

BEST Advisory Board

Terms of Reference

1. Background

The Centre for Behavioural Economics, Society and Technology (BEST) is a Tier 2 Research Centre within the Queensland University of Technology (QUT).

BEST was established in 2018 with the vision of generating evidence-based behavioural research that transforms society and the economy. The Centre brings together behavioural insights expertise from behavioural economics and social marketing, and context specialists from fields such as health, cybersecurity, agriculture and law from across QUT.

As part of the Centre's ongoing development, an Advisory Board was established in 2022.

2. Functions and responsibilities

The role of the BEST Advisory Board (Board) is to provide advice and counsel to the leadership of BEST. Specifically, the Board seeks to provide:

- Insights into the strategic direction of BEST's research agenda;
- Advice on specific emerging topics of research interest;
- Introductions and links to key people and organisations that are able to facilitate BEST's strategic aims;
- Advice and assistance on strategies to secure resources; and
- Advice on candidates for Board membership.

3. Authority

To remove any doubt, the Board is purely advisory and has no direct authority. The Board, through its Chair, can request access to information to carry out its purpose.

4. Board Member Composition

The Board will comprise a minimum of four (4) and a maximum of six (6) external board members.

The membership of the Board is determined by the BEST Executive Committee in consultation with the Board. Normally, a Board member is appointed for a period of 2 years. It is expected that a Board Member would serve no more than two terms, unless they serve as Chair. In this case, the Chair may serve an additional term.

The inaugural board will have two members appointed for 1 year to allow for either reappointment or replacement members. The remaining members will be appointed for two years. This will facilitate continuity in the board over time with partial rather than full board changeover every two years.

The BEST Co-Directors and Co Deputy-Directors are ex officio members of the Board.

Each member will bring to the Board a suite of skills, experiences and attributes that contribute to the group's ability to achieve its purpose. While it is appropriate that there will be a diversity in composition, it is likely that board members will share a deep appreciation

for research and its importance to society. It is also likely that a number of board members will be able to provide links to key external parties critical to BEST's success.

The Board's Chair is nominated by the Co-Directors. The Board secretary will be the Centre Manager.

While there is no monetary compensation for the role, Board members can expect to lead and participate in high-level, strategic conversations that contribute to society through BEST's research impact. Board members are normally publicly affiliated with BEST (e.g. appearing on the Centre's website).

5. Board Processes

The Board will generally meet quarterly, but may meet more frequently if the Director and Chair deem it necessary. In addition, the Director may call a meeting of the Board with seven (7) days' notice.

The Board should establish a calendar of the major events and functions it will accomplish throughout the year and allocate these to planned meetings for the year. Normally this follows on from the Board Reflection exercise.

Any individual may be invited to attend any portion of the Board meeting at the invitation of the Chair. Given there is no monitoring function of the Board, there is no reason for the Director to not attend all meetings.

5.1 Quorum

A quorum will consist of 50% or more of the Board members.

5.2 Voting

While there is no provision for the Board to make decisions, it may be necessary from time to time for the Board to express an opinion or provide a report on an issue. Where this is necessary, each Board Member (including the Director and Deputy Director) shall have a single vote each. If votes are ever tied, the Director has a casting vote, which is normally cast in the negative.

5.3 Technology

Board meetings may be called or held using any technology determined by the Chair. At least one meeting per year should be held face to face.

5.4 Agenda

The Chair is responsible for the development of the agenda for committee meetings in conjunction with the Director and the Centre Manager. Meeting agendas are structured throughout the year to ensure that each significant responsibility of the Board is addressed.

The agenda will be circulated to Board members together with the relevant meeting papers five (5) days prior to the meeting.

5.5 Minutes

The Centre Manager will, in consultation with the Chair, prepare a draft set of minutes and circulate to Board members within seven (7) days of a meeting. Board

members should raise any concerns with the minutes within a further seven (7) days of receiving these minutes.

6. Advisory Board Performance

At the end of the calendar year, the Board will undertake an annual performance “reflection” against these Terms of Reference. The results of the reflection will be presented to the Director. As part of this reflection, the Board will consider the adequacy of its Terms of Reference and recommend changes to the Director. The reflection should also set out goals and objectives for the Board in the upcoming year and these will form the basis of the subsequent review.

Appendix A: Draft Meeting Agenda

BEST Advisory Board Meeting Agenda

[insert date and time]
[insert location]

Item #	Item	Time	Person leading
1	Confirmation of minutes	2 mins	
2	Environment scan <i>Top 5 emerging trends relevant to BEST emerging over the last 12 weeks.</i>	23 mins	Plenary led by Chair
3	Key Topic Review: <i>Presentation by BEST Board Member of key topic insights.</i>	60 mins	Rotating board member
4	BEST Update <i>Presentation by Director (or delegate) of key issue(s) facing BEST.</i>	20 mins	Director (or delegate)
5	Governance issue	15 mins	
5	Communications planning: <i>Review and agreement on how Board members can facilitate BEST communications for coming 12 weeks.</i>	15 mins	Director with Chair support
6	Other business	15 Mins	Chair

Appendix B: Draft Board Calendar

Month	Meeting Focus	Key Board Member
February	<ul style="list-style-type: none">• Topic: [insert planned topic]• Governance: Establishment of Annual Board goals	<ul style="list-style-type: none">• [Board Member]• Chair
May	<ul style="list-style-type: none">• Topic: [insert planned topic]• Governance: Review of Board goals	<ul style="list-style-type: none">• [Board Member]
August	<ul style="list-style-type: none">• Topic: [insert planned topic]• Governance: Board succession	<ul style="list-style-type: none">• [Board Member]• Director & Chair
November	<ul style="list-style-type: none">• Topic: [insert planned topic]• Governance: Board reflection	<ul style="list-style-type: none">• [Board Member]• Chair & Director

Appendix C: Draft Code of Conduct

- The focus of the Board is on the mission of the Centre and the well-being of its staff and members. Board members should bring their talent and expertise to bear on the key issues facing the Centre.
- Board members are expected to promote the growth and success of the Centre within their professional networks, and devote their valuable time and expertise to help advise and lead the Centre.
- The Board advises on the strategic direction of the Centre and so Board Members are expected to have adequately prepared for all Board meetings. Normally this will involve each Board Member preparing to lead a strategic discussion annually and reading pre-circulated material for each board meeting.
- The Board aims to develop a climate and culture of mutual respect among its members.
- Boardroom discussions should be professional and courteous. Board members are expected to contribute in a forthright, honest and, where ever possible, positive way. Information shared during board meetings is confidential.
- Board members should ensure they have sufficient time to perform their duties, including attending a minimum of 75% of the regularly scheduled board meetings each year.
- The Board examines its effectiveness on an annual basis. Where an individual Board Member is not coming up to the minimum service expectations of the position, the Chair will meet (in person or virtually) with this director to agree what improvements can be undertaken.