VICE-CHANCELLOR’S EXECUTIVE

MEETING x/2022 – DAY MONTH YEAR

FOR noting/DISCUSSION ITEM X

FORMAT FOR PAPERS (Heading in Caps and BOLD)

NAME INCLUDING TITLE AND POSTNOMINALS (Arial 10, Capitals)

Position (Arial 9)

**1. First Main Heading (bold and title case)**

Text is left aligned with margin and continues.

**2. Next Heading Here**

Text is left aligned and continues.

**2.1 Subheading**

Text is left aligned and continues. If you need to include a list of items under this subheading, indent using small roman numerals like this:

i) First roman numeral (avoid dot points for preference).

ii) Another example.

**3. Next Main Heading**

Text follows.

**Recommendations** (if required) should be in the following format:

Recommendation: That Vice-Chancellor’s Executive endorse (and, if necessary, the Vice-Chancellor approve) …

[Note: VCE is an advisory committee, not a management committee, and while it may endorse recommendations made to the Vice-Chancellor, it does not approve them.]

F. TRIM REFERENCE

GUIDELINES FOR PREPARATION OF PAPERS

**Position Papers**

The aim of a position paper, submission or proposal is to provide sufficient information for the body receiving it to give properly informed advice or make a properly informed decision. Authors of papers should the audience to whom their paper is directed and take into account the information its members will require.

**Reports for information only**

Reports differ from position papers, submissions or proposals in that they simply provide information, generally for noting, rather than proposals for action.

**Policy covering papers**

A covering paper should explain the need for the introduction of the new policy, or for proposed revisions to an existing policy. It should also describe the process undertaken to develop or amend the policy.

**Guidelines**

As far as possible these guidelines should be followed for all papers, including "exposure drafts", which are submitted to the Vice-Chancellor's Executive, Vice-Chancellor's Advisory Committee, Council or its standing committees, or any sub-committees or advisory committees.

**STRUCTURE OF PAPERS**

Papers should be structured using the headings below, where appropriate.

**1. Proposal**

Brief summary of one or two sentences (not the full recommendations).

**2. Background**

Explain context, including relevant past events or decisions. If appropriate, include an explanation of why the paper is being presented to the Committee at this time.

**3. Discussion**

Include reasoning behind the proposal, and how it will work. This section should also refer to any other options that have been considered, and reasons for preferring this proposal. If there is a relevant University policy or procedure, explain whether the proposal is in accord with it. If the proposal results in a new policy document, it should be included as an attachment.

**4. Strategic Plan**

Explain how the proposal accords with the University's agreed strategic objectives, with reference to specific documents, eg Strategic Plan, Division/Faculty Plans, etc.

**5. Resources required and/or cost/benefit analysis**

Include summary of costs and sources of funding required. Where resources required are significant, there should be a thorough analysis of the costs v. benefits, and, where applicable, the risk exposure, either in the text or by way of an appendix. Unfunded proposals should also identify a possible source of funding

**6. Consultation**

List all persons/groups consulted; and summarise their responses. If paper is an "exposure draft", indicate who will be consulted before the paper is finalised. Groups might include: individual staff; departments/sections; managers of relevant administrative units (particularly those involved in implementation); advisory committees; relevant unions; other affected parties. Include the name of a person who can be contacted for more information.

**7. Implementation and communication**

Give details of the process, including key dates and actioning officers, that will be used to implement the proposal, if it is approved. Give details of how and to whom the proposal will be communicated, if it is approved.

**8. Review**

Give details of the expected outcomes, and how and when they will be measured; when a review is to be held; and what the processes for establishing the review will be.

**9. Recommendations**

Set out the recommended decisions, ensuring they are consistent with the rest of the document.