



Council Renewal and Succession Plan

Trim location	13/G/5
Responsible officer	University Secretary
Approval Date	22 June 2026
Approval Authority	Council

1. Purpose

The purpose of this Renewal and Succession Plan is to ensure the University Council and its committees maintain strong, stable, and effective governance through planned, proactive, and transparent processes for the renewal, development, and succession of Council and committee members and office-holders.

2. Scope

This plan applies to:

- Official, appointed and additional members of the Council including Council office-holders (Chancellor, Deputy Chancellor, Committee Chairs)
- External members serving on Council committees.

3. Guiding Principles

Renewal and succession planning will be guided by the following principles:

- Continuity of Governance — ensuring Council retains the capability to govern effectively at all times.
- Skills-Based Composition — maintaining a balanced mix of expertise aligned with Council's Skills Matrix.
- Diversity and Inclusion — including but not limited to promoting gender balance, cultural diversity, First Nations representation, and a range of professional backgrounds.
- Transparency and Accountability — ensuring processes are clear, documented, and consistent with legislative requirements.
- Merit and Integrity — selecting members based on capability, independence, and alignment with the University's values and strategic intent.

4. Legislative and Regulatory Context

This Plan supports compliance with:

- the [University of Southern Queensland Act 1998](#) (UniSQ Act)
- the [Tertiary Education Quality and Standards Agency \(TEQSA\) Higher Education Standards Framework \(HESF\)](#), particularly:



- Section 6.1 Corporate Governance
- Section 6.2 Corporate Monitoring and Accountability
- Commonwealth and Queensland legislative requirements and public sector governance expectations.

5. Council Composition and Skills Requirements

5.1 Skills and Attributes of Nominees

(a) Council will maintain a Council Skills Matrix (refer to Appendix 1), based on the template provided by the Queensland Government. The Nominations Committee of Council will review the skills matrix annually for consideration by Council, to ensure it remains current, and to identify gaps and succession priorities.

(b) In determining the suitability and merit of nominees for Council, the Nominations Committee will take into consideration:

- the Council Skills Matrix, with a focus on ensuring that new members will contribute qualifications, skills, experience and knowledge that complement and enhance the overall makeup of Council.
- the nominee's personal attributes (which will include but not be limited to) cognitive and analytical capacity, integrity, candour, respect for views of others ,and ability to work collaboratively, and.
- any other relevant matters

5.2 Term Tracking and Vacancy Forecasting

To inform all decision-making regarding Council renewal and succession, the University Secretary will maintain a rolling four-year forecast of:

- Member term expiry dates
- Eligibility for reappointment
- Anticipated retirements or resignations
- Committee membership changes.

This forecast will be reviewed annually by the Nominations Committee for advice to Council.

5.3 Identification of Future Needs

The Nominations Committee will:

- Analyse skills gaps using the Council Skills Matrix
- Consider emerging strategic priorities (eg digital capability, regional engagement)
- Assess diversity and representation needs
- Identify potential external candidates.

5.54 Recruitment of New Members

Recruitment processes will align with legislative requirements for official, appointed, and additional members, and use open, merit-based selection for appointments. Nominations from under-represented groups will be encouraged, and all nominees will be subject to probity checking.

6. Procedures for Filling Vacancies

6.1 Appointment of Chancellor

The Chancellor is elected by the Council in accordance with the UniSQ Act and holds office for the term fixed by the Council which must not be longer than five years. The Chancellor may be elected from outside the Council membership.

The process for appointing a new Chancellor is overseen by the Nominations Committee of Council, which when undertaking this task, will be chaired by the Deputy Chancellor or another member of Council should the Deputy Chancellor be a potential candidate for the Chancellor role.

When appointing a Chancellor, Council will consider the appropriate mix of qualities, skills and experience which will most likely contribute to the effective governance of the University. In doing so, Council shall consider:

- whether a candidate has an appreciation of the University's values; its teaching, research and community service activities, and its independence and academic freedom
- whether a candidate has an appreciation of external community needs
- diversity of backgrounds in the overall Council membership and the potential for the candidate to contribute to the strength and diversity of the mix of skills and experience required by Council, as detailed in the Council Skills Matrix (Refer Attachment 1)
- whether a candidate has the necessary skills and knowledge to contribute to the University's strategic direction setting.

Candidates for Chancellor will be selected via a process agreed by Council on advice of the Nominations Committee. This selection process may include seeking advice from University stakeholders and community members, a public call for nominations, or use of or other such means as agreed by Council.

The Chancellor holds office subject to retaining the confidence of the Council. If Council determines that such confidence is no longer held, steps for removal may be initiated in accordance with the provisions in the UniSQ Act.

The Chancellor facilitates Council's work and collegiality by effective and ethical means and provides a focal point to promote the high standing of the University. The Role Statement for the Chancellor (Refer to Attachment 2) sets out the role in more detail.

6.2 Appointment of Deputy Chancellor

The Deputy Chancellor is elected by and from the Council and holds office for the term fixed by the Council which must not be longer than four years.

The Deputy Chancellor holds office subject to retaining the confidence of the Council. If Council determines that such confidence is no longer held, steps for removal may be initiated in accordance with the provisions in the UniSQ Act.

The Deputy Chancellor provides advice and assistance to the Chancellor, and acts as Chancellor in the absence of the incumbent.

6.3 Governor-in-Council Appointed Members

The UniSQ Act specifies that there are five members of Council who are appointed by Governor-in-Council on recommendation of the Qld Minister for Education.

6.3.1 Nominations for a New Council

In the case of Governor-in-Council membership for each new cycle of Council, the following nomination procedures shall apply:

1. The Nominations Committee will carry out an overall assessment of the diversity, skills and areas of

expertise for all existing Governor-in-Council members of Council and additional members in accordance with Section 5.1 above, and identify areas of need in diversity, skills and expertise.

2. Cognisant of both point (1) above and the UniSQ Act specifications regarding term limits and eligibility for reappointment, the Nominations Committee will provide recommendations to the Chancellor regarding renomination of existing Governor-in-Council appointees. If a nomination would result in a person being a member of Council for more than 12 years, then a majority of members of Council would need to agree to that nomination going forward under s.23(2)(3) of the Act;
3. Where the number of members recommended for reappointment is fewer than the number of Governor-in-Council appointed positions available, the Nominations Committee will call for nominations of potential members by:
 - other Council members
 - staff and students of the University
 - University stakeholders including alumni and honorary award recipients.
4. The Nominations Committee will consider nominations received in the context of Section 5.1 above, and make recommendations to the Chancellor on the basis of an overall assessment of diversity, existing skills, areas of expertise and potential conflicts of interest
5. The Chancellor will contact any potential new nominee(s) in order to determine each nominee's willingness both to accept the appointment if offered by the Minister and to be an active and committed contributor to the Council;
6. Subject to an affirmative response to 6.1.1(5) above the Chancellor will request a curriculum vitae and any other requisite information from the potential new nominee(s), and subsequently meet individually with them;
7. Subsequent to 6.1.1 (6), the Chancellor will recommend to the Nominations Committee a list of all potential nominee(s) to be put forward to the Governor-in Council for consideration. The Nominations Committee will then make recommendations to Council for final approval.
8. The Chancellor University will refer Council's recommendations to the Department of Education for the Minister's referral to the Governor-in-Council for consideration.

6.3.2 Casual Vacancies

Where a casual vacancy arises (for example due to resignation or incapacity), the nomination procedures detailed in 6.1.1 will be applied, noting that Council may delegate authority to the Chancellor to expedite the process should that be required to ensure effective governance of the University :

6.4 Additional Members of Council

6.4.1 Nominations for a New Council

In the case of additional members of Council (as per section 16 of the UniSQ Act), the same procedures as outlined in 6.3 above will apply, noting that referral to the Department of Education/Minister for Education is not required. The list of potential additional nominees is referred by the Nominations Committee to Council for consideration. The names of all additional members once appointed by Council will be provided to the Department of Education/Minister for Education for their records.

When considering the attributes of additional members, the following must apply in accordance with section 16 of the UniSQ Act:

- At least one additional member must be a graduate of the University;
- An additional member must not be a student or a member of the University's academic or professional staff.

6.4.2 Casual Vacancies

Where a casual vacancy occurs in an additional appointment, Council may, but is not obliged, to make an appointment to fill that position. However, to be properly constituted, Council must always have an overall

minimum number of eight members. Where a casual appointed member vacancy is to be filled, the same procedures as outlined in 6.3 will apply, noting that referral to the Department of Education/Minister for Education is not required.

6.5 Elected Members of Council

Elections for academic staff, professional staff, and student elected members of Council will be managed by the University Secretary as Returning Officer, as per the [Council Election Policy](#) and [Council Election Procedure](#).

6.6 Emergency Succession

In the event of a sudden vacancy:

- The Deputy Chancellor will act as Chancellor until Council elects a replacement.
- Council will appoint a senior Council member to act as Deputy Chancellor until Council elects a replacement Chancellor.
- Council will appoint a senior Committee member to act as interim Committee Chair

6.7 Desired Skills and Areas of Expertise

In determining the suitability and merit of nominees for Council, the Nominations Committee will assess nominations against the:

- Role Statement for Council Members
- areas of expertise listed in the Council Skills Matrix
- Emerging strategic priorities (eg digital capability, regional engagement) identified by Council.
- Diversity and representation needs.

6.7.1 Diversity and Representation

In keeping with its stated commitment to social justice, equity and inclusivity, Council recognises that diversity not only includes gender diversity but also matters of age, disability, ethnicity, marital or family status, religious or cultural background, sexual orientation and gender identity.

To garner the full benefits of diversity, the Role Statement for Council Members will be reviewed annually by the Nominations Committee to ensure it is appropriately structured so that a diverse range of candidates are considered and that there are no conscious or unconscious biases that might discriminate against certain candidates.

Monitoring and reporting on the diversity composition of governing committees occurs on a regular basis in order to assess progress towards achieving stated diversity targets and benchmarks, in particular gender representation targets and other gender equality indicators as required under the [Workplace Gender Equality Act 2012](#).

7. Induction and Handover

7.1 Induction

All new Council members will receive a structured induction covering:

- University strategy, finances, and risk profile
- TEQSA and regulatory obligations
- Council and committee roles
- Cultural capability and Indigenous engagement
- Code of Conduct and conflict-of-interest requirements.

7.2 Handover Protocols

To ensure smooth transitions and continuity of governance, the following handover protocols will be observed:

- Outgoing members and office-holders will provide comprehensive handover reports detailing key responsibilities, ongoing projects, and critical contacts.
- A formal handover meeting will be arranged between outgoing and incoming members or office-holders to discuss transition matters.
- The University Secretary will facilitate the transfer of relevant documents, access credentials, and induction materials.
- Incoming members will be encouraged to shadow outgoing members where possible before officially assuming their roles.
- The University Secretary will monitor and support the handover process to address any issues promptly.

8. Ongoing Development

Council members will be supported through:

- Annual governance training (AICD, TEQSA updates, sector briefings)
- Committee-specific development
- Mentoring for new members
- Opportunities to attend University events and stakeholder engagements.

9. Review of Renewal and Selection Plan

This Plan will be reviewed biennially by Council.

Modification History

Date	Source	Details
22 June 2026	Council	Initial version

A hard copy of this electronic document is uncontrolled and may not be current. The latest controlled version can be found on the University of Southern Queensland website.