

## Index

1.	Acknowledgement of Country	2
2.	Welcome and apologies	2
3.	Approval of items <i>en bloc</i>	2
4.	Declaration of interests	2
5.	Confirmation of minutes	2
6.	Matters arising from previous Senate meeting	2
7.	Update from the Chancellor	2
8.	Vice-Chancellor and President's Report	3
	Strategic Matters	3
9.	UQ's Artificial Intelligence (AI) Strategy	3
10.	2025 Pulse Survey Results	4
	Academic Matters	4
11.	Update from the Academic Board President	4
12.	Academic Board Report	5
	Financial / Operational Matters	5
13.	Union Complex Redevelopment – Stage 1	5
14.	Warwick Solar Farm Divestment	5
	Governance Matters	6
15.	Honorary Awards Committee Report	6
16.	Addenda to UQ Affiliated Residential Colleges Relationship Framework	6
17.	Working with Children (Risk) Compliance Act Compliance	6
18.	Updates to Academic Board Policy	6
19.	Review of Senate Charter and Implementation of UCC Voluntary Code 2024	7
20.	Terms of Reference – Senior Executive Remuneration and Performance Committee	7
21.	Amendments to Grace College Constitution	7
	Senate Committee Reports	7
22.	Equity, Diversity and Inclusion	7
23.	Finance Committee	7
24.	Governance Committee	7
	Other Matters for Noting	8
25.	TEQSA Provider Risk Assessment	8
26.	Senate and Senate Committee Meeting Dates 2025	8
27.	Senate Annual Calendar 2025	8
28.	UQ Significant Litigation Report	8
24.	Any Other Business	8

## Attendance:

Present: Mr P N Varghese AO (Chancellor), Ms T Dwyer (Deputy Chancellor), Professor D Terry AC (Vice-Chancellor and President), Ms J Alroe, Ms S Atkinson AO, Ms C Chalmers, Ms A Cross AM, Dr L Duffield, Professor G Hainge, HHJ N Jarro, Professor L Kavanagh, Professor K Lyons, Mr J Marsh, Mr G Murdoch, Dr M Naidoo, Mr J Titman, Ms C Wake and Dr D Willox.

**Apologies:** Mr P Hennessy AO, Mr R Jones, and Mr R Lee.

## UQ In Attendance:

Present: Provost, Professor M Blows; Chief Operating Officer, Mr A Flannery; Deputy Vice-Chancellor (Academic), Professor K Ryan; Interim Deputy Vice-Chancellor (Research and Innovation), Professor P Bonnington; Chief Financial Officer, Ms G Jukes; Chief Marketing and Communication Officer, Ms K Robinson; Director of Legal Services, Ms L Fox; and Director, Office of the Vice-Chancellor and President, Ms J Connah.

Secretary: Ms S Spencer.

**1. Acknowledgement of Country**

On behalf of the Senate, the Chancellor acknowledged the Traditional Owners and their custodianship of the lands on which the meeting took place, and paid respects to their ancestors and their descendants.

The Chancellor confirmed the Senate's ongoing commitment to the University's Stretch Reconciliation Action Plan.

**2. Welcome and apologies**

The Chancellor welcomed everyone to the meeting, and noted apologies from Mr P Hennessey AO, Mr R Jones, and Mr R Lee.

The Chancellor welcomed Mr Jaafar Jabur, UQ Union President for 2025, as an observer to Senate.

**3. Approval of items *en bloc***

Having provided members with an opportunity to star any additional agenda items, it was **resolved** that Senate approve or note *en bloc* all items which were not starred.

**4. Declaration of interests**

Members' interests for April 2025 were circulated with the agenda and noted. Updates to interests for Ms T Dwyer, Professor D Terry AC, and Mr J Titman, and a correction to the interests for Dr D Willox, were noted. The Chancellor provided members with an opportunity to advise of any changes to the interests circulated.

The Chancellor provided members with an opportunity to declare any perceived, potential, or actual conflict with any of the meeting agenda items. In relation to Item 14: 1) Ms J Alroe noted for the record her Board position on the Australian Energy Market Operator; and 2) Ms C Wake noted that she would recuse herself from this discussion.

**5. Confirmation of minutes**

The minutes of the meeting held on 27 February 2025, and the confidential minute of 27 February 2025, having been circulated, were **confirmed**.

**6. Matters arising from previous Senate meeting**

There were no new matters arising from the previous Senate meeting.

**7. Update from the Chancellor**

The Chancellor provided an update to members. It was noted the University Chancellors Council (UCC) and Universities Australia (UA) had established a working group to consider how to improve social license in the sector. It was intended for the group to develop a set of principles for implementation by each university.

The Chancellor provided an update on the external reviews into sector governance noting that the Parliamentary Inquiry into the 'Quality of governance at Australian higher education providers' would likely be re-referred to the Commonwealth Senate Education and Employment Legislation Committee of the 48<sup>th</sup> Parliament. The *Tertiary Education Legislation Amendment (There for Education, Not Profit) Bill 2025* relating to Vice-Chancellor's salaries would lapse with the current Parliament, and it may be referred again to the Senate Education and Employment Legislation Committee, should the bill be re-introduced. The open consultation held by the Expert Governance Council closed in mid-April. The Council was expected to develop a set of principles and/or guidelines.

The Chancellor acknowledged the passing of Dr Arthur Edmund de Norbury Rogers AO. Dr Rogers served as a member of Senate from 1990 – 2009. He was also a member and chair of the Finance Committee and Investment Sub-Committee, and the chair of UniQuest.

## 8. Vice-Chancellor and President's Report

The Vice-Chancellor's written report and dashboard reports were **noted**. Taking her reports as read, the Vice-Chancellor provided the following updates:

- Professor Tracey Bunda had been honoured with the Career Achievement Award at the Australian Awards for University Teaching, acknowledging her 36-year career in Indigenous education and commitment to making university accessible and welcoming to Indigenous Students. The Vice-Chancellor also congratulated the six UQ academics who received Citations for Outstanding Contributions to Student Learning.
- The University had received two major grants through the South-East Queensland Innovation Economy Funded, jointly committed by the Commonwealth and Queensland governments. This included 1) \$21.8m to deliver enhancements to the Queensland Animal Science Precinct at UQ Gatton; and 2) \$6.8m to the Translational Research Institute (TRI) for the Translational Manufacturing @TRI Facility.
- UQ gave feedback in relation to the Australian Research Council (ARC) discussion paper: 'A New Plan for ARC-Funded Research' and the proposed model for the National Competitive Grants Program.
- An update was provided on the review of casual staff pay.
- Professor Sue Harrison had been appointed as Deputy Vice-Chancellor (Research and Innovation). Professor Harrison had been UQ's Executive Dean of Engineering, Architecture and Information Technology. Professor Paul Bonnington was acknowledged for his role as Interim Deputy Vice-Chancellor (Research and Innovation).
- The Board of the Order of Australia Association Foundation endorsed the award of two scholarships to UQ. The scholarships would be allocated to students studying Arts/Law and Allied Health/Psychology.
- UQ had established an issues management team chaired by the Interim Deputy Vice-Chancellor (Research and Innovation) to closely monitor the implementation of directives from the US government relating to diversity, equity and inclusion policies and activities, research programs receiving federal funding, and efforts to combat antisemitism. UQ had not experienced any major impacts from these directives to date.

Members discussed the Vice-Chancellor's update. The Vice-Chancellor responded to questions from members which included the below responses:

- The University was continuing to operate under the proposed cap on international students and taking measures to improve diversity within UQ's cohort of international students.
- The Queensland Commitment aimed to widen participation from underrepresented groups by 2032 including regional and remote students. It was noted that regional and remote students faced additional costs moving to Brisbane. The University was reviewing its scholarship processes, with the view to timing scholarship offers with the QTAC offers to help improve access.
- With regard to the representation of women at Level E academic staff, the University was continuing to build the pipeline through Level C and Level D academics, which had seen some improvement.

## Strategic Matters

### 9. UQ's Artificial Intelligence (AI) Strategy

*In attendance: Mr Rowan Salt, Chief Information Officer*

The Chief Operations Officer, Mr Andrew Flannery, delivered a presentation to Senate outlining the development of UQ's Artificial Intelligence (AI) Strategy and its key objectives.

The Strategy would cover four focus areas which included: Learning and Teaching; Research; Operations and Administration; and Ethics and Transparency.

The Chief Operating Officer also provided an overview of the AI tools available to staff, as well as pilot programs that had been conducted to evaluate new tools and automation software. It was noted that the University had been monitoring the implementation of new AI and automation technologies across the sector. Further pilot programs and strategic investments would be considered for tools that provide enhanced productivity.

Members discussed the use of AI within the University. In response to questions from members, the Chief Operating Officer noted that:

- When evaluating AI assistant tools, particular attention had been given to data security and the integration of the tools within the University's existing data environment.
- The University would continue to explore opportunities where AI could be used to reduce manual workloads and allow staff to focus on higher-value tasks that require human intervention and expertise. These considerations would guide future decisions regarding the adoption of AI solutions.

The Chancellor thanked the Chief Operating Officer and Chief Information Officer for the presentation.

#### 10. 2025 Pulse Survey Results

The Vice-Chancellor presented to Senate on the UQ-wide outcomes of the 2025 Pulse Survey. The survey had been conducted between 3 and 28 March 2025. It achieved a completion rate of 67% (5679 staff) of fixed-term and continuing staff.

The survey comprised 33 questions including quantitative and open-ended qualitative questions. Overall, the feedback indicated that UQ was making good progress, with improvements in favourable responses across nearly every question. Noting minor changes to two questions, the aggregated 'Average % Favourable' figure for all questions increased from 67% in 2024 to 71% in 2025. When excluding two questions that had been amended, the 31 remaining questions all showed improvement from 2024 with an average increase of 3.8% with no questions trending negatively.

Compared to 2024, the three strongest areas for the University included: 1) Staff wellbeing is taken seriously in my organizational unit; 2) My organisational unit is led effectively; and 3) Overall, I am satisfied with my job. The Vice-Chancellor also outlined the areas of highest agreement and lowest agreement; and presented a weather map which summarised the results for each organizational unit. In terms of the next steps, the results would be shared at the All Staff Forum. Each organisational unit would also develop its own action plan.

### Academic Matters

#### 11. Update from the Academic Board President

The President of the Academic Board referred to the written report from Academic Board, which covered the notable items from the 14 March 2025 Academic Board meeting and highlighted the below:

- The Academic Board had an open discussion regarding generative AI with strong engagement. Following on from that discussion, the faculties had been tasked with developing a three-year plan for learning and assessment in the context of emerging AI technologies.
- The Academic Board supported changes to the *English Language Proficiency Development and Concurrent Support Procedure*, which aimed to ensure that all students enrolled in an academic program had access to concurrent English language support.

Additional updates were also provided on the following initiatives:

- The review of the Master of Business program.
- A training module on dementia developed by Professor Nancy Pachana, from UQ's School of Psychology, and Program Lead for the UQ Age Friendly University & Healthy Ageing Initiatives.
- Feedback in response to the revised academic enrichment program (presented by the Provost).

## 12. Academic Board Report

The Academic Board Report was **noted**.

## Financial / Operational Matters

### 13. Union Complex Redevelopment – Stage 1

The Chancellor noted that a staged redevelopment of the Union Complex had been proposed and referred to the business case for Stage 1 circulated in the agenda, for the redevelopment of Building 21C and the Lower Forum. The business case and associated design for this major project had been reviewed in detail through Finance Committee and Campus Infrastructure Committee.

With respect to Finance Committee, Ms Alroe (on behalf of the Finance Committee chair) noted that the proposal had been discussed at length. The project was found to be aligned with the University's Strategic Plan, particularly given its focus as a student-facing area, promoting inclusivity and the student experience. Finance Committee was satisfied that Stage 1 of the redevelopment would add value to the University.

The Chair of Campus Infrastructure Committee noted that the committee had reviewed several iterations of the project in recent years. The CIC Chair acknowledged the consultation undertaken with students; the incorporation of the Indigenous Design Principles; and emphasis placed on health and safety considerations. In the view of the CIC, the redevelopment aligned to the St Lucia Master Plan.

Senate members thanked the staff of the University involved in putting forward the redevelopment of this precinct for the benefit of UQ's students.

Senate **resolved** to:

1. **Approve** the proposed staged delivery strategy for the redevelopment of the Union Complex.
2. **Approve** the Stage 1 Business Case for the refurbishment of Building 21C and Lower Forum (UQ Union Administration and Student Advocacy Services).
3. **Approve** the Stage 1 total capital cost of \$55,148,000 (less \$4,013,000 issued to date) by the release of funds from the UQ Capital works budget.
4. **Note** the funding for future stages of the development (Stages 2-4) will be sought through separate business cases in subsequent phases.

### 14. Warwick Solar Farm Divestment

*Ms C Wake recused herself from this discussion.*

The Chancellor noted that in April 2024, Senate endorsed the recommendation to conduct a detailed assessment for the divestment of the Warwick Solar Farm. A proposal had now been put to Senate for consideration, as circulated in the agenda.

With respect to Finance Committee, it was noted that the committee had supported the rationale for divestment. The committee was satisfied with the probity process associated with the proposed sale.

The Chief Operating Officer provided details to Senate on the projected returns and noted that a post-project review would be undertaken which would include the total investment made and anticipated return.

Senate **resolved** to:

- **Approve** the proposed divestment of the Warwick Solar Farm (WSF) in accordance with the report circulated in the agenda.
- **Delegate** to the Vice-Chancellor and President and the Chief Operating Officer the power to sign and administer the proposed contract between the University and the proposed buyer in respect of the sale of each asset of the University which forms part of (or is used in connection with) the Warwick Solar Farm and which is intended be sold by the University (**Contract**), subject to the prior approval by the Senate Finance Committee of the key terms and conditions of the proposed Contract.
- **Authorise** the Chancellor to sign an Instrument of Delegation on behalf of the Senate consistent with the terms set out above.

## Governance Matters

### 15. Honorary Awards Committee Report

The Chancellor noted four new Honorary Doctorates had been put forward for consideration by Senate in the agenda, following endorsement from the Senate Honorary Awards Committee.

Senate **approved** the conferral of four Honorary Doctorates:

- Mr Malcolm Broomhead AO – Honorary Doctorate in Business;
- Mr Tim Crommelin – Honorary Doctorate in Business;
- The Honourable Fleur Kingham – Honorary Doctorate of Laws; and
- Dr Cathy Foley AO PSM FAA FTSE – Honorary Doctorate of Science.

### 16. Addenda to UQ Affiliated Residential Colleges Relationship Framework

The Chancellor noted that two addenda had been proposed to the *Relationship Framework: UQ and St Lucia Campus Affiliated Residential Colleges* (2021). The Framework set out the common principles and arrangements of importance to the relationship between UQ and each individual affiliated College. The two addenda included the 'Permission to Share Protocol' for the sharing of information; and 'Additional Elements to the Relationships Framework' which incorporated additional principles for currency with sector trends and best practice. The two addenda had received support from each of the College Chairs and Heads of College and had been endorsed by Senate Governance Committee.

During the discussion, members commended the work that had been undertaken to build a more collaborative relationship with the colleges.

Senate resolved to **approve** the 'Permission to Share Protocol' and 'Additional Elements' as Addenda to the *Relationship Framework: UQ and St Lucia Campus Affiliated Residential Colleges*.

### 17. Working with Children (Risk) Compliance Act Compliance

Senate **noted** the compliance requirements under the *Working with Children (Risk Management and Screening) Act 2000* and UQ's Working with Children Policy.

### 18. Updates to Academic Board Policy

The Chancellor noted that Senate had been asked to consider two amendments to the *Academic Board Policy*.

As set out in the agenda, these amendments included: 1) Amendments to section 6 to include additional 'ex officio' members; and 2) An additional clause to clarify how to calculate member term limits following a casual vacancy.

Senate **approved** the proposed amendments to the Academic Board Policy.

#### 19. **Review of Senate Charter and Implementation of UCC Voluntary Code 2024**

The Chancellor noted that Governance Committee had reviewed the Senate Charter and proposed some technical amendments. These changes included incorporating the revised University Chancellors Council 'Code of Governance Principles and Practice for Australian Public Universities' (UCC Code).

The Chancellor noted that the UCC Code had been revised by former Chief-Justice Robert French. However, it was noted that the Code may change pending the outcomes from the Expert Council for University Governance.

During discussion, it was recommended that an additional clause be added to the Senate Charter regarding Senate's oversight of the relationships with the residential colleges. It was agreed that Governance Committee would progress this provision and it would return to Senate for consideration.

During discussion, it was clarified that the revised clause 5.4.11 should state: "overseeing the raising of philanthropic funds held by the University".

Senate **resolved** to:

- **Approve** the proposed minor amendments to the Senate Charter, subject to the above amendment; and
- **Note** that the Senate Charter adopts the revised UCC Voluntary Code (A Code of Governance Principles and Practice for Australia's Public Universities) of December 2024.

#### 20. **Terms of Reference – Senior Executive Remuneration and Performance Committee**

The Chancellor referred to the minor amendments that had been proposed to the terms of reference for the Senior Executive Remuneration and Performance Committee, circulated in the agenda, to clarify the process regarding recommendations for senior executive remuneration and to strengthen the delegation provisions.

Senate **approved** the proposed amendments to the Senior Executive Remuneration and Performance Committee.

#### 21. **Amendments to Grace College Constitution**

The Chancellor noted that Grace College had proposed amendments to its Constitution, as set out in the agenda, to include representation by the Presbyterian Church of Queensland on the College Council

Senate **approved** the proposed amendments to the Grace College Constitution.

### **Senate Committee Reports**

#### 22. **Equity, Diversity and Inclusion**

The report of the Committee for Equity, Diversity and Inclusion was **noted**.

#### 23. **Finance Committee**

The report of the Finance Committee was **noted**.

#### 24. **Governance Committee**

The report of the Governance Committee was **noted**.

**Other Matters for Noting****25. TEQSA Provider Risk Assessment**

The TEQSA Provider Risk Assessment Report 2023 was **noted**.

**26. Senate and Senate Committee Meeting Dates 2025**

The Senate and Senate Committee meeting dates for 2025 were **noted**.

**27. Senate Annual Calendar 2025**

The Senate Annual Calendar 2025 was **noted**.

**28. UQ Significant Litigation Report**

No matters were reported.

**24. Any Other Business**

Senate also considered the process for the appointment of the next Chancellor who is expected to commence in or after 2026. This discussion was held in closed session.

The next meeting was scheduled for Tuesday 17 June 2025.

The meeting closed at 7:30pm.