

A REVIEW OF CONVOCAATION FOR THE SENATE OF THE  
UNIVERSITY OF WESTERN AUSTRALIA



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## EXECUTIVE SUMMARY

1. The Senate resolved in December 2023 that a working group review and report on 'Convocation'.<sup>1</sup> It has been some time since the Senate has conducted a strategic analysis of the University's relationship with this important stakeholder. The Senate which is charged under the **Act** with the duty of governance of the University in accordance with the Act has passed a **Statute**<sup>2</sup> dealing amongst other things with the establishment of the Convocation Council. The task of the Review Working Group was to review Convocation and what governance structure is best adopted to maximise the potential for Convocation to contribute to the purposes and functions of the University. A number of questions have arisen about the quality of the University's relationship with its Convocation or alumni<sup>3</sup> including the current fitness for purpose of the structure of the Convocation Council. This report does not pretend to answer all questions raised but does endeavour to identify the valid questions and to offer some pathways for suggested improvements. Returning some focus at a strategic level to the Senate on this important topic is central to the report's suggestions.
2. The University of Western Australia has long enjoyed an outstanding reputation. Many, if not most, UWA alumni are rightly proud of their connection with the University and value their experiences in UWA life at an educational, cultural and social level. One significant advantage that UWA enjoys in its contact with those alumni, compared with many universities, is that a very large proportion of the alumni still reside locally. The University is very visible to them. There is ample scope to incorporate the goodwill of the alumni.
3. Every University recognizes the important objective of embracing its alumni and building for the future on the advantages of a strong relationship for purposes of engagement at a number of levels.

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<sup>1</sup> The *University of Western Australia Act 1911* (WA) (referred to in this report as '**the Act**') defines Convocation as 'Convocation of the University' which the Act also specifies comprises members and past members of the Senate, graduates of the University, persons not referred to in those categories or who were members of Convocation immediately before the coming into operation of the Universities Legislation Amendment Act 2016 section 152 and persons who the Senate may, from time to time, admit to be members of Convocation.

<sup>2</sup> The University of Western Australia Statute referred to in this report as the Statute.

<sup>3</sup> These terms are not used in this report by reference to technical definitions about which there is debate in itself but by reference to the broad range of people considered to be the alumni as described in fn 1.

4. Substantial valuable work has been carried out, partially in pursuit of this objective to date by the Convocation Council which is the official voice of the alumni and also by the University's administrative department, Development and Alumni Relations ("DAR") - which, as a professional and paid body, also carries out many of the alumni relationship activities. This report seeks to capture but build upon the significant work already achieved by both DAR and the Convocation Council. The Convocation Council itself has also recognized the desire for reform of its structure and is in the process of recommending amendments to its statute by the Senate. Those amendments are welcome, but this report suggests amendments that the Senate should make to the Statute should go further.
5. Most significantly, this report is on the broad topic of the Convocation, not only particular parts of it. The breadth of that scope accords with the central strategic issue of the relationship between the University and the alumni of the University. The Senate has seen fit to re-examine this important policy issue. Because of the importance of that issue and also to assist with achieving some of the other aims of this report, the report recommends that the Senate reinstate its former Development Committee now to be described as an Advancement Committee to assist with further recommendations to the Senate in relation to the relationship between the University and its alumni. Those involved in the working group regard this recommendation as being critical to the ongoing benefits that might be achieved as a result of other changes suggested in the report.
6. Undoubtedly some alumni give much to the University in many ways. But there is a sound basis for the conclusion that many more could be better connected with the University. This was a significant feature of the feedback in interviews. The very hard-working volunteers and paid staff are highly conscious of the fact that the percentage of the University's alumni who have remained connected in any tangible or consistent way, is low.
7. Much consultation was conducted in the preparation of this report which has led to the favourable observations expressed above and the belief that the work carried out to date can be built upon to enhance even greater prospects of capturing the engagement of the alumni.
8. Resources permitting - which would require change - there is more that may be achieved. (It is acknowledged that in recent years, keen attention to expenditure has been a necessary priority.) There is much done in other

universities which merits consideration in UWA if resources allow expansion of activities. Several examples of such possibilities are set out in the report. What they are collectively designed to achieve are -

- a. increased connection between UWA and the alumni,
- b. increased connection between schools and the alumni,
- c. increased connection between the alumni themselves,
- d. greater awareness of changes in the University or the schools,
- e. greater awareness of what is now offered by the University or a particular school and of course,
- f. greater willingness to participate in and support those needs.

9. One strong thread running through feedback was a desire, indeed, a need for greater engagement of *younger alumni*. A further extension of this theme suggested elevating the *awareness by students* of the role that the alumni might play in their ongoing future. Enhanced involvement of alumni with students in practical life skill preparation was suggested.

10. Almost invariably feedback from those consulted indicated that the term '*convocation*' was not understood whereas the term '*alumni*' was well understood.

11. The detail of the recommendations in the report is set out below in the RECOMMENDATIONS section. A brief explanation follows.

12. The first recommendation of this report is that the official body to be the voice of the University's convocation or alumni and to advise the University on behalf of the alumni, be renamed the Alumni Board. If thought necessary the words 'of Convocation' could theoretically be added but the better location for those words would be in a re-wording of the Statute to make clear that the Alumni Board is now to be the voice of Convocation, a term entrenched in the University's own governing statute.

13. The second recommendation is as to the structure of the Alumni Board. It also builds upon the work already achieved by the Convocation Council and by the joint committee between DAR and the Convocation Council which has done much to overcome earlier communication and organisational difficulties between the two bodies.

- a. In that regard, it is critical that these two bodies work hand in hand to the one end and for the one purpose. Duplication or competition is

frustratingly counterproductive. A number of those interviewed expressed concern about these difficulties. They are difficulties which have probably arisen due to the way in which alumni activities have changed over a period of time and in particular with the introduction of DAR. No one is at fault in this regard. Both clearer direction and a simpler structure discussed in this report may help the two bodies work together more effectively and with greater clarity as to their respective roles.

- b. As of 2024, there is a need to consider what Convocation should and could look like in a modern setting. What support can Convocation provide to the University, its current students (both domestic and international) and its alumni? How should Convocation respond to contemporary issues such as the uncertainty of Government funding at the levels currently provided and an increase in the proportion of international students who study at UWA or at an overseas campus.
- c. Such modern developments add demands because the effectiveness of the alumni offering requires that it starts not years after graduation but during the life of students and immediately after. The demands of the changing challenges call for a maximisation of the work of and for the Convocation together with DAR. As a consequence, the second recommendation is that there be a more streamlined conventional and age representative structure to replace the Convocation Council and to be named the "Alumni Board". The view widely expressed was that the Convocation Council was far too large and that in any similar body, those who really achieve the main work would not exceed 10 in number.
- d. The second recommendation in the report is that:
  - i. the Alumni Board shall carry on the functions presently carried on by the Convocation Council, subject to such changes consistent with the Act and the Statutes of the University as the Alumni Board may determine,
  - ii. the Alumni Board shall comprise 14 members including the Warden of Convocation and be chaired by the Warden of Convocation as elected pursuant to the Act,
  - iii. Of the ordinary members, 8 shall be elected. Of these 8, 2 will be the members of convocation elected to the Senate pursuant to the Act,

- iv. the Alumni Board shall in addition to the 8 elected ordinary members, include 4 members to be co-opted by its elected members,
- v. the Alumni Board shall also include the Chief Advancement Officer of the University or such member of the University staff as might be determined from time to time by the Vice Chancellor (not necessarily excluding the Vice-Chancellor) as an Ex Officio member.
- vi. There shall be a Deputy Warden being an existing, not additional, ordinary member elected or appointed by the members of the Alumni Board,
- vii. the Alumni Board shall ensure where practicable either by co-option or by determining the category of members to be elected that its membership includes representatives of 4 age cohorts of graduates with graduates of 10 years or less standing, graduates of between 10 and 20 years, graduates of between 20 and 40 years and graduates of over 40 years standing.
- viii. There be a transitional phase during which those present members of the Convocation Council be offered the opportunity to sit on the new Alumni Board until the terms of their appointments to the Convocation Council expire.

14. The report's third recommendation is that Senate re-instate for such period of time as deemed appropriate the former Senate Development Committee (but to be named 'the Advancement Committee') to which the Warden of Convocation and Deputy Warden of Convocation be invited to participate as a member, (and other representatives of the Alumni Board should the Senate see fit) as well as such staff nominees as designated by the Vice-Chancellor, to recommend the strategic development of the University's relationship with its alumni including the examination of whether any of the possibilities discussed in this report (particularly Annexure 2) or other possibilities should be adopted to enhance the University's relationship with its alumni.

## INTRODUCTION

### Acknowledgements

The University has always, consistently with the intent of the Act, placed significant importance on the Convocation or the alumni. At all times, members of the Senate have in large measure been drawn from the Convocation or alumni. The Convocation Council has been a dedicated body of talented alumni. And there has been an increasing focus in recent decades through DAR, on developing sophisticated professional approaches to enhancing the relationship between the University and its alumni.

It is convenient to note at this point and to acknowledge with gratitude, that a significant body of material leading to this report has been prepared by current and former leaders of the Convocation Council. Some of that material has been prepared after what has clearly been time-consuming research. It has been most beneficial. The assistance from many others, particularly the staff in DAR has also been most gratefully received.

The willingness of those offering assistance to the working group suggests that the topic under consideration is of importance to a number of people.

In the interests of inducing the most open assistance in the preparation of the report, assurances have been given that the observations made to the Working Group would remain anonymous, (even though many were perfectly happy to be identified).

It is well recognised that the Convocation Council has given excellent service both to the alumni of the University and to the University itself. It is necessary only to examine the Warden's report for 2023 which reveals how active it has been and how intent it is upon establishing through strategic planning and otherwise, greater efficiencies going forward.

The work of the Convocation Council is and has been carried out tirelessly by dedicated volunteers. Many of those volunteers are highly credentialed persons able to gauge the views of the alumni of the University and to represent those views. It is vital, going forward, that the work of these individuals and the body continue to be recognised and appreciated.

The introduction of the Development and Alumni Relations (DAR), (relatively recently in the history of UWA) resulted in some complications and tensions in identifying who would be responsible for what work in relation to the alumni and some duplications in the nature of the work carried out. At the suggestion and instigation of the Chancellor,



a joint committee was established between DAR and the Convocation Council which has considerably improved efficiencies and joint planning.

## THE PAST, THE PRESENT AND THE FUTURE

### Statutory context

The Act defines Convocation as ‘Convocation of the University’ (s 2).

Section 4 of the Act provides that:

The University consists of a Senate, Convocation, staff and students.

Under s 5, the Senate ‘shall be the governing authority of the University.’

The membership of the Senate includes:

2 persons who are members of Convocation and who are elected by Convocation in the manner prescribed by Statute: (s 8(1)(h)).

The Senate has ‘the entire control and management of the affairs and concerns of the University and may act in all matters concerning the University in such manner as appears to it best calculated to promote the interests of the University.’ (s 13)

Convocation is dealt with in ss 17 and 18. Its membership is:

- (a) members and past members of the Senate.
- (b) graduates of the University.
- (c) persons not referred to in paragraph (a) or (b) who were members of Convocation immediately before the coming into operation of the Universities Legislation Amendment Act 2016 section 152.
- (d) Persons who the Senate may, from to time, admit to be members of Convocation.

Section 18A states that:

Convocation has the functions prescribed by Statute.

Section 18 provides for the office of Warden, which is an office elected by and from the members of Convocation.

The Senate’s power to make statutes is set out in s 31. These do not expressly include the power to prescribe Convocation’s functions. That power, however, is derived from s 18A of the Act which was introduced in 2016.

Convocation’s function in relation to statutes is a review function, set out in s 31(2) and following of the Act. If Convocation does not agree to a proposed statute, the

Senate may nevertheless proceed to make it, subject to a reporting obligation under s 31(4B).

As appears from the above, Senate can determine the governance structure for Convocation, its composition, functions, powers and procedures. The practical effect of the Act is that:

- There is to be a "Warden" elected by the Convocation (i.e. the Alumni), who is the chief representative to UWA of the Alumni.
- There are to be two people elected by the Alumni to be members of the Senate.
- The Alumni somehow (it is not specified) is to review statutes prepared by Senate and make suggestions on them if it sees fit.
- There is no mention of a Council, or any such body.

The Council was created by the Senate in the Statute (see fn2) where Convocation Council is defined as a body elected by members of Convocation to “*manage the affairs and perform such duties of Convocation*” such that its statutory duties are fulfilled.

Convocation Council’s duties are defined in the Statute as follows:

*Representation: To represent the interests and opinions of members through effective communication and to present such views to the University and the community of Western Australia.*

*Governance: To encourage members of Convocation to participate in the governance of the University through the election of Convocation members to the Senate and the review of amendments to University statutes.*

*Engagement: To promote professional and social links between members of Convocation by creating and supporting opportunities for graduate interaction.*

*Contribution: To encourage members to support and contribute to the intellectual and cultural prosperity of the University community.*

*Promotion: To promote the ideals and purpose of the University and Convocation to graduates and undergraduates, other members of the University and the community of Western Australia.*

Under the *present* provisions of the Statute, the roles of Convocation are managed by the Council of Convocation. This body comprises an elected Council of 18 Councillors,

plus the Warden, Deputy Warden and Immediate Past Warden.<sup>4</sup> It meets monthly, except January each year.

The Convocation Council has proposed amendments to the statute to reduce the membership to 17 and to meet only 6 times per year.

Each year, elections are held for seven members of Council as well as for the leadership positions. All members of Convocation are eligible to be nominated for these positions and to vote in the annual elections for members of Convocation Council. Ordinary Meetings (two per year) provide an opportunity to contact the broad membership.

The Convocation Council has recognized the need for change which is to be welcomed and embraced. This report suggests the change should go further.

### Size and make-up of the Convocation Council

First, as to size, there is a very wide range of sizes of such boards or councils in universities both within and beyond Australia. It is difficult to fully compare these sizes as the statutory or in some cases private rules governing them all vary greatly. But the Convocation Council itself has resolved that its size should be reduced, albeit not by the amount suggest by this report.

The views of the working group are that in a modern governance era, when it comes to board size, often less is more. According to an article from the Wall Street Journal, in turn embraced by Diligent Boards<sup>5</sup> which produces the University's current governance software, organisations with smaller boards are more collaborative and can outperform organisations with larger boards in the vast majority of situations. The reasons for this are that members have greater ownership and accountability; the board can deliberate more easily and have more time to focus on strategic issues in greater detail such that better relationships are developed leading to greater cohesiveness and sense of purpose.

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<sup>4</sup> (2) By clause 28 of the Statute, the Council consists of the following Councillors —

(a) the Warden;

(b) a Councillor to be known as, and to hold the office of, Deputy Warden of Convocation;

(c) 18 Ordinary Councillors;

(d) subject to clause 28(3), the immediate past Warden.

<sup>5</sup> Kezia Farnham - Board size: Can smaller boards make a more significant impact? [Boards and Governance newsletter](#) from Diligent. June 2 2022

In terms of involving people beyond the immediate board so as to extend the numbers of people involved in alumni activities, the mechanisms of the board are a matter for it but already there are several sub-committees who assist in the work of the Convocation Council. There is no reason those sub-committees and indeed all of the work of the Convocation Council should not be continued. It may even be desired to create a larger body of persons for certain purposes, but the active drivers of strategy will always be a much smaller number, especially where the strategic body does not itself employ staff or run premises. The actual activities of Convocation Council are shared between the Convocation Council and university staff. Much of the role of the Convocation Council is or should be strategic. It is a critically important voice of the alumni and an advisory body to the University.

Secondly, as to makeup, as numerous responses have made clear, it is particularly the more recent graduates of the university who have not maintained a close connection with the university after graduation. The general response received in interviews indicated that Convocation or the Convocation Council was not something in which such persons had any particular interest. Many were quite unaware of its activities and those who had some knowledge of the activities did not necessarily regard them as being of particular benefit or attraction to them. Generally, there was a perception that those involved in the activities of the Convocation Council were an older generation of graduates. The suggestion was raised that younger or more recent graduates did not have sufficient time to be involved in activities of the convocation council. On the other hand, feedback was received from some more recent graduates that to be involved in a board which focused on strategic advice to the University in relation to the affairs of the alumni in a way that embraced broad age demographics could be quite attractive to a more recent graduate especially if the number of meetings was not great and if a significant portion of the activity in such a board was strategic. The working group considers that there is merit in this view and that if a new alumni board were required to ensure that there was a range of age spread on its membership by virtue of its governing statute, that this would be a step in the right direction towards hearing and being seen to hear the voices of more recent graduates in alumni affairs. It is acknowledged that this change in direction may well require some additional recruitment and consideration of this specific issue of representation of different demographics. Nonetheless, in order to make a new alumni board relevant and of interest to a broader spectrum of university graduates, this appears to be an effort well worth pursuing. Having some members of the board appointed would also assist the board in ensuring requisite targets can be achieved if elections do not achieve this outcome.

Thirdly, simply from a practical point of view, we suggest that the makeup of the new alumni board should include one nominee of the Vice Chancellor of the University who one anticipates would usually be the most senior officer in DAR (presently designated as the Chief Advancement Officer). It is acknowledged that the relationship between the Convocation Council and DAR has greatly improved from the early times of the existence of DAR when there were considerable difficulties. In significant measure this appears to be because of the very successful joint committee of the two bodies. That joint committee chaired by the Deputy Warden has been active in ensuring the cohesiveness of activities between the two bodies including each of them commenting on the other's strategic plan. We think this could be taken a step further particularly if there were a committee of the Senate devoted to strategic issues concerning the relationship between the University and its alumni. It may be in due course that if this is successful, the need for a joint committee may evaporate. That is a matter which can be left to the Alumni Board to resolve.

Fourthly, some component of appointed members to the new board is desirable to ensure that there is the necessary range of skills, ages and genders. We acknowledge that there is a preference for the majority of members to be elected and our recommendations achieve this. We acknowledge also that the appointment of such members should be by the board itself, not the Senate. The independence of the board is important and accords with the statutory purpose in the Act. Likewise, and consistently with such independence, we see the Alumni Board as being answerable to the alumni, not the Senate, albeit that we assume the practice of the Warden reporting annually to the Senate would continue.

### The establishment and evolution of DAR

The Alumni Office was established in 1985 following discussions with Convocation Council about the perceived need by the University to increase its fund-raising efforts given the decline in government funding.

Dr Joan Pope was the Warden of Convocation at that time and as Convocation Council was busy raising funds for the relocation and renovation of the Old Irwin Street Building (of approximately \$750,000), it did not wish to take on any extra fund-raising responsibilities, especially as no additional staff were offered by UWA to undertake this role.

The University appointed Mr Trevor Wigney as the Founding Director of the Alumni Office. Recruited from Melbourne, his task was to fund-raise and friend-raise for the celebration of UWA's 75th anniversary.

The only mailing list at the time of his appointment was the Convocation mailing list, which had a total of approximately 10,000 addresses for UWA graduates and the other members of Convocation. This had to be maintained to ensure that all graduates were properly informed of Senate nominations and elections and invited to attend the General Meetings of the University as well informing the graduates of any significant strategic developments at UWA.

The Convocation mailing list formed the basis for establishing a CRM (Client or Customer Relationship Management) system capturing graduate contact details and other information.

In the lead up to the University's centenary celebrations in 2013, a decision was taken to significantly increase the staff in DAR in order to support the University's Centenary Fundraising Campaign.

### DAR today and comparisons with other Go8 Universities

A DAR organizational chart is set out at Annexure 3.

One of the topics of interest to the working group has been the relative size of staffing of equivalent departments in the other Go8 Universities. The following helpful material has been collated.<sup>6</sup>

	No of Alumni	2022 \$M raised	FTE (approx.)
Uni of Mel	475,449	\$334,297,061	120
Uni of Syd	441,796	\$142,334,836	130
Monash	463,533	\$96,892,720	72
UNSW	366,566	\$63,293,330	60
UQ	325,982	\$56,431,413	65
UWA	145,853	\$39,303,547	34
ANU	134,471	\$20,283,253	70
UoAd	163,102	\$18,295,862	27

<sup>6</sup> By Fiona Allan Chief Advancement Officer University of Western Australia

Of course, one issue that the working group has discovered is that other universities take a very liberal view on counting 'who' is an alumnus. If one were to follow wider definitions, the UWA alumni population would be closer to 160,000 and may be growing at a rate higher than our counterparts.

Apart from the University of Adelaide (pre-merger at least) – all the Go8s are either in a fundraising/alumni campaign or working towards their next campaign launch. ANU is a good example of this. Its staff numbers are higher as it apparently wants to build capacity towards a significant Campaign launch in 2026/2027 and even in WA, ANU is successfully approaching some of the traditional UWA market.

On face value, the chart indicates that even though the number of staff in DAR is small, the fundraising activity is very successful. It also appears to indicate that even on a per capita of alumni basis - which in turn might broadly speaking, be compared with the size of a university's population - that the staff sizing within DAR is modest (for good budgeting reason to date as discussed above). In light of these observations, a question may be asked as to whether there is scope for and a case for expansion?

### Senate Development Committee

The Senate previously established a 'Development Committee'. By Senate minutes of June 1999, the terms of reference of the Development Committee were:

- to advise Senate as appropriate on community relations issues and to seek its support for the Community Relations Section when required,
- to act as an Advisory Board to the Community Relations Section in regard to marketing and fund raising,
- To identify and debate issues relevant to the Community Relations Operational Plan such as:
  - the marketing plan
  - fund raising
  - alumni relations and
- to support the community relations section in the process of generating community interest in and support for the University with reference to the activities of the external strategy

It can be seen that at least at the outset, the terms of reference were considerably broader than just fund-raising. We see merit in this approach. It appears to the working group that both in the first instance and as an ongoing basis, focus on the quality of the relationship with the alumni in particular, is of central importance.



By 2002, the then Chair suggested that the focus could shift more heavily to fundraising and certainly by the time of the centenary (2013), the committee was largely fundraising focussed in practice and in accordance with its constitution. At all times the Development Committee included community leaders of some stature and at the Centenary it included the following people –

Dr Tony Howarth AO - Chair

Dr Sue Boyd - External member appointed by and from the Senate

Professor Paul Johnson - Vice-Chancellor (ex officio)

Mr Warren Kerr AM - Warden of Convocation: (ex officio)

Patrons of the Hackett Foundation appointed by the Chancellor:

Dr June Jones AM

Mrs Tonya McCusker

Co-opted members:

Mr Graham Dowland

Dr Annie Fogarty AM

BY INVITATION:

Dr Michael Chaney AO CitWA – Chancellor

Sir Rod Eddington AO - Chair of the Patrons of the Hackett Foundation

Mr Cameron Barnes - President, UWA Student Guild

Winthrop Professor John Cordery - Chair of the Academic Board

Ms Jo Agnew - Director, Development and Alumni Relations

Executive Officer: Ms Anne Webster

There was also a “New Century Campaign Committee” comprised of 20 prominent figures in society.

We emphasize that this report does not deal with the question of fund raising per se as the working group’s terms of reference are broader, but the existence of that committee and the work it did, clearly had an impact on the University’s alumni. It may be that re-invigorating for a period of time, a committee of this nature but focussed much more generally on alumni relations could be beneficial, not just in reviewing the general University strategy but, as suggested by some closely connected with the convocation, giving clearer strategic direction as to the role of the new body to replace the Convocation Council.

## TERMS OF REFERENCE

At its final meeting for 2023, the Senate resolved:

The Senate:

1. Establishes a Convocation Review Working Group (Working Group) to consider and report to Senate on the review of Convocation and what governance structures are best adopted to maximise the potential for Convocation to contribute to the purposes and functions of the University.
2. Appoints the following members of the working group:
  - a. Hon Neil McKerracher as Chair;
  - b. Ms Linda Kenyon; and
  - c. Dr Bob Olivier.
3. Authorises the working group:
  - a. To communicate with members of the Senate, the Convocation Council, University administration and other stakeholders necessary to carry out its task;
  - b. to obtain information about other universities in Australia and their modes of engagement with their Alumni;
  - c. and to obtain assistance from the University's General Counsel and Director of Governance for the purpose of legislative drafting.
4. The Review Working Group should also have access to the Minutes of the Convocation Council and papers and reports to that Council which are relevant to the task of the Review Working Group.
5. The Review Working Group should report to Senate in time for consideration of its report at the April meeting of Senate in 2024. (sic May)

## METHODOLOGY

The gathering of information, opinions and data for the purposes of this report was carried out by a series of interviews, often interviewing only once but on some occasions more than once, together with the background of a body of reasonably extensive reading material.

Some of the interviewees gave insight into practices and functions which are and have been carried out elsewhere in Australia or overseas. Similar material was also available in the written resources examined by the working group. Amongst the particularly helpful documents were the More Report carried out in 2020 and several contributions, some very detailed, from senior leaders in the Convocation community.

In this short report it is not possible to capture all of the information and views expressed in the written materials (which are listed in Appendix 1 to the report) but we have attempted to distil some of the major issues elicited as a result of reasonably extensive discussions with stakeholders.

## STAKEHOLDERS

Given the time frame, it was not possible to interview every possible person who had a vested interest or an informed view on the topic but interviews, often more than one, were conducted with a wide range of stakeholders including the following. Although some of the individuals below can be identified, the interviews generally proceeded on the basis that while detailed notes would be prepared for the purposes of assembling this final document, none of the observations made by particular interviewees would be attributed to them personally.

- the Chancellor,
- the Vice Chancellor,
- several members of the Senate,
- the Warden and Deputy Warden of the Convocation Council,
- members and former members of the Convocation Council,
- the Guild President
- President of the Postgraduate Students' Association
- the executive and staff of DAR
- former Chancellors and Pro-Chancellors
- current random members of the post graduate alumni at various age levels and genders
- former member of the Business School Advisory Board
- wardens/heads of colleges
- attendees at convocation events (informally)
- representatives of the Young Alumni
- the Director and representatives of Student Life
- former chairs of UWA convocation bodies outside of Perth
- by video the author of the More Report

## RESOURCE MATERIALS

There have been numerous reviews in other Universities on similar topics and there have also been at least two previous reviews within UWA on closely related topics. Both of those reviews were of considerable assistance and one of them in particular dealt with similar changes which had been successfully introduced in other overseas universities and in Sydney University in Australia. As a number of reports and interviewees have emphasised however, UWA is in a unique position compared with most universities in that 70 – 80% of its 145,000<sup>7</sup> strong alumni are still resident in WA, mainly in Perth. That factor is relevant to the balancing exercise in considering what is done elsewhere and whether it may be appropriate here.

Amongst the excellent reference material are the alumni web pages flowing from <https://alumni.uwa.edu.au/> In our view these UWA web resources are excellent for those who are interested. But perhaps the bigger question is how to create more interest.

The written materials examined by the working group included those set out in Appendix 1.

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<sup>7</sup> This number can vary upwards, depending on the definition of the University's alumni

## CONTENT OF INPUT FROM STAKEHOLDERS

The responses in discussion with stakeholders revealed a number of observations about the current position as well as far more divergent views about possibilities that may exist for further consideration.

Generally, the working group is not aware as to whether some of the possibilities which have been raised have already been considered at any level by any of the University groups concerned with the topic of the alumni (although that would certainly seem most likely). Essentially, the content is raised for fresh consideration. The observations generally arose in an organic way in discussion in which people have suggested possibilities that might be considered for engaging alumni either because such possibilities exist in other universities or institutions or simply because they just seem to make sense. The general feeling of the working group is that there may be others better placed to consider whether there is any value in the possibilities and that it may be that such persons could make recommendations to the Senate about new strategic directions and, if necessary, budgetary adjustments. In that sense, while at some level, this report is preliminary, the intention is that it pave a way forward.

The view of the working group was that there was at least sufficient food for thought to explore these opportunities and perhaps more importantly that if specific strategic recommendations arise from them, it would be beneficial for them to be considered from a policy point of view by the Senate.

## CHALLENGES

The working group does not suggest that a magic wand can be waived to achieve significant advancement overnight. It seems tolerably clear that greater funding being applied to the alumni connection would in turn enhance the quality of that connection with all the benefits that improved connection could bring.

Clearly, there will be some who think the existing structure of the Convocation Council is a better way of going about things. It is unusual for everyone to agree about change that might be made. A very small minority may wish to retain the same name. That would unquestionably be a serious error and largely defeat the reforms proposed.

Although it is the Senate which is tasked with the process of governing the University, the working group has endeavoured to consult widely. In particular, a small **group** of the leadership of the Convocation Council (which included the Warden and Deputy Warden of Convocation) has been of considerable assistance. The likely recommendations of this report have been canvassed with that group as well as the reasoning behind the changes. A draft of the report was provided to the group in confidence and a very helpful response was received. We take most of the response to be supportive of most of our recommendations. The area of initial departure was that the confidential draft recommended an Alumni Board of 10 including the Warden, rather than the present 22 and proposed 17. While the response made clear that 17 (per the Council's strategic plan) was a preferred position, a compromise of 14 was offered. The report accepts that compromise and in its revised version now tabled, recommends a board of 14. Of the ordinary members there is to be a range of years since graduation. The Board can invite whoever it wishes to its meetings. We note that it is proposed to invite the Guild and PSA presidents which is entirely understandable but on which we make no comment.

As to the third recommendation the group suggest that the Warden and Deputy Warden and the Chief Advancement Officer and a nominee should be ex officio members of the Advancement Committee. We consider that it is important that the Alumni Board and DAR be represented on this Committee but consider the membership should be determined by the Senate after consultation.

We have endeavoured to stress throughout that the very considerable work achieved to date by the Convocation Council as well as DAR is valuable and to be valued. Nothing in the proposals suggested in this report would be welcomed if the benefits achieved to date were jeopardised. Nonetheless, a greater connection between the Council and DAR working together through a more streamlined contemporary structure together with greater resources in DAR, are likely to produce improved outcomes. Additionally,

and importantly, an ongoing strategic review of new possibilities for the University's alumni relations may be fruitful.



## POSSIBLE IMPROVEMENT

There is a widespread view amongst those interviewed that more could be done with greater resources and a more streamlined structure.

The Convocation Council (whatever it might be called in the future), should always represent the voice of the alumni and will also be the body to provide advice to the University on behalf of its alumni. Unless there is an amendment to the Act, which this review does not advocate, there will always be a Warden and there will always be representatives of the Convocation on the University's governing body, the Senate.

Some members of the Senate (this working group included), believe that despite the efforts of the Convocation Council over the years, many graduates of UWA are not particularly closely connected to the University and that measures might be taken to improve this degree of connection.

Secondly, views have been expressed by members of the Senate (this working group included), that the UWA graduates as a whole have little understanding of the meaning of the term 'Convocation' in the context of the University's alumni and little understanding of the work carried out by the Convocation Council.

Clearly neither of these situations is brought about by the dedicated and talented volunteers in the Convocation Council. Rather there is a question as to whether the present structure is now the most efficient and effective way of achieving the needs of the University and the alumni.

With a couple of notable exceptions, the universally expressed view was that a term far more readily understood than 'convocation' was 'alumni' and that the body representing the graduates of the University should be entitled 'Alumni Board' or 'Alumni Council'.

Two exceptions to this view were raised by people very closely connected with the University and familiar with Convocation. They expressed the opinion that the use of the term Convocation was a point of distinction which the University could highlight, and which marked it apart from other universities particularly in this state. Secondly, the suggestion was raised that it was an important part of history that this terminology had been initially adopted and that having continued for more than a century, it should remain.

The authors of this report, while expressing considerable respect for those views and for those who express them, prefer to adopt the much more widely expressed view that the term which the University should adopt on behalf of the body which is the voice of its convocation is the alumni. It is the term now used around the world by the

vast majority of tertiary and secondary institutions and thus is widely understood. It is also the view of the authors of this report and their recommendation that in lieu of the term Convocation Council, there be a new body established to be known as the Alumni Board.

Importantly, a number of changes have been proposed by the Convocation Council. The authors of this report would support those changes but consider they could be taken further. In that regard, questions arise as to

- what is the most convenient and effective **number of members** for the constitution of such a board,
- to what extent that voluntary board should be **elected or appointed**,
- how it can be ensured that **different generations** particularly including more recent graduates, can be always represented on that board and
- how, to the extent that board conducts activities, programmes, fund raising, sales, events and communications, **can work in maximum harmony** with the University's staff in DAR.

The broad range of matters canvassed in discussions with stakeholders summarised in appendix 2 to this report also gave rise to the question of whether there are other avenues by which relationships with the alumni might be further enhanced even though to do so may require additional resources by way of staff predominately. The working group saw one main focus of attention as being the connection between the Convocation Council and DAR and how that could be strengthened but nevertheless at a strategic level without descending to detail in the body of this report, the working group considers that further strategic exploration of new approaches in the alumni activities of the University may well be beneficial.

## RECOMMENDATIONS

That the Senate resolve:

- 1) **First** there be a new Governing Body for Convocation to be known as 'The Alumni Board'. The amendment to the statute can make it clear (as indicated in the next recommendation), that the Alumni Board represents the Convocation without the need to include 'Convocation' in the title of the Alumni Board.
- 2) **Secondly**,
  - a) the Alumni Board shall carry on the functions presently carried on by the Convocation Council, subject to such changes consistent with the Act and the Statutes of the University as the Alumni Board may determine,
  - b) the Alumni Board shall comprise 14 members including the Warden of Convocation and be chaired by the Warden of Convocation as elected pursuant to the Act,
  - c) Of the ordinary members, 8 shall be elected. Of these 8, 2 will be the members of convocation elected to the Senate pursuant to the Act,
  - d) the Alumni Board shall in addition to the 8 elected ordinary members, include 4 members to be co-opted by its elected members,
  - e) the Alumni Board shall also include the Chief Advancement Officer of the University or such member of the University staff as might be determined from time to time by the Vice-Chancellor (not necessarily excluding the Vice-Chancellor) as an Ex Officio member.
  - f) There shall be a Deputy Warden being an existing, not additional, ordinary member elected or appointed by the members of the Alumni Board,
  - g) the Alumni Board shall ensure where practicable either by co-option or by determining the category of members to be elected that its membership includes representatives of 4 age cohorts of graduates with graduates of 10 years or less standing, graduates of between 10 and 20 years, graduates of between 20 and 40 years and graduates of over 40 years standing.

- h) There shall be a transitional phase during which those present members of the Convocation Council be offered the opportunity to sit on the new Alumni Board until the terms of their appointments to the Convocation Council expire.
- i) In addition to its governance and other functions, the Alumni Board may provide advice to DAR in relation to matters affecting relations between the University and its Alumni generally.
- j) The Alumni Board shall report to members of Convocation from time to time as it determines and may convene general meetings of the members for that purpose and otherwise communicate with members by way of newsletter or other publications.
- k) The Alumni Board shall have funds allocated within the University budget as determined by Senate to support its functions.
- l) The Alumni Board may raise funds for the purpose of supporting its functions, provided that its fund-raising activities are compatible with and not in competition to the fund-raising activities undertaken by DAR or elsewhere in the University administration.

The important principles underlying these recommendations are:

- The Alumni Board is the governing body for Convocation, effectively its voice and the body to whom new statutes or amendments to university statutes would be referred consistently with the University Act.
  - There will be continuity in that the Alumni Board would take over the functions of the Convocation Council.
  - The advisory role in relation to DAR and the inclusion of the Chief Development Officer as an Ex Officio Member of the Alumni Board as well as the establishment of a Senate development Committee (see recommendation 3) may dispense with the need for a joint committee.
- 3) And **Thirdly** that Senate re-instate for such period of time as deemed fit the former Development Committee (but to be named "the Advancement Committee") to

which the Warden of Convocation and Deputy Warden of Convocation be invited to participate as a member, (and such other representatives of the Alumni Board that the Senate sees fit, if any) as well as appropriate staff nominees designated by the Vice-Chancellor, to recommend the strategic development of the University's relationship with its alumni including the examination of whether any of the possibilities discussed in this report (particularly Annexure 2) or other possibilities should be adopted to enhance the University's relationship with its alumni.

A final observation that we would add which is not necessarily a formal recommendation follows from discussion with many of those interviewed.

Change frequently induces some elements of concern or negative reaction.

A number of people have stressed how important it will be for any changes introduced to be clearly explained by a very senior representative of the university in a way which reveals the desire of the Senate to attempt to focus on the issue of its relationship with a wider spectrum of the alumni demographic in a modern, cohesive and concerted manner.

Communication is as important as the content.

## APPENDIX 1 REFERENCE MATERIALS

The written materials considered in reaching views and recommendations included the following –

- University of Western Australia Act 1911
- UWA Statute - Senate Approved 10 August 2020
- UWA Convocation Roles Functions & History
- Standing Orders for Convocation Council
- Convocation Council Strategic Plan Summary
- UWA Governance & Management Structure
- UWA Statute Chapter 4 Convocation
- Roles & Strategic Initiatives of Convocation Council Committees
- Annual Report of the Convocation Council/DAR Joint Committee for 2022
- Convocation and the University as a Community of Scholars (Bob French, 2017)
- Sample: Convocation Council Meeting Agenda Papers 7th June 2023
- Convocation Council Strategic Plan 2023 – 2026

- Terms of Reference for Convocation Council/DAR Joint Committee February 2022
- Terms of Reference for the Various Committees of Convocation Council
- Recasting the relationship between Convocation and the University of Western Australia (A report by More Partnerships, 2020)
- Alumni Engagement Activities 2023
- Convocation Council – A New Beginning (A report by Jeff Cunningham, 2020)
- Overview of Convocation Council driven activities and what support is provided by DAR
- Council's Proposed Amendments to Statute 2nd Feb 2024
- UWA Alumni Attitudinal Survey 2022 (DAR)
- UWA Graduate Statistics 15th Dec 2023 (DAR)
- UWA DAR 2023 Organisation Chart with Position Numbers (attached as Appendix 3)
- UWA Vision 2030
- UWA 2020-25 Strategic Plan
- SRGC 2024 CASE Alumni Engagement Survey Summary
- 2023 Annual Report of the Joint Committee Feb 2024

- 2024 Joint Committee Work Plan
- Minutes of the Senate Development Committee
- Convocation Review by a Senate Working Group; 2024 “MUSINGS” Dr Joan Pope OAM
- Contextualizing the Governance of UWA’s Convocation of Graduates by Warden, Emeritus Professor Jenny Gregory AM FRHS
- 2022 London Dinner - Guest Information Book
- Friends of UWA in UK and Europe Annual Review 2022



## APPENDIX 2 - INPUT FROM STAKEHOLDERS – BOTH ON THE CURRENT POSITION AND ON POSSIBILITIES FOR UWA

### A. Experiences in other Universities

#### **Nomenclature:**

1. In most leading universities in the United Kingdom and Australia, the graduate associations once known as Convocation are now described as Alumni Associations.

#### **Alumni Association powers**

2. The power of graduates within alumni associations of many Russell Group and leading North American universities are considerable, ranging from the election or nomination of a Chancellor to significant elected representation on the university's governing body or the power to make representations to the governing body.

#### **Alumni Association governance**

3. In the US universities surveyed, alumni associations have a tripartite system comprised of the Alumni, a very large Alumni Council or Board (with up to 62 alumni members, most elected), and a smaller Executive (ranging from about 5 to 13).
4. In the UK universities surveyed, alumni associations have a dual system comprised of the Alumni and a small Alumni Council or Board with between 25 and 12 members. In just over half of those surveyed most Councillors are elected by graduates.
5. Leading Canadian universities surveyed also have a dual system, with the size of the Alumni Councils varying between 29 and 15, with most Councillors elected by the alumni.
6. In Australia, Go8 universities also have a dual system, with the size of Alumni or Convocation Council varying from 8 to 22 and averaging 15. Of the five universities that had a Convocation Council, four now have Alumni Councils. In two of these Councillors are appointed. In another two, elected members are

in the minority. Almost all members of UWA's Convocation Council are elected.

7. Most Alumni Councils have a number of committees, but these have not been detailed.

#### **Relationship with University Development & Alumni Relations departments**

8. Some US universities employ their own staff to undertake this role.
9. In Canada, the UK and Australia, it is common for the Alumni Council to work closely with the university department responsible for Alumni Relations, and often 2 senior staff are members of the Council, some with voting rights.
10. UWA appears to be unique in its structured close cooperative relationship with Development and Alumni Relations through the Chancellor's Joint Committee of Convocation Council and DAR, which is valued by both.

#### **Variation in University governance**

11. US universities display considerable diversity. The university system is decentralised and loosely regulated. The federal government does not regulate universities. Private universities are corporations, funded exclusively through tuition and private donations. Public universities are partially funded by state governments. Leading private US universities have very large endowments. Of those researched, Harvard has the largest endowment of US\$50.7 billion
12. Canadian universities are the responsibility of the provinces. The federal government has limited direct involvement. There has been no consolidation of the sector which may include publicly funded universities, private colleges, and polytechnic institutes.
13. UK and Australian universities have been significantly impacted by major legislative changes instituted by government. Changes in the governance of Australia's Go8 universities, which reduced the size of the governing body, have filtered down to Convocation Alumni Councils, with most reduced in size accordingly.

14. Amongst the 15 members of the UK's Russell Group<sup>8</sup> that retain a Convocation or an Alumni statutory body, their powers available by statute vary. At nine universities, they include the election of the Chancellor (Oxford) or appointment of the Chancellor on nomination of the governing body (Cambridge, Durham, Newcastle, Manchester, Bristol, Liverpool, Edinburgh, Glasgow). At four, they elect a set number of members of the university's governing body (London School of Economics, Bristol, Edinburgh, Glasgow, National University of Ireland) or, in the case of Queen's Belfast, the chair of Convocation is an ex-officio member. At twelve, they retain the right to make representations to governing body, with the aim of ensuring that graduates have a continuing voice in the management of its affairs. Most have the responsibility of maintaining a register of all graduates and meet annually or biannually as a whole.

15. The eight Ivy League Universities are private corporations. The Corporation has responsibility for finances and the overall well-being of the University. There is also a Board of Overseers or Trustees, with alumni elected by delegates from the university's Alumni Association forming the majority of its members. In some cases, these bodies are combined.

16. At Harvard, for example, there is a 12-member Corporation and 30-member Board of Overseers (all are elected alumni) with the power of consent to certain actions of the Corporation. The elected Board is considered critical to the governance of Harvard. It directs the visitation process for periodic external assessment of Harvard's Schools and departments, to ensure that Harvard remains true to its charter as a place of learning. The Board also provides counsel to the University's leadership on priorities, plans, and strategic initiatives.

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<sup>8</sup> The Russell Group represents 24 leading UK universities. Russell Group universities claim that they:

- generate almost £87bn a year for the economy,
- support more than a quarter of a million jobs across the UK,
- produce 68% of the UK's world-leading research (worth £34bn a year) and
- teach a quarter of all undergraduate students, a third of all postgraduate students, more than a third of engineers, four out of five doctors and dentists, 50% of linguists, 58% of physical scientists and 63% of mathematicians.

17. Over the years, there have been various changes to the Convocations at each of the older Australian universities, with most being removed from university statutes in the decade following the enactment of the Commonwealth Higher Education Support Act 2003 (and the need to comply with its 11 National Governance Protocols). These changes paralleled major changes that took place in the British university system.

18. The situation in 2024 in the five oldest universities is as follows.

- a. The University of Melbourne (1853) ranked 14th and with 52,000 students and 450,000 alumni.  
An Alumni Council (replacing Convocation Council) was established in 2011. It is comprised of up to 18 members, including two non-voting University representatives, no more than 10 members recommended by the Vice-Chancellor and appointed by the University Council, and six elected alumni representing the six different faculty groups.
- b. The University of Sydney (1850) ranked 19th in the QS Rankings and with 69,000 students and 430,000 alumni.  
It has an Alumni Council created in 2015 which is comprised of 12 members, appointed by the Senate on recommendation of the Nominations and Appointments Committee. Nominees (self or otherwise) must be listed on the Register of members of Convocation and are solicited by advertisement. The President and Deputy President are appointed from these members by the Senate. At least 25% are required to be women and 25% men. Members are drawn from a cross-section of faculties.
- c. The University of Adelaide (1874) is ranked 89th and has 22,716 students and 171,828 living graduates.  
It has an Alumni Council (formed in 2014) of up to 16-members. Currently there are 11 members. Two alumni members (one must be an Adelaide graduate) are elected to represent the six faculties, 2 elected by the 2 external campuses, 6 appointed by University Council, 2 appointed by VC as non-voting members.
- d. The University of Queensland (1909) ranked 43rd and with 55,441 students and 332,000 alumni. In 2008 its Alumni Association Inc. was renamed Alumni Friends to avoid confusion with the newly formed UQ Alumni Network. On official closure of the Incorporated association in 2020 it became the UQ Giving Society. This has an 8-member volunteer Leadership Board that informs the direction of alumni engagement and fundraising initiatives, in consultation with the UQ Alumni and Community Engagement team.
- e. The University of Western Australia (1911) is ranked 72nd and has over 25,000 students and with 145,000 living graduates.

It has a Convocation. This includes all UWA graduates, past and present members of Senate, and, if admitted by Senate, graduates of other tertiary institutions, including senior academic staff, representatives of other bodies, and persons who have rendered services or made gifts to the University.

Convocation is led by an elected Council presently comprised of a Warden, Deputy Warden, councillors (including the 2 Convocation members of Senate presently elected in their own right) and 3 invitees (President of Guild of Undergraduates, President of Postgraduate Students Association and the Chief Advancement Officer of Development and Alumni Relations).

It works closely and cooperatively with Development and Alumni Relations through the Chancellor’s Joint Committee established in 2020.

19. In summary, today UWA is unique as the only member of the Go8 with on-going provision for Convocation amongst its Act and Statutes. Although it is also in the Act of several other Australian universities (such as the University of New England). Some features of Convocation continue within the older Go8 universities. For example, graduate representation on the governing bodies of Sydney, Adelaide, Queensland universities has been retained, as it has been at UWA.

20. At Sydney, Melbourne, and Adelaide the graduate bodies have been renamed and reconfigured as Alumni Councils. These Councils are governed by regulation rather than statute and are closely aligned with Development Offices within their universities. They range in size from 8 to 22 members, including non-voting representatives of the university. Membership is determined by the university’s governing body by election and/or appointment. Members are not elected by a Convocation of graduates.

Size /Composition of Alumni Councils/Boards University	students	alumni	Alumni Council/Board Total #/elected#	Alumni Bd Exec
Oxford	22,000	300,000	22/none	N/A
Cambridge	19,000	315,000	20/none	N/A
Edinburgh*	41,000	300,000	25/22	N/A
Glasgow*	27,000	300,000	25/20	N/A
Bristol	22,500	190,000	14/none	N/A
LSE	11,000	234,478	12/10	N/A
Queen’s Belfast	25,000	220,000	12/11	N/A
Harvard	25,266	400,000	52/48	13/9

Princeton	9,478	98,800	65/most	12
Yale	11,934	130,000	26/18	N/A
Columbia	36,649	365,000	35-45/all	N/A
MIT	11,920	147,000	20/19	N/A
Stanford**	17,529	220,000	32/all	N/A
Chicago	18,529	193,885	28/?	5
Toronto	97,678	660,000	15/13	N/A
UBC	70,757	375,000	19/16	N/A
Western Ontario	44,000	355,000	29/15-18	10
Melbourne	52,000	450,000	18/6	N/A
Sydney	69,000	430,000	12/none	N/A
Adelaide	22,716	171,828	16/2	N/A
Queensland	55,441	332,000	8/none	
UWA	25,000	145,000	22/20	N/A

21. The Alumni Council of the University of Sydney which was established after a two-year review by a former Chancellor comprises only 12 members. The president and deputy president are the only formal roles on the council. They meet only four times per year but also have an annual planning day involving alumni relations, (their university body). Under the standing orders the council must have a quorum for voting purposes, but most issues are dealt with through a consensus approach. The role of council is predominantly advisory to the Senate with alumni relations acting as its secretariat. The alumni relations takes a lead role in shaping the council agenda by including the topics on which the University would seek the input of the council. In addition, the meetings are used to brief the council on university news and alumni activities and outcomes relating to the agreed operational plan. Council members are appointed for a period of two years or less with a limit of three terms per individual. Appointments are made at the start of the calendar year with the terms of council members staggered to avoid the loss of termini people at one time. When seeking new members, a strong emphasis is placed on the skills mix on council to ensure all key areas are covered.

22. The University of Melbourne had a Convocation Council until 2010/2011, but it was disestablished by the Chancellor because it wasn't working in a way that was providing value to the University and some of what Convocation was trying to achieve did not align with the university's strategy. In its place, they established a new Alumni Council whose role was clearly defined as being an Advisory Body that supports the university strategy and importantly, it is not a governance body. The Council has a number of roles, including:

- a. Representing the interests of the University and alumni around the world,

- b. Enhancing the student experience and support career-focused initiatives to assist alumni and students,
- c. Guiding alumni programming, promoting the University,
- d. Being part of and represent an informed alumni voice to help guide services and activities for students,
- e. Providing input as to how the University can continue to improve,
- f. Inputting into the activities that promote and enrich the student experience,
- g. Providing input in to strategies that resolve key areas of interest for students,
- h. Promoting alumni-led career opportunities for students and alumni and
- i. Providing views and involvement in planning and policy in relation to alumni and their role in the University of Melbourne community.

This Council has 16 positions, including the Director of Alumni Relations and one other staff member from DAR. They still hold elections (but every two years) for six positions and the other positions (including the President of the Council) are appointed by the Vice-Chancellor.

- a. The terms of the positions are for two years, so they make the Vice-Chancellor appointments in the non-election years to ensure the whole Council isn't changing all at the same time.
- b. To ensure a meaningful experience for the Alumni Council members, the University of Melbourne identifies opportunities for the Council to provide input/feedback on key strategic projects and initiatives of the university. For example, when the university went through a re-branding, they had the Chief Marketing Officer come and present to them and sought their feedback in the meeting.
- c. It was also made clear to members of the Council that while their ideas were welcomed, not all of them might be taken up.
- d. More recently they have also stepped back from heavy administration of the Council (stopped taking minutes etc) as it was not necessary given it is an Advisory body and not a Governance body.
- e. While this model works significantly better than their previous Convocation Council, my colleague did acknowledge its still not a perfect model.

23. The University of Bristol also converted from a model which had been similar to that now existing at UWA. In 2018 the University reformed its alumni association and committee to be more representative of the members of the alumni association. Having previously been involved in relatively modest events and volunteering, it nominated committee members with expert advice, strategic insight and specialist contributions to contribute to building an engaged and supportive alumni community so as to raise awareness and visibility of alumni networks by advocating for and championing the alumni community; by shaping the university's alumni engagement strategy with specialist advice and contributing to the design and content of presentations, awards and such like.

- a. The committee was reformed by the Senate to comprise a maximum of 12 members with an elected chair an elected member the alumni association trustee ex officio and up to six appointed members and University staff and
- b. The committee meets only three times a year including the annual alumni forum plus ad hoc meetings as circumstances required.

This new model appeared to be building an enduring partnership between the University and adds alumni supporting the delivery of shared objectives.

24. A different change took place at the University of Helsinki. There, the University had developed a strategic partnership between its alumni association and the University with a desire for joint alumni relations operational plans and goals including the goal of achieving a fast-growing alumni community and alumni services setting out principles for cooperation and funding. The objective is to put students at the heart of the University experience. This was thought to be an ambition in which alumni could play a vital role as connectors, mentors, friends and advocates. As at 2018 it was considered that neither the University nor its alumni association alone was in a position to deliver a programme which would make the objectives. It was considered that the only way to achieve the goal of enabling as many alumni as possible to hear from and engage with the University and each other was to locate management of the alumni programme in the University. The new model involved actually winding up the alumni association notwithstanding the considerable achievements of the association. At this stage it appears that doing so has been a successful exercise at that University.



25. The University of Glasgow has an holistic brand that 'puts people first, not the institution'. The brand campaign has won multiple awards for mass participation from future students, students and staff through to alumni. They found that their student recruitment increased as with their research income and position as leading University in the region. Obviously, they have an extra 300 years of service compared to UWA.

See <https://www.gla.ac.uk/explore/strategy/>

## B. Comments pertaining to the Convocation Council structure/size etc.

1. An ideal size for an efficient committee, board or working group is about 8. There has been a widespread adjustment downwards of the size of such bodies in order to create greater efficiency and to accord with the reality that it is unusual for more than 8 to 10 people to actually be doing the necessary work in any event. The Convocation Council would be better placed to reduce its size to something of this order.
2. It was noted that the mission statement of the Convocation Council is to “inspire and engage convocation members” rather than something along the lines “provide advice and support to the Senate, students and staff of UWA”.
3. The CC having 10 committees is surprising.
4. There is a perception that the average age of Convocation Council members is very advanced compared with the whole group of the alumni and therefore not relevant to younger graduates.
5. I believe that your Working Party has a unique opportunity to prompt our Senate colleagues into formally considering what role and functions that they wish Convocation to undertake. Based on my research, Senate has not formally considered this issue for at least 25 years and probably much longer. As a result, many well-meaning and well-intentioned graduates have tried to contribute to UWA by volunteering for a role on Convocation Council, only to be disappointed when they discovered that it has no useful role and responsibilities.
6. The current Council has attempted to address this vacuum by aiming for Convocation to be the “Guild” for graduates in a similar way the Guild provides a range of services for students. However, for this aim to be achieved Convocation needs to have a sustainable source of income so that it can provide the administrative resources required to properly utilise the voluntary services constantly offered to the University by enthusiastic dedicated graduates.
7. I attempted to establish an income for Convocation through the provision of a personalised service for the hire of gowns and academic regalia to UWA graduates when attending their graduation ceremonies. I proposed to do this by partnering with Graduate Women WA (see <https://www.graduatewomenwa.org.au/>) which as an incorporated

association had successfully operated a gown hire business for over 50 years. As indicated, because Convocation is not an incorporate entity, it is unable to legally operate a business (such as hiring gowns or selling memorabilia) to produce an on-going source of income.

8. Clause 36 of the UWA Statute requires Convocation to have its accounts audited on an annual basis even though it is not a separate legal entity. Research into why Convocation is required to have an audit indicates that it is due to a drafting error in previous versions of the UWA Statutes. Because the Convocation Ordinary General Meetings were originally the Annual General Meetings of the University, earlier versions of the UWA Statutes stipulated that the finances of the University were required to be audited and presented to the General Meetings of Convocation on an annual basis. At some stage it appears a drafting error was made in which the word 'Convocation' was used instead of 'University' when referring to the presentation of the financial accounts. As a result, we now have Convocation incurring the needless expense of having their accounts audited when it could easily be done with the rest of the University's accounts which are audited by the WA Auditor-General's Office.
9. As indicated, every member of Convocation Council believes Convocation had the potential to play a far more significant and useful role as the organisational interface between UWA and its graduate community. Hopefully, our Senate colleagues will envisage the possibilities that could be achieved if Convocation was able to harness the energy and enthusiasm of 140,000 graduates working together to improve UWA in a way which enables them to express their identity, strengthens their connection to UWA and includes them in the primary role of the University - the creation and sharing of knowledge.
10. A real problem in connecting with the alumni has been in creating sufficient interest in a younger cohort of graduates or even an awareness at the student level. There are good efforts in place to do this, but something is lacking in attracting younger people to stand for election to Convocation Council which is usually comprised of much more senior graduates. Without links to younger graduates sooner after they have left the University, the linkage is very difficult to establish later on. Although some people have strong links throughout, such people are well and truly in a minority.
11. Because the alumni is diverse in both age and geographic residency, flexibility is needed to the approach. It is important to continue to encourage separate bodies such as the UK friends of UWA which has been highly successful and to

build up similar bodies in other key locations such as in Sydney Melbourne and Southeast Asia.

12. None of the discrete activities of the satellite bodies need go through a board for approval but there would need to be communication around such activities.
13. Some of the satellite bodies eg UK and ACT are extremely effective.
14. There may also be scope for alumni members from those outlying centres to be represented on a board even on an ad hoc approach.

### C. Comments pertaining to the Convocation Council relationship with DAR

1. The joint committee between the Convocation Council and DAR has greatly improved communications and co-operation between the two entities. Ideally everyone should be pulling in the same direction and although the joint committee has been extremely well run and a great improvement, the best logical extension of this is to ensure that DAR is actually represented on the alumni body so that it has a voice directly on that body about what the University is doing and can do to assist the alumni body in its endeavours. It would also provide an immediate avenue for receiving advice from the alumni body to the University's representative in addition to the role that convocation members play on statute.
2. The Chancellor's Joint Committee (the Committee) was established by the Chancellor in September 2020 "to identify how Convocation Council (Council) and Development and Alumni Relations (DAR) can work more effectively together and develop process to achieve this in order to enhance engagement activities with UWA's graduates and alumni". The Committee is an advisory committee operating under its Terms of Reference and is composed of a chair nominated by the Warden and the Chief Advancement Officer (CAO) of DAR, four representatives from Council including the Warden and four members of DAR including the CAO.
3. The Joint Committee has become the key vehicle for information sharing, co-operation, and the development of joint initiatives between Convocation and the University executive usually through or facilitated through DAR. The benefit of this relationship is evident in Committee meetings and through the individual Convocation Committees and some University Committees where Convocation and DAR or other University executives are working together. Now having the DAR CAO, Ms Fiona Allan as a permanent invitee to Council meetings, along with other DAR members attending for specific topics of joint interest has also been most helpful.

### Strategic Initiatives

1	Academic and post graduate awards and celebrations as a means	Completed. Convocation/DAR formed a joint
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	of promoting graduate and alumni engagement	“Celebrate our Graduates Working Group” to manage this initiative, which will include a new ceremony hosted by the Chancellor in March 2024 for UWA Graduates receiving Australian Honours during the period 2022-2024. Convocation continues its work through the Honours Committee and provides its post graduate awards and prizes program along with other engagement events supported by DAR.
2	Linkage to schools and clubs proposed in Convocation’s strategic plan to promote graduate and alumni engagement	Commenced. Convocation’s plans in this area discussed in the Committee with DAR facilitating some introductions. A pilot is being conducted by two Councillors in the Schools of Architecture and Humanities.
3	Role of Convocation in UWA mentoring, pastoral, and internship programs	Commenced. Progress slowed while UWA, under Ms Amanda Fritz, Director of Education Innovation and Enterprise, establishes its framework going forward for UWA’s mentor program. To be revisited in 2024.
4	Share Convocation and DAR strategic plans and changes proposed for the UWA Statute	Completed. DAR and Convocation shared strategic plans. DAR provided comments to

5	Examine the format of Convocation's two General Meetings to improve member attendance and engagement (looking from a UWA operational perspective)	Convocation on its plan and Convocation's proposed changes to the UWA Statute. Completed. The Autumn General Meeting will now feature a presentation/panel discussion on a topical issue. The Spring General Meeting will be more like a formal UWA/Convocation Annual General Meeting with operational reports from the University, Guild, and Convocation. A separate function will be held for Convocation Award winners in 2024.
6	Role of reunions and the future of 50th Reunion as a means of improving graduate and alumni engagement	Progressing. The 50th reunion is expected to be discontinued. Council with input from DAR is considering alternative reunions more targeted at faculty level and a younger cohort.

4. During 2023, the Committee addressed the following issues:

- Discussion leading up to Convocation Council agreeing to work with the University Library in a fund-raising initiative which will be overseen by DAR. This is seen as a pilot for future joint initiatives.
- DAR and Convocation now produce an integrated schedule of communications and activities for the next twelve months to co-ordinate activities.
- The Committee is looking at ways to improve penetration of their target audiences by linking and possibly combining publications.
- Improved understanding of DAR and Council's roles by setting out their functions in Convocation Councillor and DAR's respective induction packages.

- The case for re-establishing a UWA Visitors' Centre was discussed and discarded.
- Council brought to the Committee its plan to sell Convocation/Graduate memorabilia to its members through the existing Uniprint infrastructure managed by Craig McKenzie. A business model has been established which will enable Convocation to have a low cost/low risk testing of this market. Successful launch would provide Convocation with a revenue stream for reinvestment in the University community.
- With the help of DAR and the UWA accounting team, Convocation has aligned its accounting system with UWA's system to simplify year-end reporting and eliminate the risk of posting errors. The full suite of changes will require a change in UWA Statute where the changes will also improve Convocation earnings by allowing for greater use of the Long-Term Investment Pool.
- Discussions were held on the proposed expansion of the membership of Convocation as per its Strategic Plan and resolution of the Convocation/Alumni naming issue.
- DAR provided advice on rationalization of Convocation's LinkedIn accounts and coordination of Convocation and DAR messaging through these accounts.
- The Committee was advised of Convocation moves to the UWA SharePoint platform.
- Correspondence sent to the Warden concerning fostering the relationship between the WA University Regiment and the University was discussed by the Committee and it was agreed to introduce the University Regiment to UWA Student Life.
- The Committee discussed the Warden's note on the State Government University Review sent to Convocation members, which received a record 39,000 clicks. The Committee looked at ways to leverage this interest with follow-up communication when/(if) the final report outcome is available.
- A joint Convocation/UWA Working Group for the Maintenance of the University Art Collection continued its work and made progress on the restoration of Howard Taylor's Black Stump and Shaun Tan's Hours to Sunset.
- The DAR Events Team continues to provide valuable support to Convocation Day and other Convocation functions. Council members attend and participate in a range of UWA alumni engagement functions.



#### D. Comments pertaining to contact with and between the alumni

5. The major issue for the University is in enhancing communication to and from the alumni. Preferably through one unified alumni body and preferably in a way that appeals to all age and demographic settings.
6. Improving the facility for alumni to communicate with each would be highly advantageous for them and the University. One way of doing this is with a lifetime email address issued from the University at extremely little cost. It would be a different email address from the student email address because that email address would have access to University materials but a very simple adjustment to an email address would be possible and enable members of the alumni to continue to communicate with colleagues wherever they may be in the world and wherever they may be employed by retention of this life email address. This should be an inexpensive and secure IT adjustment.
7. It may be possible to encourage the graduating class in each school to elect an alumni captain whose duty is to keep graduates informed with what is happening, to drive fund raising and to hold the position until a replacement from the same cohort is found.
8. It may be possible to encourage students in their final years to pledge an ongoing annual gift of something modest, say \$100 at the outset to be reviewed by say the alumni captain each five years with a view to encouraging people to accustom themselves with the idea of giving to the University.
9. Some universities have a Homecoming Day which would bring together the alumni groups usually from schools rather than the University itself every five years or so to catch up with one another and to stay connected with the school and the University.
10. The University and schools could assist graduates in a practical sense by giving special tuition in crafting of curriculum vitae and of the employment interview process. Often, graduates have little skilled tuition or experience in either of these and are unnecessarily handicapped in progressing to the next level.
11. It would also be possible to conduct an exit survey of students as to whether the University has been of assistance to them and in what ways they think that things could have been done better.

12. It would often be helpful for alumni heading out of town with work or private life, to have the opportunity to meet to other graduates when and if they gain employment outside of Perth. The University's facilities could be tapped into to provide that contact as long as all the necessary consents are attained.
  
13. Because the alumni is so concentrated in Perth – more than 80% of its 150,000 – its approach to alumni relations should be different from other universities such as those in the US or ANU where many of the alumni return to home cities.

## E. Comments pertaining to DAR

1. For the resources that have been available, DAR has been extremely effective and successful. The staff are very dedicated, capable and well led.
2. DAR has already had great success with endowed chairs. This has raised substantial funds. There are currently nine endowed chairs and it may be possible to get up to three more in the forthcoming year.
3. The quality of the content of the DAR database is a key issue for successful alumni connection. The software of the existing database should be reviewed but may well be adequate. However, to maximise the fund-raising possibilities from the alumni it is important to be able to readily identify numerous key factors about them which is built into specialist software.
4. Some \$400 million has been raised in the fund-raising programme commenced in the several years following 2014. That form of fund raising has tended to lapse due to shortage of resources in DAR. There are approximately 34 members of staff working with DAR but many of them are working part time. Four of them are dedicated to the alumni arm. In other universities in the group of eight such as ANU there are in excess of 70 staff and in Sydney approaching 130. All the universities in the group of eight except for University of Adelaide pre-merger, have in excess of 50 members.
5. An important early initiative maybe for another member of staff to be allocated to dealing with overseas operations which are of importance. The UK experience had been very successful and was to date self-sufficient but allocating a member of staff suitably skilled to handle the particular cultural needs of alumni in the countries in Southeast Asia from which many students are drawn could be highly beneficial. A person familiar with cultural needs would be ideal.
6. Standing behind many of the universities' DARs or equivalents is the CASE, the council for the advancement and supportive education. This is the global nonprofit association dedicated to educational advancement professionals. In alumni relations communications development marketing and advancement services – 'people who share the goal of championing education to transform

lives and society'. CASE has prepared a 2018 report with a measurement model by which the key elements of alumni success can be measured. The four measures set out in the analysis of DAR's progress are contained in a document which DAR is continually monitoring. That measure seems to suggest that DAR is doing quite well, but with added resources could do more.

7. With reunions, as noted in the Warden's report, attendances seem to be waning. A possibility for this is that with reunions of particular year groups within the University, many people do not know each other whereas with reunions of school/faculty year groups, there is greater familiarity with participants. Perhaps the focus should be on the latter.
8. An important consideration is bringing as many as possible of the academics into the alumni umbrella to a greater level because of their close connections with students and their subsequent knowledge of the ongoing achievements of their graduates. Working with the academic board to achieve this could be advantageous. It would be necessary for academics to see the benefits in enhancing the alumni connection. Strengthening the University should hopefully strengthen it for all.
9. As a very rough full rule of thumb, the evidence appears to be that DAR brings in about 8 to 9% of the University's annual income and there seems to be a view that with greater resources (i.e. staff) it could do more in this regard.
10. DAR does most the jobs that the Convocation Council created. Specifically, Juanita helps organise the two general meetings and other events such as reunions and convocation day. It was noted that the Convocation Council events committee did some arranging of events and arranging of speakers.
11. DAR would like to expand their reach to the regional areas meaning not only the rural regions but specifically to Southeast Asia. One potential complication particularly with the work being done in India is that such work will be online such that the connection people have with the University is quite different from those who spend a good deal of time on campus.
12. Alumni is the correct title to use and it is the one used worldwide by all similar institutions.

13. DAR would like to do more in the area of working much earlier with undergraduate students to instil in them the alumni message from the earliest possible times. Indeed, they see benefits in being able to persuade parents of the virtues of UWA because they will be very influential in their children's decisions.
14. In relation to the lifetime email address the point was made that it had been abandoned or might possibly be abandoned at UQ because of the cost of running a very large database to support the facility. It was suggested that access to a portal might be a better solution. Both solutions depend a bit on people wanting to do it but there is probably greater flexibility with a portal structure which has been adopted by some other universities.
15. As presently structured, the Convocation Council does not really put input into the strategy of DAR. It has some of its own ideas and DAR works with them where it can. But there would be much to be said for a joint approach and the joint committee was a good step in this direction. Maybe even one joint strategic plan would be possible albeit that there would be allocation of different strategies to the two bodies.
16. Quite a number of other universities have subcommittees of the Senate dedicated to alumni affairs. These subcommittees are usually small in number and selected for their expertise, they do not need to be senate members, they give advice and suggestions to the University administrative departments and report to the Senate. The interviewees seemed to consider that this would be quite beneficial.
17. It would be good to activate the campus more in a way which would appeal to the alumni so that people could return and tangibly embrace new features on campus blending with traditional features they enjoyed as students. The campus was underutilised particularly in this digital age where many students receive lectures online.
18. DAR is very active in the mentor space and supportive of the process but could do much more with greater resources.
19. IT at UWA needs assistance. This has been a problem for DAR for a very long time. As a consequence, while they do have a very good database in Rex there is not adequate IT support to assist them in making the most that the database and the software can offer.

20. There are almost 500,000 constituents in the database including the 146,000 alumni. There is a great deal of information in it.
21. A new Alumni Board could do a lot to enhance philanthropy in partnership with DAR. For its members to champion philanthropy in addition to advising DAR on issues, would be a significant improvement. Generally, an improvement in the partnership would be very welcome.
22. Alumni support would be most valuable for postgraduates 5 -10 years out when options for career progression are being considered. Postgraduates would also find great value from Alumni in the early years of employment, to build their confidence.
23. On the question of every student being offered a mentor when they start at UWA, this would be ideal but difficult to implement in practice. There may be a risk that those who would benefit most would miss out. In the initial years she would like to see the offer of a mentor provided to those that would most benefit and in say 5- 10 years this opportunity could be extended to others.
24. There are three arms of the work done by DAR and they do at times overlap:
  - A. Alumni relations (admin of convocation and organising events for schools etc;)
  - B. communications;
  - C. Management of all donations/bequests (a big job making sure everything is documented, keeping in touch with donors and making sure funds are only used for the purposes specified.)
25. If DAR had 5 more people, two would be in Alumni relations and expand this area with one or two focussed on international alumni and one in communications. The team would need to grow as numbers in the University grew.
26. A better data base that keeps abreast of all interactions that academics, schools etc have with Alumni would be good. At present there is a record of all funds schools receive from Alumni but not all interactions which build on the relationships.

## F. Comments pertaining to graduation ceremonies

1. The nature of the message to graduates at graduation ceremonies is important. Graduates at this point are very focused on moving on with the next phase of their lives. Usually, they have already started doing so. It is more likely that they will connect with the University in an ongoing way if there are greater specifics identified in these messages.
2. The Warden's remarks could be earlier in the proceedings before focus wanes.

## G. Input on other topics

1. There are approximately 373 clubs on the University campus but few if any of those clubs retain any ongoing connection with alumni after graduation. It may be worthwhile investigating a blanket rule ensuring that the president of the club became an alumni member of the club after graduation so as to ensure ongoing connection between those students and the University.
2. In an ideal world with adequate resources, it would be a great selling point for the University to provide through the work of its alumni, one mentor for every new student at the University to stay with that student while the student continues with a degree. Such a mentor could come from the alumni graduates who have established themselves in professions and be a sounding point for ongoing advice and connection to the next step. Ensuring involvement of the alumni in that process, would in itself develop greater awareness of and connection with such alumni members and their colleagues and the University.
3. A question was raised by some interviewees as to the extent of marketing or communication of alumni related matters. Probably those that are interested read what is produced but many others clearly don't.
4. Some suggested that if any changes were to result from this review, it would be desirable that they be communicated very effectively together with the perceived ongoing benefits which would arise.
5. On the topic of publicity more generally, other interviewees expressed suggestion that the University might promote the work it does in giving support to indigenous people.
6. One interviewee spoke of the desirability of increasing and enhancing the honorary award systems of both the Senate and convocation in a way that achieves greater awareness of and involvement with the University. The same interviewee spoke about the bequests system through the Winthrop society and suggested that with better resources and promotion, much more could be achieved in this area. The number of interactions with people for this purpose was thought to be too infrequent.



7. On a topic tangentially related to alumni, it was suggested that a welcoming function could be held in each school for all parents of incoming students at the beginning of term to improve the sense of belonging. Some such parents would be members of the alumni themselves.
8. The importance of profiling the University to secondary schools which have a strong influence on students and parents in deciding where to apply for an undergraduate degree was suggested. Close familiarity with the content of the material being distributed to students on that topic in such schools would also be advantageous.
9. Greater promotion of the opportunity for overseas exchange was suggested together with the fact that UWA can offer attractive overseas exchanges due to its high ranking.
10. A theme common to a number of interviewees was that it was important to have some appointed members make up half of an alumni board or council so as to ensure a good spread of skills, age, ethnicity and gender.
11. It was suggested that a way of increasing alumni connection with the University and its special presence was to invite members of the alumni to participate in or at least attend more graduation ceremonies which would increase the connection particularly with the discipline which I had studied.
12. Although some of the discussion in the interviews held with the working group involved the question of fund raising., a great deal of the discussion was on friend raising more than fundraising. Nonetheless, the importance of both the University and its alumni being conscious of a potentially fragile economic /financial connection with government (especially in light of suggestions that there may be special taxing considerations for overseas students) was an important feature to bear in the mind in endeavouring to strengthen the pool of potential financial support.
13. On lifetime emails linked to UWA, the facility would need to be made attractive enough for everyone to want to access it.

14. If postgraduates had the ability to access their course materials and access to the library resources through a, this would encourage connection and engagement.
15. Convocation could do more, particularly by mentoring and providing support at the crossroads of a career and in providing networking opportunities, if done well. At Sundowners it may be a bit awkward to be brave without a mentor.
16. An alumna who did her post graduate degree at the business school had her ongoing connection to UWA through networking events, careers teams and clubs at the Business School rather than through the broader University.
17. In recently received materials for voting on Convocation members to join the Senate a young alumna felt she couldn't relate to any of the candidates in terms of age or life experience. She attended a few networking events, "Breakfast at the Bay", where Convocation Council members spoke. She said she met a few people over breakfast, all very nice and welcoming people and she had some nice chats, but she just couldn't relate.
18. She thinks a lot more needs to be done with the Convocation Council on branding to enhance the current perception of what it does and what it is.
19. The move to the College of Schools some years ago has resulted in less integration across the University. For example, the business school works hard to engage its own Alumni and perhaps attract its own school funding.
20. She would like Convocation to provide more support to graduates through mentoring, sharing their experiences, career events and support in how to be a good employee.
21. On the question of participation of a younger cohort on an Alumni Board, this would be supported by many who would see it as a learning opportunity and an opportunity to build a programme that might really help students and postgraduates. She had some reservations that those with more experience on the board may not listen to the younger voice so having more than one younger representative was important.

22. She doesn't think everyone needs a mentor and those that do, need one for different reasons.... there is not one type of mentorship that works for all students. She thinks mentoring is more appropriate later in a degree and in the first few years of working. She sees mentoring as particularly important for students/ graduates from low socio-economic backgrounds who don't have the connections available to them.
23. UK Alumni had been very successful at engaging Alumni. They organised good events that were always well attended. The Graduate Management Association, GMA (MBA Alumni, now associated with the Business School) was another good model where Alumni were engaged, and it was well supported by Alumni of all ages. Appointing a majority to the Council, rather than having elected members would be a good idea.
24. From an alumnus - I'm not sure if I understand the problem or purpose of this message. I don't believe it is the Senate's place to review the Governance of Convocation. Can you please explain where Senate reviewing Convocation governance is part of the legislation / Act? Convocation acts on behalf of graduates and surely graduates/Convocation can review its governance arrangements if any issues arise. At the very least details of previous reviews should be provided so members can understand the context.
25. From an alumnus - As a UWA graduate who has ended up living and working internationally, I would like to suggest that connecting and engaging with international graduates should be something that the working group should seriously consider as part of your review. A not so recent event in San Francisco (USA) hosted by the university was a welcome opportunity to reconnect with UWA and its mission.
26. From an alumnus - I simply suggest you look at the highly effective model of the UWA Graduates Association [in the ACT] as an example of best practice.
27. Dr Joan Pope served as Deputy Warden to Warren Kerr and later Doug McGhie in the past decade and was elected as the 3rd woman in the position of Warden in the mid-80s. This time includes the development of our magazine "Crawley"; the inaugural Reunion for those who graduated 'fifty years ago'; the establishment by Convocation of the Friends of the Library; and similarly, the Friends of the L W Art Gallery, the Opening of the

reconstructed Old Irwin Street Building in 1987 and the many collaborative aspects of the University's 75th Anniversary.

28. Could the working group devise some smart practical options for the Convocation to have an effective, independent 'trading' account (in addition to the financial arrangements required by UWA). This has always been an impediment to garnering funds and investing.
29. The barriers imposed on Convocation by DAR communicating with members has led to intense frustration over recent decades. Who controls the list? Who keeps it up to date? This is a practical task which would be of interest to a number of retired members as would the compilation of the many obituaries.
30. Could an 'Opt-in / Opt-out' for annual Voting be arranged? (and why could the Statute not be tweaked to become biennial)
31. The Two Senate members elect by the Convocation should be drawn either relatively recent or current members of the Council of Convocation. (Note – this would require an amendment to the University Act).
32. Why is there still not a visible building clearly signed for the Convocation and forming a hub and welcome centre for local and visiting Graduate activities?
33. In raising funds for the reconstruction of the original Irwin St Perth Building which had been moved to Crawley in 1931, The Convocation had intended that this building facing the Student Guild Village be established as a visible presence in the heart of the campus; with Office space for Secretary, and Warden, as well as a Meeting room. This would also form an historical 'museum of memorabilia' and member volunteer rostered information centre, acknowledging the stories of the University.
34. The Standing Committee in the 1950s was well advanced with the purchase of a nearby block of flats which would also be a permanent investment. At the eleventh hour it was found that Convocation was ineligible to own property. The Standing Committee then put in bids for various buildings, the Old Crawley Park Farmstead (aka Shenton House), and again in the 1960s when the 'new' Engineering released space and the 'new' Library

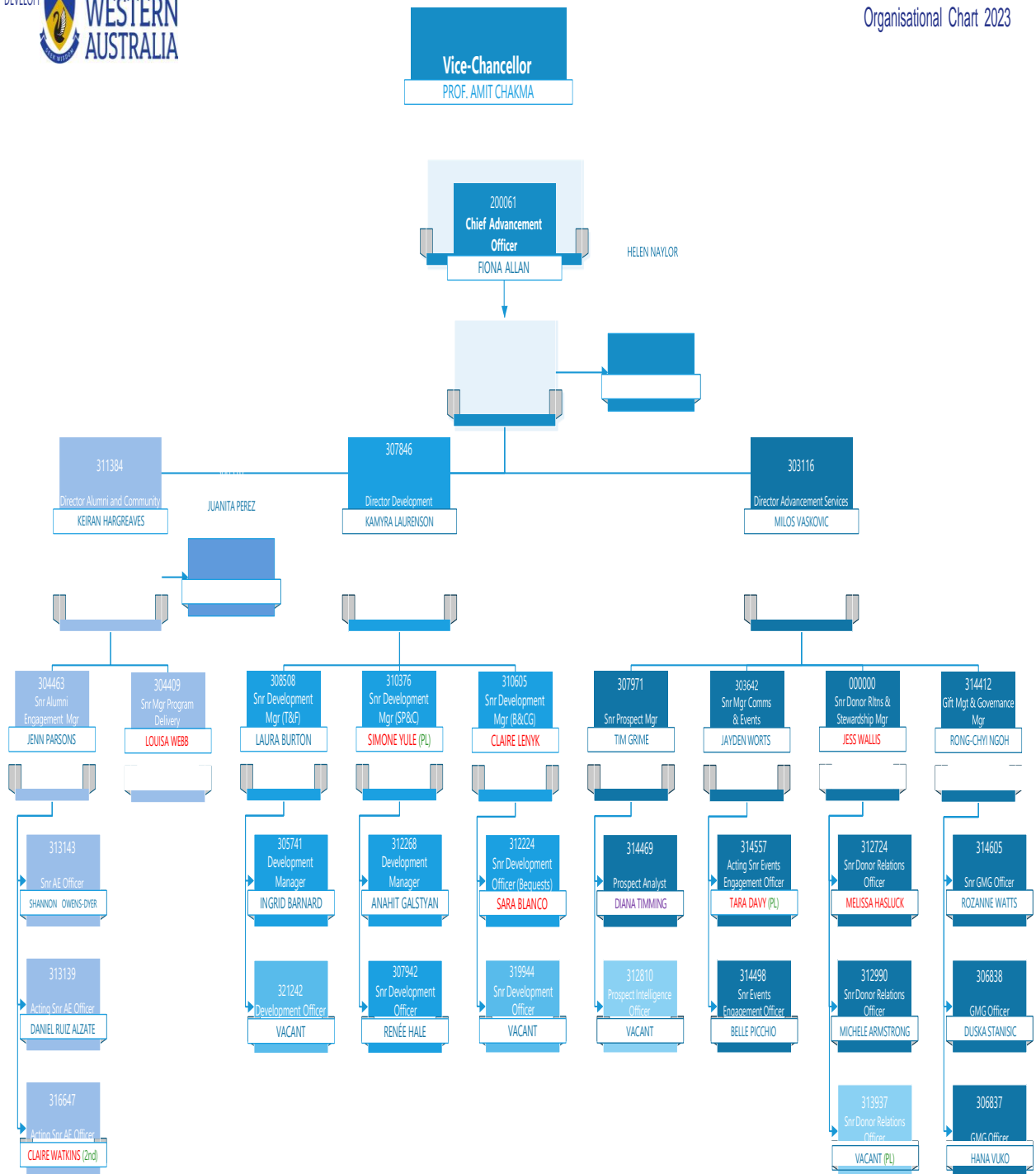
meant that the Undercroft became a possibility. Decades later the Old Masonic Hall became a 'potential'.

35. Could the Honorary Warden of the Convocation have the courtesy of a room at the Campus at Crawley and the support of a Personal Assistant? For Convocation to have only one staff member is unrealistic, given the scope for projects and progress.
36. The word CONVOCATION should be attached or combined in some appropriate manner with the term Alumni. There must be numerous creative options; even inventing a new word. Though hopefully avoiding a monster like 'AlumCon'.
37. We are not 'one size fits all' I am of the opinion that the best way to unleash, unlock and tap into the genuine engagement of graduates for both fresh ideas and positive practical action is not to be treated as a pseudo-business board at all but to be a collaborative, amicable group of volunteers; well-supported by an informed and up-to-date secretariat who know how to get things done. Such a group and its inevitable sub-groups needs leisure and patience to formulate and are rewarded by the sense of achievement that comes with 'a job well done' from areas of their expertise. It is not surprising that many people these days in their late 60s, and 70s, and 80s and early 90s have the energy to innovate, change direction, explore entrepreneurship and think 'outside the business model box' and who still hold a sense of loyalty to this university in spite of many recent disappointments. People (read 'strangers' ) who only see each other 5 times a year in a formal setting for an hour or so rarely have the opportunity to elaborate or debate ideas and actions with confidence and soon feel like unnecessary rubber stamps. By becoming no longer strangers and developing through working together on projects there is more chance of hatching something to the mutual benefit of all.

# APPENDIX 3 – DAR ORGANIZATIONAL CHART



Organisational Chart 2023



(\*\*\*) Covering Parental Leave or LSI

PART TIME WORKS  
REMOТЕLY

- LONG TERM (PARENTAL OR LSI) LEAVE:
- Ashleigh Bradshaw (Snr Alumni Engagement Officer)
  - Anna Heenan (Snr Donor Relations)