The governing body of the University is the Senate, as constituted by the University of Queensland Act 1998.

GOVERNANCE

Our governance

University governing body

Senate currently has 21 members, comprising official members, appointed members, elected members and additional members.

Members serve a 4-year term, except for the President of the Academic Board and student members, who serve for a minimum of 2 years. The 34th Senate began its term on 1 January 2018 and expired on 31 December 2021.

Senate met 7 times during 2021.

On 10 September, Professor Craig Franklin joined the Senate, following the retirement of Professor Peter Adams as President of the Academic Board on 10 September. An election was held to appoint several new members for the 35th Senate, commencing 1 January 2022.

The University complies with the Voluntary Code of Best Practice for the Governance of Australian Public Universities.

Senate membership

Official members
- Chancellor Peter N Varghese AO, BA (Hons), HCLitt (Qld)(leads the University’s governing body, the Senate)
- Vice-Chancellor and President, Professor Deborah Terry AO, BA (Hons) AM, PhD ANU, HCLitt (UWA), AHSc, FASSA, FQA
- President of the Academic Board, Professor Craig Franklin, BSc (Hons), PhD Cant

Appointed by Senate
- Anna Cross AM, BSc(WK), MSc(WK) Qld, FAICD
- Deputy Chancellor Tonianna Dwyer, BJuris (Hons), LLB (Hons) UWA, GAICD (acts as Chancellor in the absence of the Chancellor, or if the office of the Chancellor is vacant)
- Michelle Tradenick, BSc Qld, FAICD

Members appointed by the Governor-in-Council
- Julianne Alros, BSc Qld, GAICD
- Timothy B Connell, BCom Qld
- Adjunct Professor Hon Kelvin David, FQA
- Philip Hennessy AO, BEd Acc QUT
- Jamie Merrick, BA, MSc
- Grant Murdoch, BCom, MCom Cent, FCA, FAICD
- Adjunct Professor Dr Sally Pitkin AO, LLB, LLM Acc QUT, PhD Qld, FAICD
- Cecile Wake, BCom, LLB (Hons) Qld, ExecDevpty Prof Wharton (Vaccancy)

Elected members
- One member of the Academic Board, Professor Greg Hango, BA (Hons), MA, PhD Yeo, GCB, KStJ QEI, FAHAA, SPHEA
- One member of the full-time or part-time general academic staff of the University, Professor Bronwyn Lea, BA, MA, PhD Qld, FQA
- One member of the full-time or part-time general staff of the University, Rebecca Hurst, BA (Hons) Grifith
- One postgraduate student, Richard Lee, BA, BEd (McKinnon) QIU, JP (Qual)
- One undergraduate student, Gabrielle Starr, BSc Qld (studying Dentistry)

Three (elected) graduates of the University
- Associate Professor Douglas Cavaye, MBBS Qld FRACS
- Adjunct Professor Dimitry Doman AO, PhD(PhD), BSc(PhD) Qld, HonDUniv USSR, FSPAA, FTSE, CSdp, LSSL Cert AVT
- Elliott Johnson, BCom&Becon Qld

Senate achievements

In 2021, UQ Senates:
- Under the Seal of the University, conferred 15,872 awards to 14,739 students – including 612 PhD candidates
- Approved UQ’s Strategic Plan 2022–2025
- Approved UQ’s budget for 2021 and preliminary budget for 2022–2024
- Appointed the President of the Academic Board, Professor Craig Franklin, who commenced on 11 September 2021
- Led the development of the new student disciplinary framework for implementation in 2022
- Developed UQ’s attestation for freedom of speech and academic freedom
- Approved the Australian Universities Vice-Chancellor and Senior Staff Remuneration Code for adoption at UQ
- Developed the UQ and Residential Colleges Relationships Framework
- Approved UQ becoming a signatory to the University commitment to the UN Sustainable Development Goals
- Approved new capital projects including the Plant Growth Facility and the acquisition of student accommodation at 48 Walcott Street
- Invited 12 nominees to accept honorary doctorates, University fellowships and the Sutton Gold Medal
- Had 4 members complete the Australian Institute of Company Directors courses on Governance in the University Sector

Senate Committee memberships

Senate Agriculture Committee
- Timothy Connell (Chair)
- Peter N Varghese AO
- Professor Deborah Terry AO
- Professor Aidan Byrne
- Associate Professor Douglas Cavaye
- Adjunct Professor Dimitry Doman AO
- Jennifer Karlson
- Dr Rongyu Li
- Gabrielle Starr
- Dr Catherine Lawrence

Senate Campus Infrastructure Committee
- Tonianna Dwyer (Chair)
- Peter N Varghese AO
- Professor Deborah Terry AO
- Professor Craig Franklin
- Julianne Alros
- Philip Hennessy AO
- Richard Lee
- Malcolm Middleton OAM
- Cecile Wake

Senate Discipline Appeals Committee**
- Adjunct Professor Dr Sally Pitkin AO (Chair)
- Grant Murdoch
- Professor Craig Franklin
- 2 students

Senate Committee for Equity, Diversity and the Status of Women
- Julianne Alros (Chair)
- Anne Cross AM
- Adjunct Professor Dimitry Doman AO
- Rebecca Hurst
- Professor Deborah Terry AO
- Professor Aidan Byrne
- Gabrielle Starr

Senate Finance Committee
- Philip Hennessy AO (Chair)
- Peter N Varghese AO
- Professor Deborah Terry AO
- Professor Craig Franklin
- Timothy Connell
- Tonianna Dwyer
- Grant Murdoch
- Professor Bronwyn Lea
- Cecile Wake
- President UQU or nominee

Senate Governance Committee
- Peter N Varghese AO (Chair)
- Professor Deborah Terry AO
- Professor Craig Franklin
- Tonianna Dwyer
- Professor Greg Hainge
- Philip Hennessy AO
- Grant Murdoch

Senate Honorary Awards Committee
- Peter N Varghese AO (Chair)
- Professor Deborah Terry AO
- Professor Craig Franklin
- Tonianna Dwyer
- Professor Greg Hainge
- Philip Hennessy AO
- Grant Murdoch

Senate Remuneration Committee
- Peter N Varghese AO (Chair)
- Anne Cross AM
- Tonianna Dwyer
- Philip Hennessy AO
- Professor Deborah Terry AO

Senate Student Appeals Committee***
- Professor Joanne Wright (Chair)
- Professor Peter Adams
- Professor Greg Hainge
- Professor Bronwyn Lea
- Director, Student Support Services
- President (UQU) or nominee
- Student appointed by Senate after consultation with President (UQU)
- 3 members of the academic staff nominated by DVC (Academic)

Financial reporting

The financial statements are general purpose financial reports prepared in accordance with prescribed requirements. The University of Queensland is a statutory body and is audited by the Queensland Audit Office. See also: about.uq.edu.au/annual-reports

See also: UQ basis of authorities/functions pg 10

** To be discontinued 31 December 2022
*** Disestablished 1 September 2021

* This figure includes dual degree programs, 3 awards because 2 degrees are produced ‘under the Seal of the University’. It also includes a subset of programs that are not considered federal government-reported awards – hence the variation from the key StatLine table on page 35.
Executive management

While the Chancellor and Deputy Chancellor lead the University Senate, the Vice-Chancellor and President is the University’s Chief Executive Officer, responsible to Senate for overall strategic planning, finance and external affairs direction.

The Vice-Chancellor and President was supported in 2021 by the Senior Executive Team comprising:

- Provost and Senior Vice-President
- Deputy Vice-Chancellor (Academic)
- Deputy Vice-Chancellor (Global Engagement)*
- Deputy Vice-Chancellor (Research and Innovation)
- Chief Operating Officer
- Executive Dean, Faculty of Business, Economics and Law
- Executive Dean, Faculty of Engineering, Architecture and Information Technology
- Executive Dean, Faculty of Health and Behavioural Sciences
- Executive Dean, Faculty of Humanities and Social Sciences
- Executive Dean, Faculty of Medicine
- Executive Dean, Faculty of Science
- Director, Queensland Brain Institute (representing the research institutes)

The Senior Executive Team has responsibility for advising the Vice-Chancellor on whole-of-university management, strategic direction, budget setting, oversight of risk and assurance, and organisational culture.

* On 5 July 2021, this position was renamed from Deputy Vice-Chancellor (External Engagement) due to the refocusing of the role to broaden UQ’s global reach and impact by enhancing engagement with a diverse range of overseas partners and prospective students.
Public Sector Ethics

In terms of its obligations under the Public Sector Ethics Act 1994, the University has a Code of Conduct that sets out the expectations for University staff in relation to professional conduct. The continuing and fixed-term staff are required to complete an accessible online course to learn how the Code of Conduct applies to them; casual staff are also strongly encouraged to complete the course.

The training is consistent with the University’s obligations under the Public Sector Ethics Act 1994 which require the University to provide appropriate education about public sector ethics. Given the high profile of the Code of Conduct and the need for University staff to regularly review and update their knowledge of the Code’s requirements, this training is an important means of ensuring that all staff understand their obligations.

In 2021, the University commenced a review of the Code of Conduct to ensure it is fit for purpose, up to date and meeting the strategic needs of the University. The review specifically considered the alignment of the current Code of Conduct with UQ’s Model Code for the Protection of Freedom of Speech and Academic Freedom and requirements under the Human Rights Act 2019. In accordance with the Public Sector Ethics Act 1994, the University will consult all staff and relevant stakeholders on the revised Code of Conduct in 2022.

Freedom of speech and academic freedom

The University of Queensland (UQ) has adopted a Model Code for the Protection of Freedom of Speech and Academic Freedom, which has been embedded in the University’s Governance and Management Framework. The hierarchy of UQ’s legislative and policy framework establishes the Governance and Management Framework as an overarching university policy.

In the drafting, review and amendment of policies, UQ has regard for the Principles for the Protection of Freedom of Speech and Academic Freedom (the Principles), as set out in UQ’s Model Code.

The majority of policies that intersect most closely with the Principles have been reviewed to ensure consistency with the University’s commitment to the protection of freedom of speech and academic freedom. Reviews of remaining policies are anticipated to be finalised in the new year.

Further, freedom of speech and academic freedom have been incorporated as important concepts into UQ’s next Strategic Plan (for 2022-2025) and have informed the revision of UQ’s values.

Prior to approval, all new policies and policy amendments were reviewed for consistency with the commitment to the Principles for the Protection of Freedom of Speech and Academic Freedom.

Throughout the past year, the quality of student feedback has improved, which reflects student satisfaction with the University’s commitment to the Principles. Feedback from students is used to develop individual teaching plans and to support student learning.

A statement from this process of review accompanied all policies approved, and any new or amended policies in future will be reviewed to ensure alignment with the Principles of the Model Code.

Beyond the policy setting, the University partnered with the ABC to participate in a program in the ‘Fireside’ series, with the topic ‘Freedom of Speech in the Digital Age’, which explored freedom of speech on university campuses.

The University Senate recently received a presentation and discussion regarding the Ridd v James Cook University High Court of Australia decision, which included a briefing on the case, and its implications for the University’s policy environment.

Students are represented on all university committees that consider business associated with student experience. This includes the Academic Board, where considerable discussion on matters associated with freedom of speech and academic freedom has taken place.

Students were consulted in the development of a Student Code of Conduct, and regard was also had to the Principles of the Model Code. The University will continue to explore opportunities to engage closely with student representative bodies.

The University has recently delivered the inaugural Public Risks survey of staff. The intent is to employ a staff survey annually.

The University will explore the inclusion of questions that seek staff views on matters associated with academic freedom and freedom of speech in the future.

Qualitative responses in student surveys are closely monitored to ensure that any issues regarding freedom of speech and academic freedom can be identified and acted upon. The University will consider opportunities to seek student feedback on the management of freedom of speech and academic freedom on campus in the future.

The University’s Model Code was accessed as being aligned with the French Model Code. The Walker Review identified some minor areas the University could address. The University is considering the issues raised in the Walker Review as part of the review of the UQ Governance and Management Framework.

The governing body is not aware of any matters of concern regarding freedom of speech or academic freedom in the last year.

Risk management

The University has a Senate Risk and Audit Committee that assists Senate in discharging its risk management, and internal compliance and control oversight responsibilities.

The role of this committee is to oversee the University’s governance, risk and compliance framework, including policies, procedures, information systems, and systems of internal control surrounding key financial and operational processes. The Committee also provides oversight of the leadership and direction in terms of organisational culture and ethical behaviour.

The Committee receives advice and assurance from senior management and Internal Audit across the following functions and activities:

- Enterprise Risk
- Occupational Health and Safety
- Governance
- Compliance
- Integrity and Investigations
- Research Integrity.

All members of the Senate Risk and Audit Committee are appointed by Senate. The Committee met 4 times during 2021 and the members were:

- Grant Murdoch, BCom, Cant, MCom Cant, FCA, FACC (Chair)
- Professor Peter Adams, BSc (Hon), BCom (Hons), PhD (January-September)
- Anna Cross AM, BSc/WA, MSc/WA, QFA, FACC
- Professor Craig Franklin, BSc (Hons), PhD Cant (October-December)
- Philip Hannessy AO, BBusAcc, QCA (Chair, Finance and Risk Committee)
- Elliott Johnson, BCom, Blisc/Bisc, Bisc
- Michele Treadwell, BSc (Hon), FACC
- Peter N Varghese AO, BSc (Hon), CA (Chair)
- Professor John Cant, BCom, BBusAcc

No members were remunerated for their attendance apart from Grant Murdoch, who received $10,000 in his role as Chair. UQ’s key risk management governance instruments are the Senate-approved Risk Appetite Statement and the Enterprise Risk Management Framework.

The Enterprise Risk Management Framework is built and supported by 5 pillars:

- Senate’s expectations and risk appetite
- Management/leadership commitment and support for risk management function, organisational culture and relationships
- External compliance obligations relating to risk management
- Risk management objectives, strategies, delegated authority and accountabilities
- Risk management processes, plans, procedures and activities.

The University has adopted a ‘3 lines’ assurance model as part of its governance, risk and compliance framework. During 2021, the Committee provided direction and overview the following:

- Risk Appetite Statement (RAS): The new RAS and the related Risk Matrix were endorsed.
- Tap risks: Reporting continued on the University’s top academic and non-academic risks, considering changes in both the internal and external environment, and progress reporting on the implementation of proposed new risk treatment strategies.

Existing and emerging risk developments:

- Reporting of significant emerging and existing risk developments took place, including deep dives of specific risk exposures.
- Significant programs and projects: A high-level summary report of UQ’s most significant programs and projects highlighting status of the overall program or project and specific project aspects, e.g. project budget, schedule, scope, resources, etc, was prepared. The committee also received presentations and submissions on specific major programs and projects such as the HOMES project and the Building Cladding Replacement project.
- Research Integrity: Work continued on implementing further improvements to the declaration process related to the management of conflict of interest — including consultancy, secondary employment, and internal work, and foreign influence.

- Health, safety and wellness: In addition to reviewing regular reports, Senate also received an annual report on occupational health and safety matters and their management for reference.
- Cybersecurity: There was a continued focus on cybersecurity risk management, in particular strengthening the University’s controls framework to mitigate this high-risk exposure.

The Senate Risk and Audit Committee has operated effectively as per its charter and had due regard to Treasury’s Audit Committee Guidelines.

Integrity Unit

The Integrity Unit is responsible for the management and conduct of investigations into breaches of policies, activities directed against the University’s resources, misuse of public money and public interest disclosures. The Unit also leads the delivery of policy development and implementation, including training, information and advice.

The Director, Integrity Unit, reports administratively to the Chief Operating Officer and accountable to the Vice-Chancellor and President, the Senator Vice-President, Chair – Senate Risk and Audit Committee, and Chancellor, as required.

Internal Audit

The Internal Audit function adds value by assisting Senate and University management to effectively execute their responsibilities by providing assurance on the effectiveness of governance, risk management and internal controls.

Internal Audit also assesses and provides assurance on the quality of financial, managerial and operational information, and whether resources are acquired and used efficiently and effectively, and are also subject to efficient and effective management and control.

Internal Audit operates under an Internal Audit Charter, last reviewed and approved by the Senate Risk and Audit Committee in November 2020. As per this Charter, the Internal Audit function is independent of management and, as such, has no direct responsibilities for, or authority over, any of the activities it audits.

Internal Audit reports functionally to the Senate Risk and Audit Committee and administratively to the Office of the Vice-Chancellor and has direct access to the Vice-Chancellor and President, Chair – Senate Risk and Audit Committee and the Vice-Chancellor’s Risk and Compliance Committee, and Chancellor.

Internal Audit also considers and accounts for any applicable legislative requirements, such as the Queensland Audit Act 1998, the Financial Accountability Act 2009, the Financial and Performance Management Standard 2009 and Tertiary Education Quality and Standards Agency Act 2007 (TEQSA Act).

Internal Audit activities also consider the Queensland Treasury’s Audit Committee Guidelines and the Queensland Treasury’s Audit Committee Guidelines 2020. The University’s Internal Audit activity conforms with the International Standards for the Professional Practice of Internal Auditing and The Institute of Internal Auditors’ Code of Ethics.

An annual risk-based planning process is undertaken in consultation with management, and the Annual Internal Audit
achievements in 2021 included:
- capability initiatives, and managing the staff at the University to as low as reasonably safety risks to staff, students and visitors.
These focus areas help guide university
- Audit completed 17 engagements across the University
- Plan is approved by the Senate Risk and Audit Committee.
- Internal
- GOVERNANCE
- THE UNIVERSITY OF QUEENSLAND
- UQ Wellness events and health and safety events held in October 2021.
- UQ’s workers’ compensation fund
- All aspects of the University’s workers’ compensation fund
- specific reference to recordkeeping and record management under the broader and inclusive Information Governance framework.
- delivery of a data awareness campaign and staff development training aimed at increasing the data literacy of all UQ stakeholders
- oversight of records management approaches and compliance, moved to the Governance and Risk Division (G&R) to better position the function for more seamless whole-of-organisation approaches in touch with overall University governance strategies.
- establishment of a cross-functional Strategic Information Leaders’ Group focused on influencing and leveraging talent and resources for growing information, records and data management maturity.
- establishment of a comprehensive register of key University information processes and systems, inclusive of the current on the records retention value, as part of the University’s growth in record keeping maturity, to guide decisions prioritising high-risk, high-value and permanent value record capture and lifecycle management.
- re-write of records disposal authorisation procedures reflecting growing maturity of the University in the lifecycle management of records contained within various information systems, including hybrid scenarios when paper and digital co-exist.
- UQ also conducted a comprehensive cyber security awareness program that:
- delivered a cyber security awareness campaign, which decreased information security risk through changed behaviour, including procurement of a new cyber security training platform.
- posted more services with multi-factor authentication (MFA).
- migrated the UQ email filter to a cloud service.
- commissioned the Security Operations Centre Services delivered by AARNet for the university sector.
- implemented a new software vulnerability management solution.
- upgraded firewalls infrastructure.

External scrutiny
No significant findings or issues about The University of Queensland were identified by a State entity in 2021.

Human rights
The Human Rights Act 2019 has been in operation since 1 January 2021, with its main objectives being to:
- protect and promote human rights
- help build a dialogue about the nature, meaning and scope of human rights.
The University is committed to ensuring all decisions and actions taken are compatible with human rights. During 2021, the University continued to embed processes to ensure new or revised policies and procedures were compatible with human rights. Further decision-making training and resources were made available to UQ staff, which included tailored training in making decisions consistent with human rights. In 2021, UQ received no new human rights complaints.