

## STRATEGY AND RISK COMMITTEE

### Terms of reference

The role of the committee is to monitor and advise Senate on the University's Strategy and strategic direction, key risks, and major projects including those related to information technologies and digital transformation. Specifically, the committee monitors and provides advice on:

- a) the University's Major Projects, including those related to administration, services, resources, governance, education and research
- b) performance against the 2016-2020 Strategic Plan
- c) matters with specific regard to the University's strategic IT projects, including oversight of:
  - i. major system development and acquisition
  - ii. management
  - iii. operating resource allocation
  - iv. sustainability
- d) strategies developed by the University in education and research, and on the University's performance against those strategies, including:
  - i. the University's contribution to society in quality education and research
  - ii. the University's national and international positioning and competitive performance
  - iii. the student experience, student support and administrative processes
  - iv. systems, processes and technology that support quality education and research
- e) matters with specific regard to environmental risk, including:
  - i. monitoring of environment-related risks
  - ii. compliance with environment related legislation environment
- f) matters with specific regard to the University's strategic commercial activities, in accordance with the University's *Guidelines Concerning Commercial Activities* and the assessment, risk management, approval, review and monitoring authorities set out in the *University of Sydney (Delegations of Authority – Administrative Functions) Rule 2010*, including:
  - i. the commercialisation of research and the success of commercialisation strategies
  - ii. the appropriateness of commercial activities policies
  - iii. the sustainability of commercial activities
- g) with regard to the University's legal position and risk, the annual report on legislative compliance and legal proceedings from General Counsel
- h) thematic strategic risks emerging from internal audit investigations, as identified by the Director, Internal Audit and the Chief Risk Officer
- i) non-financial risks generally within the University unless they are dealt with by another committee of the Senate
- j) deep dive reviews in the areas covered by the committee's remit.

The Strategy and Risk Committee maintains oversight of the effectiveness of the risk management framework in general, ensuring the effective management of risk in areas within its remit. The committee allocates the management of specific risks to other relevant committees of Senate.

The committee's terms of reference are reflected in the *University of Sydney (Delegations of Authority – Administrative Functions) Rule 2016* ('the Delegations').

## Constitution

The Strategy and Risk Committee is comprised of the following members:

- a chair appointed by Senate from the Fellows of Senate<sup>1</sup>
- ex-officio members:
  - the Chancellor
  - the Deputy Chancellor
  - the Vice-Chancellor
- three Fellows of Senate appointed by Senate after consultation by the chair of the committee with the Chancellor and the Vice-Chancellor<sup>2</sup>
- a minimum of two and up to three external members with appropriate professional expertise and experience, appointed by Senate on the recommendation of the chair of the committee.  
Senate may, on the advice of the committee, or of its own volition, co-opt additional members as required.

## Term of office and appointment

All members, including the chair, are appointed for a term of office of two years. Terms of office are staggered where possible so that expertise and continuity can be maintained.

## Meetings

The committee meets at least four times per year.

## Quorum

At any meeting of the committee, four members shall form a quorum.

## Reporting to Senate

The committee reports to Senate following each meeting.

## Secretary to the committee

Secretary to Senate.

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<sup>1</sup> Not a staff or student Fellow

<sup>2</sup> One of whom must be a Fellow identified in section 8C(1)(b) of the *University of Sydney Act 1989* (as amended) as having commercial expertise