**DIGITAL ADVISORY COMMITTEE**
**TERMS OF REFERENCE**

**1. Establishment**

1.1　　There shall be a Digital Advisory Committee ('the Committee') established to advise the Vice Chancellor. The establishment of this Committee shall be approved by the Vice Chancellor.

**2. Purpose**

2.1　　The purpose of the Committee is to make recommendations to the Vice Chancellor on the use of digital technology at JCU for learning and teaching, student experience, research and engagement and organisational efficiency and effectiveness. This encompasses all aspects of the implications of digital solutions for processes, people, information and risk; at all sites where the University operates.

**3. Functions, Duties and Responsibilities**

3.1　　The Committee shall:
　　　　a)　　perform the duties and responsibilities specified in Schedule A;
　　　　b)　　act on behalf of the Vice Chancellor on such other matters as are delegated to it from time to time by the Vice Chancellor; and
　　　　c)　　advise the Vice Chancellor on such other matters that are within its duties and responsibilities (Schedule A), as referred by the Vice Chancellor or as it deems appropriate.

**4. Membership**

4.1　　The Committee shall comprise the following members:

　　　　Deputy Vice Chancellor, Services & Resources - Chairperson;
　　　　Chief Digital Officer – Deputy Chairperson;
　　　　Director eResearch;
　　　　Deputy Vice Chancellor, Singapore Campus or nominee;
　　　　Deputy Vice Chancellor, Students or Nominee;
　　　　Dean, Learning, Teaching & Student Engagement;
　　　　Director, Student Services;
　　　　Director, Academic Quality & Strategy, Division of Tropical Health & Medicine;
　　　　Director, Divisional Operations, Division of Tropical Environments & Societies;
　　　　Senior staff member from the Academy nominated by the Vice Chancellor;
　　　　Director, Planning, Performance and Analytics; and
　　　　Director, Marketing Directorate.

4.2　　The Committee shall have a Deputy Chairperson appointed by the Chairperson.

4.3　　Any person assuming a role in Committee business on behalf of another person as a consequence of an acting or nominee arrangement (e.g. acting as the *ex officio* member, Deputy Chairperson assuming chair) shall as far as practicable consult and report through that other person.

**5. Secretariat**

5.1　　The University Secretary or nominee shall be the Secretary to the Committee. There may be an Assistant or Minute Secretary to assist the Secretary and to take minutes.

5.2　　The Secretariat shall provide the resources necessary for the performance of the Committee.

**6. Attendance by Others at Meetings**

6.1　　A member may appoint a nominee. When a member is unable to attend a meeting of the Committee, that member should advise the Chairperson that a representative will attend on their behalf as a nominee. The nominee will be considered a Committee member for voting and decision making at the meeting.

6.2　　The Committee or its Chairperson may invite other University staff members and persons external to the University, as required for the purposes of the Committee, to attend meetings as advisors.

## 7. Convening a Meeting

7.1 The Committee shall meet as often as necessary, at least four times a year, in order to perform its functions.

7.2 Meetings shall be convened by either the Chairperson or the Vice Chancellor.

7.3 The Convenor shall cause to be sent in reasonable time to all members of the Committee a notice of meeting.

7.4 Proposal for agenda items from Committee members are to be submitted to the Convenor for consideration for inclusion on the agenda. The Convenor shall determine the agenda.

7.5 For the purposes of accountability and meeting efficiency, all meetings shall be run according to a pre-determined agenda with items presented under an item coversheet that clearly identifies the recommended action.

## 8. Conduct of Meeting

8.1 Except as hereinafter provided, the Chairperson shall preside at all meetings of the Committee. If the Chairperson is absent from a meeting, the Deputy Chairperson shall preside. If the Deputy Chairperson is absent also, the members present shall elect one of their number to preside.

8.2 A quorum exists at a meeting of the Committee if the majority (minimum of 7) of its members are present.

## 9. Rules for Conduct of Business

9.1 Subject to the general control of the Vice Chancellor, the Committee may make its own rules for the conduct of its business that are in keeping with its Terms of Reference.

## 10. Reporting Obligations

10.1 After each of its meetings the Digital Advisory Committee (DAC) shall submit a report of the meeting to the Vice Chancellor's Advisory Committee (VCAC) and subsequently to the Vice Chancellor for relevant approvals.

10.2 The Committee shall provide to the Vice Chancellor an Annual Schedule of Business for the Committee. The Schedule of Business and the Committee's membership list shall be appended to the Terms of Reference but do not form part of the Terms of Reference.

## 11. Executive Actions/Circularised Resolutions

11.1 Where circumstances do not allow a matter relevant to the duties and responsibilities of the Committee to be put to a meeting of the Committee, and a resolution of the Committee is required, the Chairperson shall cause the matter to be considered by members by circularised resolution. The principles and procedures adopted by University Council for managing business by circularised resolution apply.

11.2 Where it is not practicable for the matter in 11.1 above to be put to members by circularised resolution, the Chairperson or Vice Chancellor may act executively on the matter.

11.3 Where it is necessary for the Chairperson to have a matter determined as in 11.1 or 11.2 above, the approval shall be reported by the Secretary to the next meeting of the Committee.

## 12. Annual Review of and Amendment to Terms of Reference

12.1 These Terms of Reference shall be reviewed annually by the Committee.

12.2 The Committee or Chairperson may propose to the Vice Chancellor, following that review and from time to time, amendments to these Terms of Reference for approval.

**SCHEDULE A – FUNCTIONS OF THE DAC**

1.   The Committee shall advise the Vice Chancellor on the following matters:
(a)   Digital strategy;
The use of digital technology to achieve University Learning and Teaching, Student Experience, Research and Engagement objectives, and to support efficient and effective University operations;
(b)   Cybersecurity strategy and risk management;
(c)   Implications for people, processes, information and risk
(d)   The development and implementation of the University Digital Strategic Asset Management Plan (SAMP);
(e)   The performance of Digital Services;
(f)   Relevant policies that relate to the University's Digital environment
(g)   The use of technology to achieve a compelling digital experience for students, and for staff.

2.   Capital Plan
(a)   The Committee shall ensure that the University's strategic and academic plans are supported by a ten year forward rolling Capital Plan, encompassing projections for the next rolling 5 years, to enable timely development and orderly progression of all Digital projects from inception to implementation.

(b)   An annual Digital business plan will be developed for the triennium to enable the Committee to make an informed decision as to funding and priority of Digital investments and recommendations to the Vice Chancellor

(c)   This Plan shall identify and provide cost estimates for:

- all Digital projects regardless of funding source;
- all Digital Infrastructure projects;
- an allowance for the cost of project development prior to a project's year of implementation;
- a contingency allowance; and,
- an allowance for annual cost escalation.

(d)   The Plan shall be developed to match likely forward capital and other budgets, as advised by the DVC Services and Resources and shall be reviewed at least annually.

3.   Strategic Asset Management Plan
A SAMP shall be developed which will guide future funding and priority decisions for Digital investments required to achieve University business objectives in Learning & Teaching, Research and Engagement, and in ensuring efficient and effective University operations. The SAMP will consider the technology and information required to optimise business processes, required applications and infrastructure, Digital service delivery and technology trends in the context of the University Enterprise Architecture.

4.   Externally Funded Projects
All Digital projects proposed to be funded from external sources shall be reviewed by the Committee and included in the Plan before being approved by the Committee to proceed.

5.   The Chief Digital Officer shall provide to the Committee each quarter a summary report outlining the status of all projects on the Capital Plan. This report shall bring to the attention of the Committee (using a traffic light system) any issues which may result in the Project outcomes not being achieved. These issues include but are not limited to projects that may not achieve on time and on budget outcomes, significant value management which may affect the original intent of the project, significant scope change and/or any other significant issues affecting the Project outcomes.

6.   All Projects shall have a post-implementation review report developed for consideration by the Committee which highlights good practice for future projects, lessons learned and identify any impact on the Student Experience.

7.   Benchmarking, Performance Indicators and Standard Costing Model.
The Committee shall keep under review and receive annual reports from the Chief Digital Officer concerning (at least) viable benchmarking information and key performance indicators in relation to strategic and operational ICT management.

8.   There shall be a Learning and Teaching Environments Advisory Group (LTEAG) which acts as a sub-committee of DAC. LTEAG has been established to advise DAC on future directions for learning technologies. LTAG will report quarterly to DAC on the outcomes of its deliberations.

9.   There shall be a Data Governance Sub-Committee of DAC. DGSC has been established to advise DAC on the stewardship of University data. DGSC will report quarterly to DAC on the outcomes of its deliberations.

10.   The Research Infrastructure Advisory Committee (RIAC) shall provide quarterly reports to DAC and any matters requiring review by DAC will be added to the relevant agenda.

**MEMBERSHIP OF THE DIGITAL ADVISORY COMMITTEE**

The Committee shall comprise the following members:

| Composition of Committee | Member and Position Title |
|---|---|
| Deputy Vice Chancellor, Services & Resources - Chairperson | Ms Tricia Brand |
| Chief Digital Officer - Deputy Chairperson | Mr Jonathan Churchill |
| Director, eResearch | Professor Ian Atkinson |
| Deputy Vice Chancellor, Singapore Campus or nominee | Mr Vijay Shreenivos<br>Associate Director, ICT Singapore Campus |
| Deputy Vice Chancellor, Students or Nominee | Professor Maree Dinan-Thompson |
| Dean, Learning, Teaching and Student Engagement | Dr Andrea Lynch |
| Director, Student Services | Ms Jodie Midson |
| Director, Academic Quality & Strategy, Division of Tropical Health & Medicine | Ms Pam Stronach |
| Director, Divisional Operations, Division of Tropical Environment & Societies | Ms Elle Forbes |
| Senior member from the Academy as nominated by the Vice Chancellor | Dr Bronson Philippa, Senior Lecturer, Electronic Systems and IoT Engineering |
| Director, Planning, Performance and Analytics | Ms Vicki Hamilton |
| Director, Marketing Directorate | Mr Graham Willcock |

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| Secretary – The University Secretary or nominee | Ms Sarah Anderton |