

# Terms of Reference

## Load Strategy Committee



University of  
Southern  
Queensland

<b>Responsible officer</b>	Provost	<b>Approval Date</b>	21 October 2024
<b>Committee Services Officer</b>	Member of the staff of the Office of the Provost	<b>Approval Authority</b>	Vice-Chancellor

### 1. Role

The Load Strategy Committee has oversight of the University's approach to student load growth, the cycle of management processes involved in load reporting and review and University student load submissions to the Government.

### 2. Function

The functions of the Load Strategy Committee are:

- To provide oversight and monitor load growth in line with the University's strategic imperatives to increase student enrolments;
- To develop a transparent student load growth model that uses comprehensive datasets and expert knowledge to plan for student load growth and to forecast future student load;
- To coordinate load planning processes and activities and review load targets that contribute to budget builds in a timely manner;
- To monitor the progress and review outcomes of student load management processes and forecasts to manage necessary action plans and strategies relating to priority program marketing and fee setting;
- To provide timely advice and fit-for-purpose information, reports and updates to the Vice-Chancellor, Vice-Chancellor's Executive members and senior leaders on load planning and trends; and
- To oversee and coordinate the annual domestic and international fee setting process and make recommendations to the Vice-Chancellor's Executive.

### 3. Authority

The Vice-Chancellor has provided the Load Strategy Committee with the authority to perform its responsibilities as outlined in the Terms of Reference.

### 4. Membership

The members of the Load Strategy Committee consist of:

- Provost (Chairperson)
- Deputy Vice-Chancellor (Academic Affairs) (Deputy Chairperson)
- Deputy Vice-Chancellor (Enterprise Services)

- Chief Information Officer or nominee
- Associate Provost
- Head of College and Dean (Pathways Education)
- Dean (Academic)
- Pro Vice-Chancellor (International) or nominee
- Chair, UniSQ International Strategy Committee or nominee
- Pro Vice-Chancellor (Engagement)
- Director (Marketing)
- Director (Business Advisory)
- Lead Business Advisor (academic portfolio)
- Chief Financial Officer

Co-opted Member

- Dean (Graduate Research School)

#### 4.1. Responsibilities

Members are identified as representing all UniSQ Divisions to facilitate the consultation process. However, members are not appointed to represent their particular organisational constituencies and are expected to contribute to the Committee in the overall interests and objectives of the University.

#### 4.2. Nominees

Members may nominate a duly appointed acting person to represent them when necessary. The member should ensure the nominee is fully briefed and prepared to contribute to the meeting.

#### 4.3. Working Parties, Co-option and Observers

1. The Load Strategy Committee may establish ad hoc working parties where required.
2. The Committee may co-opt other persons as required to provide advice and assistance in respect of specific issues being considered or when specialist expertise is required including co-option of Heads of School/College.
3. By endorsement of the Load Strategy Committee, observers may be invited to attend meetings, noting that an observer may not contribute to debate and will have no voting rights.

### 5. Meetings, Reporting and Minutes

<b>Frequency of Meetings:</b>	The Load Strategy Committee meets up to six times per year at specific dates and times as outlined in the University Meeting Schedule and as required by the student load management planning and review cycle.
<b>Reports To:</b>	Vice-Chancellor's Executive
<b>Minutes:</b>	For all meetings, minutes and a post meeting action sheet shall be kept. The minutes will be submitted to Vice-Chancellor's Executive for noting.

### 6. Ethical Practices, Confidentiality and Independence

Members of the Committee are to:

- Exercise objectivity and integrity in the discharge of their duties and responsibilities;
- Refrain from entering into any activity that may prejudice their ability to carry out their duties and responsibilities objectively and independently;
- Act in a proper and prudent manner in the use of the information acquired in the course of their duties and responsibilities, particularly in regard to the maintenance of confidentiality and privacy of information;
- Exercise sound judgement guided by highest personal standards of honesty and integrity in all matters relating to membership of the Committee;
- Ensure that they do not place themselves in situations which could lead to, or be perceived to give rise to a conflict of interest;
- Disclose to the Committee any matter which could compromise, or be seen to compromise, the performance of their duties on the Committee or give rise to a perception of a conflict of interest; and
- Have a sound understanding of the University's Code of Conduct.

## 7. Secretary

The Secretary to the Load Strategy Committee is a member of the staff of the Office of the Provost.

## 8. Review of Terms of Reference

The Terms of Reference will be reviewed annually by the Load Strategy Committee to ensure the Terms of Reference remain consistent with the Committee's objectives and responsibilities.

- Modification History

Date	Source	Details
15/05/2019	Vice-Chancellor's Executive	Approval of Initial Terms of Reference by the Vice-Chancellor through Vice-Chancellor's Executive.
02/09/2019	Vice-Chancellor	Update to Membership to reflect repurposing of Markets and Partner Management Committee to Markets and Partners Strategy Management Committee; inclusion of 'or nominee' for the Pro Vice-Chancellor (International); and inclusion, as a member, of the role of Pro Vice-Chancellor (Student Services).
26/02/2020	Vice-Chancellor	Administrative update to reflect change of titles for positions in Planning and Performance Support Services; Pro Vice-Chancellor (Students); and Director (Marketing). Remove Pro Vice-Chancellor (Education) from membership and add to membership the Director (Open Access College).
16/06/2020	Vice-Chancellor	Update to Membership to reflect inclusion, as a member, of the role of Pro Vice-Chancellor (Engagement); and a change in title from Open Access College to USQ College.
31/03/2021	Vice-Chancellor	Update to Terms of Reference to reflect introduction of the function of strategic oversight for load growth with corresponding updates to the name of the Committee and its membership.
14/02/2022	Vice-Chancellor	Updated section 3 (Membership) to reflect: changes to the Academic Division Executive Leadership Structure and areas of responsibility and positions in Finance and

		Business Solutions, Planning and Performance Support Services, and Marketing; and the addition of the Pro Vice-Chancellor (First Nations Education and Research) and Academic Registrar. Updated Responsible Officer and section 6 to reflect changes to the Academic Division Executive Leadership Structure.
17/05/2022	Vice-Chancellor	Update Functions to incorporate education fee setting processes for International and Domestic Full Fee Paying students.
16/12/2022	Vice-Chancellor	Update to Membership to reflect inclusion, as a member, of the role of Dean (Academic); and a change in title from Director (USQ College) to Head of College and Dean (Pathways Education). Update to Frequency of Meetings.
22/08/2023	Vice-Chancellor	Update to Membership to reflect: replacement as a member of the Director (Planning and Performance Support Services) with the role of Executive Director (ICT Services) or nominee; repurposing of Markets and Partners Strategy Committee to UniSQ International Strategy Committee and a change in title from Director (Business Advisory) and Deputy Chief Financial Officer to Director (Business Advisory); addition of 'or nominee' for the Pro Vice-Chancellor (First Nations Education and Research) and for the Chair, UniSQ International Strategy Committee; and inclusion of the Dean (Graduate Research School) as a co-opted member. Addition of a statement regarding provision of minutes to Vice-Chancellor's Executive for noting.
17/06/2024	Vice-Chancellor	Update Membership to reflect a change in title from Executive Director (ICT Services) to Chief Information Officer and removal as a member of the former position of Pro Vice-Chancellor (First Nations Education and Research).
21/10/2024	Vice-Chancellor	Update Membership to replace former role of Academic Registrar with new position of Associate Provost.