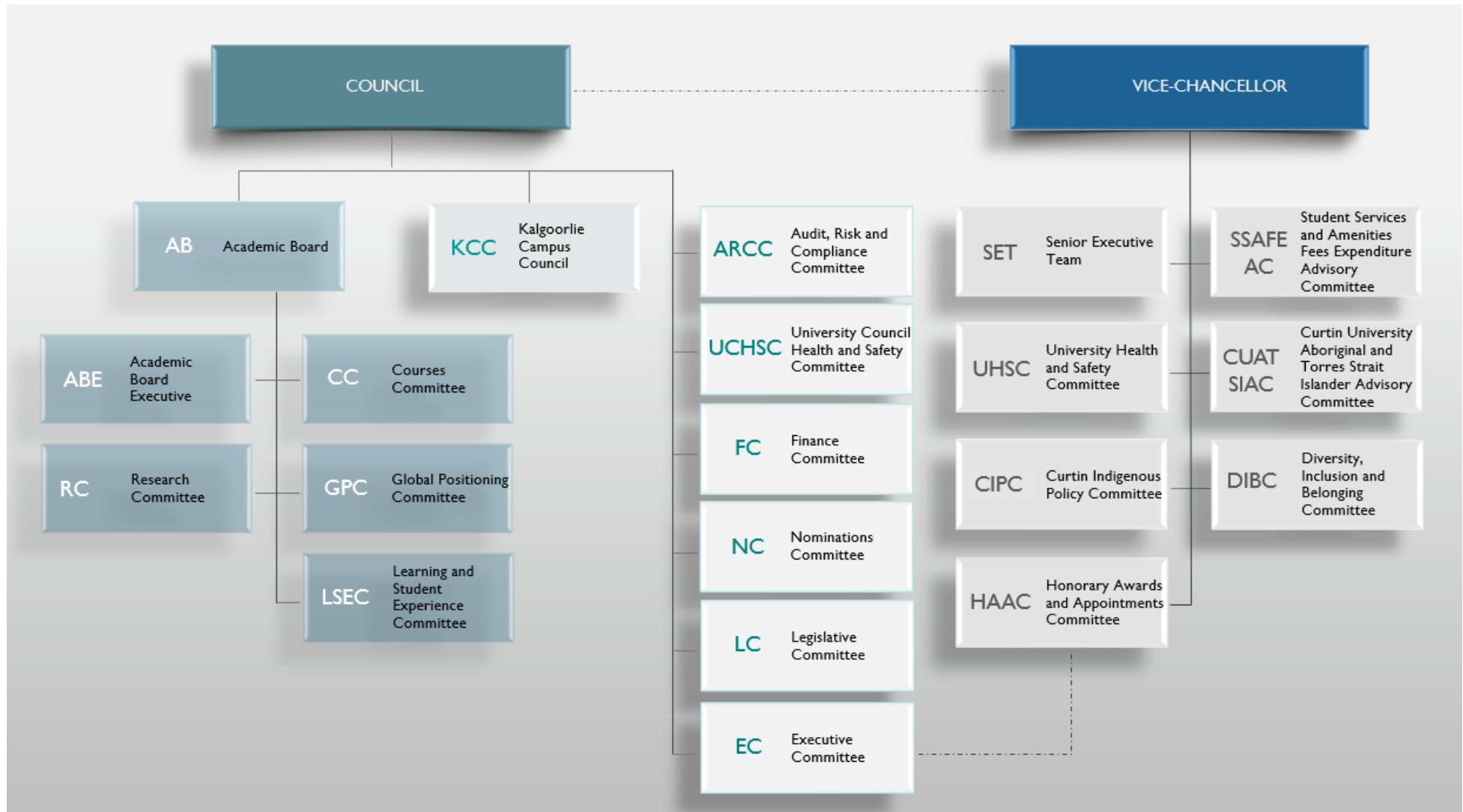
Faculty And Area Governance

Faculties and areas within Curtin have their own governance structures in place to provide guidance and recommendations to the University Committees, to their executive managers, and to their own areas; e.g., Faculty Academic Boards; Health and Safety Sub-Committees, Faculty Graduate Studies Committees etc.

For further information on the committees established by Curtin's Faculties and areas including their structures, roles and responsibilities, please refer to:

- Centre for Aboriginal Studies
- Faculty of Business and Law
- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Science and Engineering
- Learning Innovation and Teaching Excellence Centre (LITEC)
- Student Services
- Health and Safety
- Digital and Technology Solutions
- Corporate Relations
- Corporate Services

Governance Structure organizational chart:

COUNCIL
- **AB** — Academic Board
  - **ABE** — Academic Board Executive
  - **CC** — Courses Committee
  - **RC** — Research Committee
  - **GPC** — Global Positioning Committee
  - **LSEC** — Learning and Student Experience Committee
- **KCC** — Kalgoorlie Campus Council
- **ARCC** — Audit, Risk and Compliance Committee
- **UCHSC** — University Council Health and Safety Committee
- **FC** — Finance Committee
- **NC** — Nominations Committee
- **LC** — Legislative Committee
- **EC** — Executive Committee

VICE-CHANCELLOR
- **SET** — Senior Executive Team
- **UHSC** — University Health and Safety Committee
- **CIPC** — Curtin Indigenous Policy Committee
- **HAAC** — Honorary Awards and Appointments Committee
- **SSAFE AC** — Student Services and Amenities Fees Expenditure Advisory Committee
- **CUAT SIAC** — Curtin University Aboriginal and Torres Strait Islander Advisory Committee
- **DIBC** — Diversity, Inclusion and Belonging Committee

Committee Members

In line with governance best practice, all members of University Committees are expected to act at all times in the best interests of the University.

Constructive and meaningful discussion at committee meetings depends on the appropriate behaviour of members and the adequacy of their preparation for the meeting. The expectations of members in these and other regards are outlined in the **Code of Conduct**; **Curtin Values** and within this section of the **Good Practice Guidelines: Governance and Committee Management**.

Building on a foundation of integrity and respect, and through courage, we will achieve excellence and have an impact on the communities we serve.

Members' Responsibilities

It is important to re-iterate that all committee members are expected to act at all times in the best interests of the University. Elected members (which may include members of the Academic staff, Professional staff or enrolled students) bring a perspective to debates and discussions that is informed by their day to day work 'at the coal face'. These members can provide a perspective on matters that may differ to that of the executive managers and other *ex officio* members.

In accepting an appointment to membership of a University committee, an individual effectively makes a commitment to a range of responsibilities and duties.

Being informed

A committee's decisions should be based on a thorough understanding of the issues involved. It is expected that a member's expertise and knowledge will be applied to matters that come before the committee. Members should ensure that they are as fully informed as possible on the issues under discussion.

Reading documentation and analysing of proposals

Committee members have a clear 'duty of care' to contribute to discussions and/or make decisions on an informed basis.   Staff who support committees work to ensure that agendas and supporting papers provide relevant information and are distributed in time for committee members to give careful consideration to the matters set out in the papers prior to the meeting.

Membership Types

University committees will have at least one or more of the following membership types:

ex officio   a person who is a member of the committee due to the position that they hold within the University.

elected   an appointment made in accordance with the University statutes.

appointed   an appointment made by a designated position or committee.

co-opted   an appointment made by the committee to that committee for a specified period of time having regard to gender balance, diversity and disciplinary expertise.

Participation on a committee should be a professionally rewarding, enjoyable and interesting experience.

The Role of Committee Members

Committee members are expected to participate fully in rigorous and informed debate, and in the decision-making process at each committee meeting.

Committee members may:
- request the inclusion of an item on the agenda through the chairperson, provided that it is within the authority of the committee to deal with such matters and received in an appropriate time frame (the relevant document deadline date is usually 10 working days prior to the committee meeting). Contact the Committee Secretary for approval requirements for inclusion in the committee agenda;
- request an amendment to the minutes on the grounds that they are inaccurate;
- raise any questions or seek clarification regarding items on the agenda; and
- have their dissent, abstention or vote recorded in the minutes.

Committee members are obliged to advise the chairperson or the committee secretary of:
- their resignation from the committee;
- the fact that they no longer hold the necessary qualification for their membership category;
- their planned absence from the University and therefore from the committee for a period of time; and
- any material personal interests in any of the items on the agenda.

Members of a committee should:
- inform themselves about the nature, operation and business of the committee;
- seek to attend the maximum number of meetings possible;
- act as a communication conduit for relevant colleagues about committee business (subject to any confidentiality requirements);
- respect both the viewpoint of others and their right to express their own viewpoint;
- observe the authority of the chairperson;
- participate in discussion; and
- genuinely contribute to a culture of cooperation, openness and learning.

Adequate preparation ensures that:
- the meeting progresses in an effective manner;
- there is an awareness of all the implications when a particular decision is made; and
- committee members do not accept responsibility for decision making without being in possession of all relevant information.

Should a member require information or assistance on any matter relating to the committee's activities, the member should seek assistance from the chairperson, executive officer or committee secretary.

Role of Deputy Committee Members

A committee constitution may provide for the appointment or election of a deputy to a committee member. A deputy committee member performs the functions of the committee member in their absence.

It is the responsibility of the committee member to:
- keep their deputy informed of the committee's discussions and decisions;
- liaise with their deputy around committee meeting attendance; and
- communicate with the committee secretary or chairperson if a deputy committee member will attend the meeting.

The Role of The Chairperson

The chairperson is responsible for the **process** of the meeting, and takes responsibility for the decisions made by the committee. Therefore, it is important for the chairperson to be clear about the committee's constitutional authority to make decisions on particular matters. Not all University committees are empowered to grant approvals.

The chairperson works closely with the committee secretary and executive officer on the minutes of the meeting to ensure they are a true and accurate reflection of the discussion of the committee.

The chairperson has responsibility for:
- calling, cancelling or adjourning a meeting;
- developing and overseeing the preparation of the agenda in consultation with the committee secretary/executive officer;
- monitoring the approved Work Plan and matters for consideration by the committee;
- placing any items of business, notices or motions on the agenda;
- approving the agenda for dissemination to members;
- opening the meeting;
- welcoming and introducing members and guests;
- inviting members to contribute to discussions;
- keeping individuals focused on the topics being discussed;
- making sure that members are aware of decisions (if any) that are made;
- ensuring the meeting runs smoothly, including keeping track of the time;
- conducting voting at a meeting and declaring the results (note the chairperson has a deliberative vote only);
- closing the meeting;
- approving the unconfirmed minutes for distribution to committee members; and
- reporting to the parent body on the committee's activities.

Role of A Deputy Chairperson

The committee constitution may provide for the appointment or election of a deputy chairperson. A deputy chairperson performs the responsibilities of the chairperson in the absence of the chairperson at the committee meeting.

The Role of The Executive Officer

The executive officer works closely with the chairperson and committee secretary to focus on the **content** of the meeting and communication surrounding the meeting.

The executive officer is responsible both for conveying information to interested parties and for seeking information relevant to the committee's activities. The executive officer works with the committee secretary regarding the preparation of an annual work plan to submit to the committee for approval and assisting with compilation of the annual report for the committee's review.

The executive officer's tasks can include:
- acting as the content matter expert for matters to be considered by the committee;
- assisting with the preparation of briefing papers in consultation with the chairperson and committee secretary;
- preparing discussion papers for consideration by the committee, where appropriate;
- reviewing the draft minutes prior to, or in conjunction with, the chairperson; and
- communicating the deliberations of the meeting to different individuals or to the University community as a whole, as appropriate.

> **The role of the *Executive Officer* and *Committee Secretary* may be undertaken by one person depending on the University committee, resources available and the functions of the committee.**

The Role of The Committee Secretary

The committee secretary is responsible for establishing and maintaining a strong working relationship with the chairperson, the executive officer and the relevant committee they service with a strong focus on the **content** of the meeting as well as the administration and communication surrounding the meeting. An appropriate degree of independence from management is required.

The Committee Secretary should:

- be broadly familiar with legislation, policy and University activities relevant to the committee's constitution in order to advise committee members when required to do so;
- be aware of decisions taken by other committees and of the activities of other officers of the University that may be relevant to the deliberations of the committee being serviced; and
- be familiar with the committee's history and past decisions, in order to provide appropriate advice and guidance when required.

To facilitate decision-making via the University's committee processes, committee secretaries undertake the following tasks:
- assist the chairperson in the discharge of their duties;
- work with the chairperson to establish and implement good governance practices;
- keep the chairperson fully informed on all issues relating to the affairs of the committee;
- manage all aspects of the meeting arrangements of the committee;
- coordinate the production and distribution of papers for the committee;
- summarise material referred to the committee to make it clear and easy to consider;
- communicate decisions of the committee to all relevant stakeholders quickly and in the most effective manner;
- draft accurate and concise agendas and minutes;
- undertake administrative tasks related to the work of the committee; and
- contribute to the induction program for new committee members and conduct those segments of the program relating to the operations of the committee.

The majority of committee secretaries (especially if they have the dual role of executive officer) have rights of audience and debate at committee meetings. As a result, it is normal for committee secretaries to participate in the discussion of committee business, particularly if they are able to supply relevant information or are in a special position to give a view.

Committee Secretaries play a pivotal role in facilitating effective committee function, via:

- familiarity with the constitution or terms of reference of the committee being serviced, and its quorum provision;
- knowledge of the membership, and other people who may attend meetings;
- maintaining specific information on application of University procedures that relate to matters within the scope of the committee;
- development of minutes, which record the resolutions/recommendations accurately, and communicate the resolutions/recommendations to appropriate bodies or persons promptly.

The role of the *Committee Secretary* is the key to the efficient functioning of a committee.

Committee Management

This section provides committee secretaries and executive officers with step-by-step best practice guidelines used by the Secretariat to provide effective committee services and committee management.

<u>**Committee Management**</u>

Curtin Council Standing Orders

The University Committees of Curtin operate under the **Council Standing Orders,** which articulate the rules governing the conduct of meetings.

Standing committees of Council and Academic Board and the advisory committees that report to the Vice-Chancellor will use these standing orders as a basis for the formalised aspects of their operations and processes, unless otherwise determined by the committee.

In practice, many standing committees or advisory committees will operate at times in a manner far less formally than is strictly outlined in the Council Standing Orders. In this case, the Council Standing Orders would only be consulted to resolve difficulties in unusual circumstances. In adopting a less formal meeting style, it is important that committee members are aware of the process and expectations on how the meeting is conducted to achieve outcomes.

Committee Constitutions

Each University committee has a constitution that governs its scope, operation, and membership. The constitution specifies the functions and responsibilities of the committee, its membership and operations.

Constitutions would normally specify:
- **The functions of the committee** (or Terms of Reference):
  The purpose or outcomes of the committee should be fully described, including objectives, reporting lines and decision-making capacity.

- **The committee's mode of operation**:
  How often the committee will meet.

- **The membership of the committee**:
  The composition of a committee is the key to its success.   The knowledge, experience or skills required of members to ensure the committee achieves its objectives.

- **The positions that have rights of audience and debate at meetings**:
  Members of the committee and the committee secretary are entitled to attend and participate in a committee meeting. The chairperson of the committee may invite any other person to attend all, or part of a meeting as required.

- **Sub-Committees**:
  Established sub-committees or advisory committees with reporting requirements to the committee, which may also include a representative, specified in the committee membership.   These bodies do not normally have a constitution (unless required by Legislation) but operate according to terms of reference.

- **The position that will service the committee or the area responsible for allocating the committee secretary**:
  Appropriately skilled and adequate support staff must be available to undertake the committee secretary or executive officer duties associated with running a committee.

- **Working groups**:
  Establishment of working groups, noting that these bodies do not normally have a constitution but operate according to terms of reference or a set of tasks to undertake for a defined period of time.

Committee Stakeholders

Stakeholders of the University's committee and meeting processes include:
- the chairperson of the committee;
- members - elected, appointed, co-opted and ex officio;
- people with rights of audience and debate;
- the committee secretary; and/or
- individuals internal and external to the University who will be affected by the decisions being made.

Running elections

A committee may contain some members who are elected from different areas within the University. Elections should be run consistent with the University rules / legislation and election best practice. t.

Frequently Asked Questions and an Election manual have been produced to provide practical advice and guidance on elections that are compliant with the University statutes. In the event you are required to conduct an election, a member of the Secretariat team can assist with providing practical advice to ensure the election is run in accordance with relevant legislation.

New Committee members

On conclusion of the election, appointment or nomination process, the committee secretary welcomes all new members in writing and provides them with the following package of materials:

- Board*Effect* Access, including access to workrooms of relevant Committees
- the link to the Secretariat website where the new member may access the following information:
  - the constitution of the committee
  - the list of committee members
  - a copy of the University's committee structure
- other resources that support the tasks that will be undertaken by the committee (e.g. policies and procedures; Deed of Acknowledgement and relevant forms, including Confidentiality and Compliance Agreement and Registration of a University Associate)

In line with best practice principles, committees such as Council and the Academic Board coordinate an orientation or induction program for new members. This induction process assists in outlining the member's role and responsibility and provides an opportunity to ask any questions. The Academic Board Standing Committee's induction process is coordinated by the secretary and executive officer.

Members of Academic Board and its Standing Committees are provided with the following additional documentation:

- Why Meet? How to hold a good meeting
- Curtin Corporate Governance Framework
- The Good Practice Guidelines (this document)

Date and Venue

The University Committees Meeting Schedule is approved by Council at the end of each year. The schedule of meetings is determined to ensure that decision making, and approval processes are conducted in a coordinated and timely manner. The Meeting Schedule includes the key University committees, that is, Council and its committees, Academic Board, and its committees and all advisory committees that report to the Vice-Chancellor. The faculties and areas will have their own meeting schedules.

<p align="center">University Committees Meeting Schedule is available on the Secretariat website.</p>

Once Council has approved the University Committees Meeting Schedule for each year, all meeting arrangements including booking venues, catering, parking and issuing calendar appointments to members is managed by the Secretariat. For all other committees, meeting arrangements are organised by the relevant committee secretary.

Meeting Types

Meetings of University committees are categorised as follows:
- **Regular meeting –** a meeting that is scheduled and convened on a regular basis at an agreed time (as set out in the Meeting Schedule).
- **Special meeting –** a meeting that is convened between regular meetings to consider business that requires immediate or urgent attention.
- **Circular Resolution –** in urgent or exceptional circumstances, a decision may be required outside of scheduled meeting date and when it is not possible to convene a special meeting. In such circumstances, the Council Standing Orders provide for recommendations to be considered via circular resolution. The Council Standing Orders detail the process to be followed.

Committee Procedures

As noted previously, University committees are governed by the Council Standing Orders. Some basic and important issues of committee operations to be considered are:

Absence of the Chairperson – on occasions, the chairperson of the committee may be unavailable or may be late for the meeting. In these situations, the deputy chairperson or a member of the committee either appointed by the chairperson or elected by and from the members present shall be the chairperson for that meeting. The constitution of the committee provides guidance on the procedure to be followed.

Quorum – The quorum is the minimum number of members that must be present for a meeting to proceed. For the majority of University committees, a quorum is not less than one half of the total number of members, excluding any vacancies in membership and any members who have an approved leave of absence and for whom a deputy has not been elected or nominated. Usually if a quorum is not present within thirty (30) minutes after the scheduled commencement time of the meeting, the meeting is considered to be "inquorate", and may be adjourned.

If, at any time during a meeting, the chairperson becomes aware that a quorum is not present, the chairperson is to immediately suspend proceedings of the meeting for a period of ten (10) minutes. If a quorum is not present after this period of time, the chairperson is to adjourn the meeting to a future time and date. Alternatively, those present may decide to proceed with the meeting, particularly if the agenda contains matters that need to be considered as a matter of urgency. However, any decisions made at such a meeting must then be ratified at the next regular meeting of the Committee or via circular resolution.

Disclosure of Interest – Members are requested to declare any material personal interest they have in any matters listed in the Agenda. A 'material person interest' includes a) an interest that could adversely affect, or could reasonably be perceived to adversely affect, the impartiality of the person having the interest; and b) any financial interest, as well as various non-financial interests such as those arising from kinship, friendship or membership of an association. (Refer clause 5.1 of the Council Standing Orders)

Additionally, under the Code of Conduct, the University expects that staff will take reasonable steps to avoid (or where not possible, then properly disclose) situations where a conflict exists in relation to their primary duty to act in the best interests of the University. The Code of Conduct outlines seven professional standards of behaviours that all parties to the Code should understand and strive to meet.

Committee Members Attendance at Meetings – If a member is unable to attend a Committee meeting, they are expected to tender an apology prior to the meeting. Apologies may be accepted up to the day of the meeting and may be made by email or phone either to the committee secretary or the chairperson.

Members' attendance and any apologies are recorded in the minutes of the meeting. Members not present and who have not tendered an apology will be recorded as being absent in the minutes.

The committee secretary should advise the chairperson of any elected member who has not requested a leave of absence and has not attended the last three (3) meetings. Under the Council Standing Orders, a 'casual vacancy' occurs where an elected member is absent without leave for three (3) consecutive meetings. Any members absent without leave will affect the quorum of the meeting.

Leave of Absence – If a member is unable to attend two or more consecutive meetings, a request for leave of absence should be made in advance to the committee secretary or chairperson.

Deputies – A constitution may provide for deputies to be appointed to act in place of members when they are unable to attend a meeting or are otherwise not able to perform the functions of their position (for example if a matter is to be voted on outside of a scheduled meeting). The deputy for an elected member is normally elected at the time the member is elected.

Nominees – A constitution may provide for nominees for ex officio members. The ex officio member may nominate a person to be their nominee to attend a meeting or all meetings on their behalf.

Invited or Guest Speakers – Guest speakers may be invited to committees to present proposals that they have developed and to answer questions from committee members. Guest speakers are normally invited for a particular item and should not be privy to discussions on other items before the committee, unless approved by the chairperson. Generally, invited guest and speakers will be allotted a specific time to attend the meeting for their presentation. The guest speaker is normally provided with the agenda item and attachments relating to the proposal that they have been invited to present.

University Officers in Attendance at Meetings – The committee may invite any other officer of the University to attend for specific items of a meeting, or to attend specified meetings, to assist the committee in its deliberations. For example, the Chief Strategy Officer, Office of Strategy and Planning may be invited to attend a meeting to speak on planning related matters.

Attendance of Observers – The committee may permit the attendance of observers – whether from within the University, or from external organisations – at any of its meetings. Observers do not have the right to participate in a meeting, unless the chairperson determines otherwise.

Briefing Papers – Discussion at a committee is facilitated by high quality, concise and timely documentation. The submission of briefing papers for inclusion in the agenda by the document deadline date is to be respected. Late and tabled documents are to be discouraged. By insisting on a high standard with regards to content and presentation of the briefing papers and attachments, a committee encourages a high level of professionalism within the University.

Committee members submit briefing papers to the relevant University committees through the committee secretary/executive officer for the chairperson's approval. The committee paper process provides the steps that an item may follow:

<p align="center">Submission of Briefing Paper - Flow Process:</p>

<p align="center">Development ⇨ Consideration ⇨ Resolution ⇨ Action</p>

Risk Management – During preparation of briefing papers, report authors and report submitters are asked to give consideration to Risk Management and the University's risk profile and where the proposal is placed within the University's risk appetite.

It is necessary to understand strategic risks are those matters that can affect the success of Curtin in achieving its strategic objectives. They include material operating risks and the significant nature of these risks means that stakeholders and regulators would expect the Council to be actively monitoring as part of its stewardship role.

Protected Documents – Committee secretaries sometimes deal with protected documents when preparing the agenda and minutes. When a protected document is identified in an internal or open agenda, the item should be identified appropriately on the top of the briefing paper indicating the 'Information Security Classification Policy'. Protected documents are not to be forwarded electronically or placed on a webpage or website. At the end of a meeting at which a protected document is considered, the committee secretary should collect the protected document and arrange for its shredding. Copies of protected documents should only be retained as part of the archive copy of the agenda.

Starred (✱) Agenda Items – When reviewing the proposed agenda before the meeting, the chairperson in conjunction with the committee secretary/executive officer identifies items they believe should be discussed. Those items that the chairperson believes do not require discussion may be 'starred' with an ✱ as items not for discussion. Starred items may then be noted, approved or recommended to the appropriate executive manager or University committee for approval, as the case may be, *en bloc*, without discussion. In this way, the committee is able to deal with business efficiently and at the same time focus on specific issues of interest or concern to members.

At the meeting itself, the chairperson invites members to 'unstar' any items they wish to discuss.

Types of Decisions – For each agenda item, a recommendation is included to guide the committee's consideration of the item. The recommendation is in effect a draft resolution. There are different types of decisions that the committee may make depending on their powers and authority. The various terms commonly used in recommendations are:

o   *"to approve"* - the term used when the committee has the authority to approve a particular matter (e.g. a Policy or Procedure). The matters that the committee has authority to approve are set out in the constitution of the committee.

o   *"to recommend"* - the term used when a committee is required to recommend a proposal for approval by an executive manager such as the Vice-Chancellor or another committee such as Council or the Senior Executive Team. In this case, the committee does not usually have the authority to approve the proposal.

o   *"to note"* - the term used when the committee is monitoring activities undertaken, such as the implementation of Enabling Plans in support of Curtin's Strategic Plan; standing committee/sub-committee reports or minutes, or being informed of an issue or proposal that is not for it to approve. In such instances, the committee may wish to comment on the proposal as it 'notes' it. These comments will be forwarded to the body or person who requested the committee to 'note' the proposal.

Voting – Any decisions at committee meetings are made by a simple majority. In the event of an equally divided vote, the matter is not supported.

Voting at meetings may be conducted by a show of hands; by a vote on the voices, or by secret ballot if requested by the meeting. Each member present at a meeting of the committee has one deliberative vote, including the chairperson. Where a member is absent and the deputy for that member is attending the meeting in their place, the deputy has the right to vote at that meeting.

Active participation – All members of the committee have an equal right to participate and to be heard, and members are expected to follow the Code of Conduct and Curtin Values at all times. Members should direct questions and remarks through the chairperson who is responsible for setting the order in which members may be heard.

If a committee member has a matter they wish the committee to discuss, they should ensure the item is placed on the agenda and remains 'unstarred' for discussion. Although a topic may be raised under "Other Business", without adequate briefing materials and/or examination time, it is unlikely members will consider the item and the Chair is likely to refer it to the next meeting.

To ensure the committee's discussion is relevant to the item under consideration, the chairperson should summarise regularly the key points of the discussion, rehearse the arguments for and against certain courses of action, encourage members to vote on a matter (if there is no consensus). At the conclusion of the discussion, the chairperson should state the recommendation that was supported, so there is no doubt about the committee's resolution on the item.

Minutes – The writing of accurate, well-styled and appropriate minutes can be a very sophisticated and difficult writing task and requires considerable thought and practice. Minutes should be of high quality as they are:

- an essential record of past deliberations and form the basis for on-going committee operations and follow-up processes;
- an essential communication tool for committee members and relevant broader audiences;
- formally part of the University's official records and must be retained in accordance with statutory requirements; and
- important historical documents and, in some instances, incorporate legal decisions that must be completely accurate.

Committee Resolutions – Resolutions should be kept as a progressive summary and numbered sequentially to form a separate and discrete record of decisions and recommendations made by the committee. A Register of Resolutions can be used to ensure resolutions are numbered sequentially and to easily search for a particular resolution.

Communicating Decisions – Members are encouraged to communicate issues and decisions from committee meetings to their Faculty/areas and colleagues following each meeting, whilst observing the confidentiality of any matters that have been identified as such.

Communication to staff on matters discussed at committees – A report or summary highlighting key decisions and matters discussed by committees is an effective way to ensure all staff in the University are aware of the matters and decisions made by the University committees and can be distributed via email or electronically via the website.

Academic Board Outcomes are available via the Secretariat Website, and are distributed through internal Curtin newsletters following each meeting.

Developing Business Arising or Actions Arising – Business Arising or Actions Arising may be developed before or after the preparation of the minutes. Actions Arising are used to strengthen the communication role of the minutes as they normally require other University officers to note specific decisions of the committee, act on committee resolutions or remind the committee members and/or the committee secretary of future work that needs to be undertaken.

Templates have been developed for Business and Actions Arising from previous committee meetings, which are available on the Templates page of the Secretariat Website.

Review of Performance
In the context of quality enhancement and continuous improvement, it is important for committee members to step back at various times and reflect on and assess the performance and effectiveness of the committee and to identify a clear focus on what can be achieved in the future.

The annual review should consider whether:

- Committee operations were consistent with its constitution;
- appropriate outcomes have been achieved against any objectives;
- all matters listed for consideration in the Committee work plan have been considered; and
- recommendations or decisions resulting from the deliberations of the committee have been implemented and to what ultimate effect.

All committees should participate in an annual assessment of their performance and advise Council, or Academic Board on the outcome. This is usually via an annual report.

Records Management

The committee secretary/executive officer maintains the archive and working documentation of the business of the committee, as per the University's Information Management Policy and related procedures. Management of archive, working and electronic records should be completed in a timely manner. Further information on the University's Records Management requirements is available on the Records Management site, or by contacting the Information Management Team.

Access to Committee Documents

University committee agenda papers, minutes and other committee related documents are available to committee members and authorised staff via the Board*Effect* platform. Electronic posting of committee agendas and minutes allows for quick and reliable access to documentation.

Committees that require further circulation of minutes to sub-committees, advisory groups or working parties will have a secure Committee site, with access provided to key staff to enable communication flow as required.

Council Chambers
Building 100, Level 3

Practical Committee Management

Preparation of Meeting Agendas

Always refer to the Committee Meeting Schedule for document deadlines and meeting dates. All committee members should be aware of the document deadline dates. These dates are available on the Meeting Schedule and the document deadline for the next schedule committee is listed on the Agenda.

For University Committees, members and relevant staff are sent a 'call for papers' email by the committee secretary in advance of the document deadline. This notification outlines the items required for the Agenda as identified in work plans and business arising and confirms the document deadline.

Prior to a committee's scheduled meeting date, the committee secretary prepares a draft agenda, which may be then discussed with the chairperson and in consultation with the executive officer and other relevant staff.

The chairperson approves the agenda prior to the committee secretary circulating the agenda and supporting documentation to members. The process used to approve the agenda may simply be the committee secretary forwarding an electronic copy of the agenda to the chairperson for consideration, or a meeting between the chairperson and the committee secretary/executive officer to discuss the rationale for particular items and their placement in the order of the agenda.

The agenda includes:
- declarations of interest in relation to matters considered by the committee;
- the minutes of the previous meeting for confirmation by the committee;
- business arising from the previous meeting, including action items;
- matters identified on the committee's workplan;
- reports from the chairperson, Vice-Chancellor, and/or Executive Officer where applicable;
- matters of strategic significance;
- reports or discussion papers on, or arising from, current strategically important activities or projects;
- reports and minutes from the standing, advisory, sub-committees or working parties and any matters that these committees wish to refer to the committee; and
- items starred not for discussion.

The Agenda Template is available on the Secretariat website and includes instructions for use.

It is considered good practice to distribute the Agenda at least one week prior to the meeting, allowing members plenty of opportunity to consider the papers.

University Committee meeting dates and associated document deadlines are provided on the Meeting Schedule and is updated regularly by the Secretariat.

Agenda and Minutes Distribution

Committee agenda papers, minutes and other related documents are available to committee members and authorised staff via a secure online platform Board*Effect*. Electronic access to agendas and minutes allows for quick and reliable access to documentation.

The agenda, individual items and supporting documentation are saved as a combined document and bookmarked. An email advice is provided to committee members, including a link to the Board*Effect* platform.

Replacement Papers*, Late Papers* or Tabled Papers* refer to items or documentation received after distribution of the agenda and supporting documents. These documents are distributed, following their approval by the chairperson, electronically prior to the meeting or tabled at the meeting.

Following the meeting, the Minutes of Academic Board and its Standing Committees are made available to the wider University community via the Secretariat website.

*Definitions
A Replacement Paper replaces a paper already distributed with the Agenda and contains updated and/or revised information.

A Late Paper is a paper the Committee have been advised is to be distributed separate to and after the Agenda, but prior to the meeting.

A Tabled Paper is one that arises following the distribution of the Agenda and is provided to members at the meeting, or immediately prior, and requires their consideration during the meeting.

Briefing Document:

The University committees have specific requirements in terms of presentation of papers. Any papers submitted for consideration by a University committee must include a briefing paper, which provides committee members the proposed recommendation and related relevant background matters and implications of the proposal.

Any matters for consideration by a University committee should be concise, while still containing all relevant information and include the following relevant information:

- Committee recommendation;
- Executive Summary;
- Background or Context; and
    - Benefits of the proposal;
    - Relationship to the University's Strategic Plan, relevant Enabling Plan or Policy;
    - Alignment with the Curtin Values and Signature Behaviours.
- Issues
    - Budget and resource implications;
    - Stakeholder engagement both internal and external;
    - Risk Management;
    - Communication and Implementation strategy
- Attachments and supporting documentation, only when necessary.

The committee secretary should ensure that the correct format is used for all briefing papers and attachments, which are consistent with the 'Committee Document Templates' as recommended by the Secretariat. The Executive Officer should review the briefing papers to ensure quality of content.

Briefing Paper Templates are available on the Secretariat website

Preparation for the Meeting

Each committee has its own mode of operating. However, all University committees should operate in accordance with their constitution and Council Standing Orders.

Committee secretaries should:
- be aware of agenda items;
- notify the chairperson of any issues or concerns;
- know the constitution of the committee; and
- have all information and equipment required.

Assisting the Chairperson during the meeting

All committee members have a role to play in assisting the chairperson during the meeting to ensure effective decision-making. Committee members can assist the chairperson by:

- providing the chairperson via the committee secretary/executive officer with agenda items for consideration by the stipulated document deadline date;
- not tabling papers at the meeting;
- not inviting people to the meeting without the prior approval of the chairperson or the committee secretary;
- disclosing any material personal interests in any of the items on the agenda; and
- advising the committee secretary prior to the meeting of an amendment to the minutes, so that the chairperson may decide in advance whether to accept or modify the amendment.

The committee secretary/executive officer assists the chairperson by:
- providing the chairperson with notes to help identify the main points of the discussion, information, attendance and other matters that assist with meeting process;
- monitoring members present to ensure that the meeting remains quorate and advising the chairperson when a quorum is lost;
- contributing to the discussion on issues of precedent and procedure;
- being aware of the members who wish to speak on a particular item and the order of the speakers, including invitees;
- suggesting a strategy for proceeding if the committee has reached a stalemate on a particular issue;
- ensuring the committee arrives at a conclusion in its deliberations;
- knowing which members can vote on a motion and counting the votes;
- ensuring relevant reference materials are available; and
- providing a set of minutes for confirmation and signing at the meeting.

Facilitating the implementation of decisions and communicating decisions

After the meeting the committee secretary should:
- review the notes of the meeting to determine matters requiring urgent action;
- advise relevant officers, by telephone or email, of the outcomes of urgent business;
- debrief the chairperson;
- forward material tabled at the meeting to absent members; and
- prepare a draft set of minutes.

Developing Business and Action Arising lists

Business and Action Arising lists are developed before or after the preparation of the minutes. Business and Action Arising Lists are used to strengthen the communication role of the minutes as they normally ask other University officers to note specific decisions of the committee, act on committee resolutions or remind the committee secretary/executive officer of future work that needs to be undertaken. Business and action arising lists are a useful tool for both committee secretaries and committee chairs to manage the business of the committee.

A Business and Action Arising List is available in the Business Arising template, which can be accessed on the Secretariat website

Preparation of Minutes

The overriding concern in preparing a set of minutes is that they are a concise record of the committee's proceedings and reflect the resolutions of the committee as a whole. Minutes are not intended to be a verbatim record of the meeting.

Draft minutes should be written as soon as practicable after a meeting and submitted to the chairperson for approval. In the case of a committee chaired by a person who is not a staff member of the University, the draft minutes should be referred in the first instance to the executive officer of the committee for review.

<p style="text-align: center;">A Minutes template can be accessed on the Secretariat website.</p>

Minutes

The minutes of each committee meeting contain a summary of the discussions of the committee and the resolutions of the meeting.

Minutes are not transcripts or verbatim records, and individuals are only identified by name or title when speaking to an item.

Not all matters agreed upon at a meeting are recorded in the minutes as resolutions. The text of the minutes may also record a matter that does not require specific resolution but for which there has been general consensus that action be taken. This may be the case where there is a variation to the recommendation put forward as part of the agenda, or as a result of a new matter being raised at the meeting.

The unconfirmed minutes, as approved by the chairperson, are distributed via Board*Effect* for Committee members and via the Secretariat website for the wider University community as soon as they are available with committee members advised via email.

The chairperson approved unconfirmed minutes are included in the agenda papers for the subsequent meeting, where committee members will be asked to confirm the minutes are a true and correct record. Any amendments agreed upon are recorded in the minutes of the meeting and incorporated into the minutes prior to their confirmation and signing.

Once the confirmed minutes are signed, these minutes are uploaded to Board*Effect* and the Secretariat website, and replace the previous unconfirmed minutes.

> *Taking Minutes:*
> ❖ Record a summary of discussion, not a verbatim record
> ❖ Use clear, concise language
> ❖ Consider the audience.

Committee Work Plans

At the same time as organising the annual committee meeting cycle, the committee secretary should draw up a work plan of the major elements of business that need to be considered at each meeting, or at key times during the year. This should be drafted in consultation with the committee's chairperson and executive officer.

The work plan should also indicate which member and/or University officer is responsible for presenting information or reporting to the committee.

This forward planning allows University officers the opportunity to prepare in advance any material to be submitted to the committee, and the plan acts as an important communication and performance tool for committee members and other interested parties.

Work plans are dynamic documents in that they may change as the year progresses and need to be kept up to date. It may be appropriate to consider including the most recent version of the committee work plan as a standing item on the Agenda.

<p style="text-align: center;">A Work Plan Template is available in the Business Arising template, which can be accessed on the Secretariat website.</p>

The Meeting Cycle

The meeting cycle can be divided into three stages, with certain tasks required at each stage:

1. ***Before the meeting, the Committee Secretary in conjunction with the Chairperson***:

   - communicates with members outside meetings;
   - reviews the agenda, minutes and action lists of the previous meeting and work plans for information and context;
   - calls for agenda items prior to the meeting, allowing sufficient time for responses (prior to document deadline date);
   - drafts an agenda, to be finalised in consultation with the chairperson;
   - collects and compiles any documents/papers/presentations to be distributed in agenda;
   - distributes the agenda and papers prior to the meeting via Board*Effect*, allowing adequate reading time to committee members and relevant people;
   - includes any late or replacement papers;
   - confirms the venue and organises any catering or equipment required (e.g. laptop, data projector, web access for presentations);
   - confirms requirements with any presenters or external parties who may be attending, including parking;
   - prepares any papers to be tabled at the meeting (note: unless completely unavoidable tabled papers should be discouraged as they do not provide members with sufficient time to consider the matter); and
   - requests a new meeting file from Curtin Information Management and Archives (for decision making Committees only).

2. ***During the meeting, the Committee Secretary***:

   - arrives early to check the venue and equipment and any arrangements for hospitality;
   - brings relevant committee documentation, i.e. Constitutions, Membership lists, Council Standing Orders and any other relevant supporting documentation;
   - brings copies or accepts and organises any papers for tabling, for each member;
   - brings the confirmed minutes of the previous meeting/s for the chairperson to sign, if they are then confirmed at the meeting with no amendments;
   - sits close to the chairperson to ensure effective communication about the business of the meeting;
   - takes notes/minutes at the meeting;
   - clarifies with the chairperson any actions required from the business considered at the meeting; and
   - tidies the venue and ensures all ICT equipment has been closed, catering retrieved, and committee documents removed.

3. ***After the meeting, the Committee Secretary***:

   - writes up the minutes as soon as practicable to ensure accuracy;
   - sends the draft minutes and revised action list to the executive officer (if the committee has one) or the chairperson for review (comments from the executive officer are considered and the draft minutes amended as appropriate prior to the draft minutes being sent to the chairperson);
   - circulates the unconfirmed minutes and action list to all members and attendees. Ideally, the unconfirmed minutes should be circulated no later than a week after the meeting;
   - contacts relevant members about actions if they did not attend the meeting;
   - prepares any approvals recommended to Executive Managers or other committees;
   - prepares any relevant correspondence for the chairperson prior to the next meeting;
   - ensures an archive copy of all committee meeting documentation has been completed (as per the [Information Management Policy](#) and related procedures);
   - contacts members, if required, to attend to out-of-session matters;
   - follows up on any business arising or action items close to the date of completion; and
   - starts preparing the agenda for the next meeting, using the notes and action list as a guide.

NB: The Meeting Schedule is approved by Council at the end of each year and all venues and calendar appointments are booked for the whole year in advance by the committee secretary.

Frequently Asked Questions

When in doubt, refer back to the Council Standing Orders and the Committee's Constitution.

What happens when the chairperson of your committee is not present at the meeting?
The deputy chairperson or a member of the committee elected by and from the members present shall be the chairperson.

Who can put items on the agenda?
The chairperson or a member of the committee through the chairperson, provided that it is within the authority of the committee to deal with such matters and received in an appropriate time frame (the relevant document deadline date is usually 10 days prior to the committee meeting). The committee secretary will advise of any additional processes required for your specific committee agenda.

When do you use a circular resolution?
When an urgent decision is required before the next regular meeting of the committee and a special meeting cannot be held or is deemed to be unnecessary.

When do you call a special meeting?
When business needs to be undertaken before the next regular meeting of the committee.

When is the meeting quorate?
Usually, the meeting is quorate if not less than half of the committee's membership is present. The committee's constitution or terms of reference should note the quorum requirements.

How long should the committee secretary wait for a meeting to become quorate?
If the quorum is not present within thirty (30) minutes after the scheduled commencement of the meeting, the meeting shall be adjourned.

When can a meeting proceed if it is inquorate?
If it is a special meeting to undertake a specified set of business, and if the business is sufficiently important that the chairperson deems that the meeting should proceed.

What happens when quorum is lost during the meeting?
At any time during a meeting the chair or committee secretary becomes aware that a quorum is not present, the chairperson is to suspend immediately the proceedings of the meeting for a period of ten (10) minutes.

If a quorum is not present at the expiry of that period, the chairperson is to adjourn the meeting.

What should I do if a member asks to have their abstention or dissension recorded in the minutes?
Record it in the minutes.

When has a member of the committee vacated their position?
When the elected member is absent for three or more consecutive meetings, and leave of absence has not been approved, resigned from the committee, term of office expires, no longer holds qualifications for that membership category, or leaves the University.

Does a membership vacancy affect the decision making ability of my committee?
In general, No, however the committee's constitution or terms of reference should note the quorum requirements and will specify quorum requirements for vacant positions. A member who has provided an apology for a meeting will impact on the quorum.

What happens when I have a vacancy on my committee for an elected member?
Temporary appointments may be made for positions with less than six months remaining in their current terms; for a longer period an election should be called.