

ANU College of Business and Economics
External Advisory Board
Terms of Reference

The ANU College of Business and Economics (the CBE) External Advisory Board (the Board) comprises leaders from both the public and private sectors, including those from not-for-profit organisations. The Board will, primarily through the Dean, provide the CBE Executive (the Executive) with independent, expert advice on a pre-determined set of priorities regarding the CBE's research, education and engagement. In doing this, the Board will help enable the College to not only enjoy, but to continually improve on, its current success.

Context

The College is one of seven at the ANU, and is internationally renowned for both its high-quality research and education and its contributions to business and economic policy and practice. However, the College operates in an increasingly complex and competitive market and will need to continuously improve and evolve to enjoy continued success. Crucial areas of focus are articulated as follows in the ANU's Strategic Plan 2018-2021:

“We will be renowned for the excellence of our research, which will be international in scope and quality, always measured against the best in the world. Our research investment will be strategic, taking a long-term view and focus on high-quality activities, high-impact infrastructure and areas of high national importance.

We will be renowned for the excellence of our undergraduate and graduate education: excellence in student cohort, excellence in teaching, excellence in student experience and excellence in outcomes.

We will be renowned for the quality of the contribution our research and education make to societal transformation. We will identify emerging areas of need for the nation and provide research and education that will equip Australia to cope with challenges not yet imagined”. (ANU Strategic Plan 2018-2021).

Purpose

The Board will provide independent, expert advice to the College Executive, primarily through the Dean, in relation to three pre-determined priorities focused on continual improvement in the College's research, education and engagement endeavours. These priorities will be informed by the ANU Strategic Plan, align with the Associate Dean portfolios and be subject to review every 2 years. The current priorities are:

- *Student Experience [Associate Dean (Education)]*: Improving the end-to-end student experience is a key objective of the College. A student's experiences begin before they

arrive on campus for their first day of classes, and from the point of being offered a place, student experience needs to be considered as part of an entire strategy, continuing through to three years post-graduation. This must include learning experiences, on and off campus, including program design, course offerings and non-course activities. It must also give consideration to non-course activities which improve the student's experience through social and cultural activities. Student experience has been identified as one of the 2019 University priorities by the ANU Vice-Chancellor;

- *Advancement and Engagement [Associate Dean (Advancement and Engagement)]*: Improved engagement with students, alumni, industry and government are crucial for the College moving forward. Improved engagement with industry and government will create opportunities for research and education. Improved engagement with students and alumni will help to diversify our student cohort, develop student experience and employability through local, national, and international internships, and build a strong base of lifelong “supporters” – this support is imperative to building a robust and diverse College and for creating opportunities for philanthropic giving. Advancement has been identified as one of the 2019 University priorities by the ANU Vice-Chancellor; and,
- *Research Impact [Associate Dean (Research)]*: The College is internationally renowned for its business and economics research, but doesn't fully utilise its expertise to benefit the broader Community. Against this backdrop, and given current national government priorities, the College could make a material contribution to improving research impact levels in Australia. The Associate Dean (Research) has already consulted with a broad range of stakeholders, including with the Leader of ASIC's Financial Capability area, to understand how the College could complement previous work in the area. This consultation has revealed several opportunities which would not only allow the College to “give back to society”, but provide demonstrable evidence of our economic and societal impact for use in the future Australian Government Engagement and Impact Assessment.

In addition, as an overarching priority the Board should also provide expertise on new trends and transformational changes that are taking place, or ones that are expected to take place, that will impact the College's operations.

Mode of Operation

The Board meet three times per year as a whole. Additionally, Board members must self-select into one of the three priority areas (Student Experience, Advancement and Engagement, or Research Impact) to which they will contribute their expertise. The groups defined by the priority areas will be led by the relevant Associate Dean, under the guidance of the Dean, and are expected to meet twice per year. It is envisaged that these sub-groups will meet on the day of the Advisory Board meetings. The Associate Deans will report yearly to the Board on the progress of their priority area.

Membership

The Board will comprise a maximum of 12 members as well as the College Dean. Membership includes:

- Chair (Independent).
- No more than 11 members, all of whom are leaders from the public and private sectors, whose backgrounds represent a cross section of all disciplines within the College and some of whom come from overseas and/or from the College Distinguished Alumni Hall of Fame. Members cannot be current employees of the ANU.

The Chair or a nominee thereof, three members and the Dean must attend any given meeting for it to proceed. The Dean may also invite College staff or other external stakeholders to particular meetings as guests/observers.

The College Executive Office will be responsible for providing administrative arrangements to the Board, including secretariat.

Tenure of Membership

Board members may be appointed for an initial term of five years. Members will be eligible for re-appointment for one additional term at the collective approval of the Dean and Chair.

Appointments

- The Chair will be appointed by the Dean.
- The Board members will be appointed by the Dean, in consultation with the Chair of the Board.

Members may terminate their position in writing (by email or letter) to the Chair of the Board.

Review

These Terms of Reference are subject to review every two years.

Any minor amendments, modifications or variations to the Terms of Reference may be approved, after consultation with Board members.