



Australian  
Pasifika  
Educators  
Network

# Australian Pasifika Educators Network

## Governance and Constitution 2024 -2027

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[www.pasifikaeducators.com.au](http://www.pasifikaeducators.com.au)

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## 1. PRELIMINARY

### 1.1. Defined Terms

In this Constitution, unless the contrary intention appears:

- **APEN:** Australian Pasifika Educators Network Incorporated.
- **Pasifika:** Refers to people genealogically, spiritually, and culturally connected to the lands, skies, and seas of the Pasifika region (including Aotearoa New Zealand) who have chosen to settle in Australia.
- **Educators:** Pasifika and non-Pasifika people in places of learning committed to Pasifika learner success.
- **Learners:** Pasifika people engaged in learning across early childhood, primary, secondary, and tertiary levels.
- **Communities:** Pasifika people who are genealogically, spiritually, and culturally connected to the Pasifika region and have settled in Australia.
- **ACNC:** Australian Charities and Not-for-profits Commission.
- **ACNC Act:** *Australian Charities and Not-for-profits Commission Act 2012* (Cth)
- **Corporations Act:** *Corporations Act 2001* (Cth).

### 1.2. Interpretation

In this Constitution, unless the context otherwise requires:

- The singular includes the plural and vice versa.
- Headings are for ease of reference and do not affect interpretation.
- References to a clause are references to clauses in this Constitution.

### 1.3. Application of relevant legislation

APEN is registered under the ACNC Act and complies with all applicable laws, including the Corporations Act, the *Associations Incorporation Act 2009* (NSW), and any amendments or modifications. The replaceable rules in the Corporations Act do not apply to APEN unless stated otherwise.

### 1.4. Official Website

The Association operates the website [www.pasifikaeducators.com.au](http://www.pasifikaeducators.com.au) as its official digital platform for public information and communications.

## 2. OBJECTS

The Australian Pasifika Educators Network Incorporated (APEN) is established as a not-for-profit, community-led organisation, with the following charitable purposes:

### 2.1. Promote Equitable and Culturally Responsive Education

- Advocate for education systems, policies, and practices that are equitable, inclusive, and culturally responsive to the needs of Pasifika learners.
- Influence curriculum design and decision-making to reflect Pasifika perspectives, histories, languages, and cultural knowledge.

### 2.2. Amplify Pasifika Leadership, Voice, and Visibility

- Build platforms for Pasifika leadership and professional development across all levels of the education sector.
- Celebrate Pasifika excellence and raise visibility of Pasifika educators, students, and communities.

### **2.3. Strengthen Community Connections and Support**

- Connect educators, students, families, and allies through community-centred programs, research, and initiatives.
- Deliver culturally safe mentoring, engagement, and wellbeing support to Pasifika learners and families.
- Partner with schools, universities, government, and communities to remove systemic barriers to participation and achievement.

### **2.4. Embed Pasifika Knowledges, Languages, and Identities in Learning**

- Recognise, celebrate, and embed Pasifika ways of knowing, being, and doing in learning environments.
- Support initiatives that uphold and revitalise Pasifika languages and cultural identity.
- Create spaces for cultural exchange, talanoa, and storytelling within education.

### **2.5. Relieve Disadvantage and Promote Wellbeing**

- Provide targeted support and advocacy for Pasifika learners facing social, economic, or educational disadvantage.
- Offer scholarships, grants, and direct aid to reduce hardship and promote opportunity.
- Work with partners to address broader social determinants of wellbeing, including employment, health, and access to services.

## **3. INCOME AND PROPERTY**

The income and property of APEN will only be applied to promote the objects stated in Clause 2. No income or assets of APEN will be distributed to members, except as reasonable compensation for services rendered to the organisation.

### **3.1. Receipts**

APEN will issue receipts for any donations, grants, or income received, in accordance with applicable tax laws and not-for-profit regulations.

## **4. MEMBERSHIP**

### **4.1. Types of Membership**

APEN offers three categories of membership:

- **Institutional Members**  
Educational institutions, government bodies, and other organisations aligned with APEN's vision and mission.
- **Individual Members**  
Educators, professionals, and community members who support and contribute to Pasifika education.
- **Associate Members**  
Students or individuals who wish to engage with APEN but do not meet the criteria for full individual membership.

### **4.2. Eligibility and Rights of Members**

#### **4.2.1. Institutional Members**

- Open to any organisation engaged in education or public service that aligns with APEN's goals.
- Must nominate one representative to participate on its behalf.
- Entitled to one vote at general meetings through the nominated representative.
- May participate in APEN programs, research, and advocacy activities.

#### **4.2.2. Individual Members**

- Open to individuals over the age of 21 who identify with or support APEN's mission.
- Must demonstrate a commitment to advancing equitable outcomes for Pasifika learners.
- Entitled to one vote at general meetings.
- May participate in APEN-led events, programs, committees, and initiatives.

#### **4.2.3. Associate Members**

- Open to students or individuals under the age of 21, or others not eligible for full membership.
- Not entitled to vote.
- Encouraged to participate in APEN student-led initiatives, mentorship programs, and leadership development activities.

### **4.3. Membership Application and Fees**

#### **4.3.1. Application Process**

- All applicants must submit a completed membership form (electronic or written), including required details and any supporting documents.
- Institutional applicants must include the name and contact details of a nominated representative.

#### **4.3.2. Review and Approval**

- The APEN Board will assess all applications.
- The Board may accept, reject, or request further information.
- Applicants will be notified in writing within 14 days of the decision.

### **4.4. Fees**

Membership fees will be determined annually by the Board.

- Institutional Members: Variable fee based on organisation size.
- Individual Members: Standard annual fee.
- Associate Members: Nominal or reduced fee to encourage participation.

### **4.5. Commencement**

- Membership is active upon approval and receipt of any applicable fees.
- The Membership Officer will record the member's details and provide written confirmation.

### **4.6. Cessation of Membership**

A membership will cease if any of the following occurs:

#### **4.6.1. Resignation**

- The member provides written notice of resignation to the Secretary.

#### **4.6.2. Institutional Dissolution**

- An institutional member ceases operation or no longer aligns with APEN's values.

#### **4.6.3. Non-payment of Fees**

- Membership will lapse if annual fees remain unpaid 60 days after the due date and after one written reminder.

#### **4.6.4. Expulsion**

- The Board may expel a member whose actions are deemed harmful or contrary to APEN's values, following written notice and an opportunity to respond.

### **4.7. Register of Members**

- The Secretary will maintain a register of all current members.
- The register must include name, membership category, address, and date of joining.

- The register will be available for inspection by any member upon written request.
- Personal information (except name) may be withheld from inspection if the member requests confidentiality.

## 5. GENERAL MEETINGS

### 5.1. Annual General Meeting (AGM)

- The Board must call an Annual General Meeting (AGM) once in each calendar year, in accordance with the requirements of the Corporations Act, to discuss and approve key decisions, review APEN's financial statements, and elect or confirm Directors.
- The AGM will be held within six months of the end of APEN's financial year
- At least 21 days' written notice must be given to all members for the AGM, specifying the place, date, and time of the meeting and outlining the agenda.

### 5.2. Special General Meetings (EOM)

- The Board may call a Extra Ordinary Meeting (EOM) at any time to discuss urgent matters that require member approval.
- Members may request the Board to call an EOM by submitting a written request signed by at least 5% of the voting members. The request must state the reasons for the meeting and the matters to be considered.
- Upon receiving a valid request, the Board must call the EOM within 21 days of the request. If the Board fails to do so, the members requesting the meeting may call the meeting themselves, as permitted by the Corporations Act.

### 5.3. Notice of General Meetings

- Notice of all general meetings (AGM or EOM) must be given in writing to all members at least 21 days before the date of the meeting. The notice must include:
  - The date, time, and location of the meeting.
  - The agenda and the general nature of the business to be conducted.
  - Information about any special resolutions to be proposed.
- Notice may be given electronically or by post, depending on the preference stated by the member.
- Quorum for General Meetings: A quorum for a general meeting (whether AGM or EOM) is 50% of voting members present in person or by proxy. This includes Institutional, Individual, and any nominated voting representatives of Institutional Members.
- If a quorum is not achieved, the meeting shall be classified as a "Special Meeting." During such meetings, no voting activities will occur. To maintain efficacy in decision-making processes, a maximum of two adjournments per calendar year will be permitted for any meeting lacking a quorum. This ensures that subsequent meetings can proceed with full decision-making capabilities.

### 5.4. Proceedings at General Meetings

#### 5.4.1. Chairperson of the Meeting

- The Chair of the Board of Directors will preside as Chairperson at all general meetings. In the absence of the Chair, the Deputy Chair will preside. If both are absent, the members present will elect one of the Directors to act as Chairperson for the meeting.

- The Chairperson is responsible for ensuring the orderly conduct of the meeting, including the facilitation of voting procedures.

#### **5.4.2. Adjournment of Meetings**

- The Chairperson may adjourn the meeting with the consent of the majority of members present at the meeting. The adjournment may be to a specific time and place or at the discretion of the Chairperson.
- No business can be transacted at the adjourned meeting other than the unfinished business from the original meeting.
- If the meeting is adjourned for more than 21 days, new notice must be provided to members.

#### **5.4.3. Voting at General Meetings**

- Each voting member (Institutional and Individual Members) is entitled to one vote. Institutional Members vote through their nominated representative.
- Associate Members do not have voting rights.
- A resolution is passed if a majority of the votes cast are in favour, unless a special resolution is required.
- Voting is typically conducted by a show of hands unless a poll is demanded by at least three members present in person or by proxy.

#### **5.4.4. Special Resolutions**

- A special resolution requires a 75% majority of votes cast by members entitled to vote at a general meeting. Special resolutions are required for significant decisions such as:
  - Amendments to the Constitution.
  - Winding up or dissolution of APEN.
  - Changes to the structure of the Board or other major governance changes.
- Notice of the intention to propose a special resolution must be included in the notice of the meeting.

#### **5.4.5. Polls**

- A poll may be demanded before or after a vote is taken, or immediately after the results of a show of hands are declared.
- A poll must be taken as directed by the Chairperson, and the result of the poll will determine the outcome of the vote.
- If a poll is demanded on the election of a Chairperson or on the adjournment of a meeting, it must be taken immediately. For other resolutions, the poll may be taken at a time decided by the Chairperson.

### **5.5. Proxy Voting**

#### **5.5.1. Appointment of Proxies**

- Members entitled to vote may appoint a proxy to vote on their behalf at a general meeting. A proxy must be a member of APEN.

- The appointment of a proxy must be made in writing, using the form prescribed by the Board, and signed by the member appointing the proxy.
- The proxy form must be lodged with the Secretary at least 48 hours before the scheduled meeting.

#### **5.5.2. Rights of Proxies**

- A proxy has the same rights as the member who appointed them, including the right to vote on resolutions, demand a poll, and join in any meeting discussions.
- A proxy may vote as directed by the member appointing them. If no directions are given, the proxy may vote as they see fit.

#### **5.5.3. Validity of Proxy Votes**

- A proxy vote remains valid unless the appointing member revokes the proxy in writing and the revocation is received by the Secretary before the meeting commences.

### **5.6. Written Resolutions**

#### **5.6.1. Passing Resolutions in Writing**

- APEN may pass a resolution without holding a general meeting if all members entitled to vote on the resolution sign a document containing the resolution and indicate that they are in favour of it. This resolution is considered passed when the last member signs the document.
- Separate copies of the document may be used for signing by members, provided that the wording is identical in each copy.

#### **5.6.2. Electronic Resolutions**

- A written resolution may be circulated and signed electronically, provided the method allows for a reliable means of identifying that the member has approved the resolution

## **6. GOVERNANCE STRUCTURE**

### **6.1. Board of Directors**

#### **6.1.1. Number of Directors**

- APEN will have no less than 4 and no more than 8 Directors unless a resolution passed at a general meeting determines otherwise.

#### **6.1.2. Initial Directors**

- The initial Directors will be either elected by the members or appointed by the founding Executive Committee during the transition from a Chair-led structure.

### **6.2. Qualifications for Directors**

To be eligible for election or appointment as a Director, an individual must:

- Identify as Pasifika or demonstrate significant experience in advancing Pasifika education
- Have been an active member of APEN for at least 24 months.
- Be committed to APEN's objects and values.

- Hold a senior or executive position within an educational institution or organisation or demonstrate equivalent leadership experience in advancing Pasifika educational outcomes.

### **6.3. Appointment of Directors**

Directors will be elected by members of APEN at the AGM or appointed by a resolution of the Board if a vacancy arises between AGMs. Directors are appointed for a term of two years and may seek re-election.

### **6.4. Casual Vacancies**

The Board may appoint an individual to fill a casual vacancy until the next AGM, where the position will be subject to member election.

### **6.5. Removal of Directors**

A Director may be removed from their position if a majority of the Board or the members at a general meeting pass a resolution to that effect. Grounds for removal include, but are not limited to, breach of fiduciary duties, consistent non-attendance at Board meetings, and conduct detrimental to the interests and reputation of APEN.

Examples of conduct that could lead to removal are but not limited to:

- Breach of Fiduciary Duty: Failing to act in the best interests of APEN, such as making decisions that benefit the Director personally at the expense of the organization.
- Consistent Non-Attendance: Failing to attend a specified number of Board meetings without reasonable cause, as defined by the Board's attendance policy.
- Financial Misconduct: Engaging in fraud, misappropriation of funds, or other financial irregularities that harm APEN.
- Conflict of Interest: Participating in decision-making where there is a direct conflict between the interests of APEN and the personal or other professional interests of the Director.

### **6.6. Suspension of Directors**

A Director may be temporarily suspended by a majority resolution of the Board pending a full investigation into alleged misconduct. Suspension is a precautionary measure and does not presuppose guilt. Criteria for suspension include allegations of serious misconduct that could jeopardize the functioning or the reputation of APEN if the Director continues in their role. Suspension remains in effect until a final decision is made through a formal review process, which should be completed within a set period as specified in the APEN bylaws.

### **6.7. Handling Disputes and Ensuring Redress**

To ensure fairness and transparency in the handling of disputes related to the suspension or removal of Directors, APEN will establish a Dispute Resolution Committee comprising members who are not directly involved in the matter. This committee will be responsible for investigating the allegations, conducting a fair hearing, and recommending actions based on the findings to the Board.

All procedures related to the suspension or removal of a Director should be documented in an appendix to the APEN Constitution, providing clear guidelines on the process, timelines, and rights of the involved parties to appeal decisions.

### **6.8. Delegation of Authority**

The Board of Directors retains ultimate authority over the strategic and operational decisions within APEN. While the Board may delegate specific responsibilities to subcommittees or

individual members to facilitate efficient management and operational execution, this delegation does not diminish the Board's overarching governance role.

- **Operational Autonomy:** Subcommittees are authorised to autonomously make final decisions on routine and operational matters, such as event logistics and programme management, to ensure efficient daily operations. However, these decisions should remain within the scope of authority granted by the Board and must comply with established organisational policies.
- **Strategic Oversight:** All decisions of a strategic or policy-related nature must be reviewed and approved by the Board. This ensures that significant decisions align with APEN's strategic goals and governance framework.
- **Reporting and Accountability:** Subcommittees are required to submit regular reports to the Board detailing their activities, decisions, and any issues that arise. These reports are crucial for maintaining transparency and enable the Board to monitor and evaluate the effectiveness of the delegated authority.
- **Review and Escalation Procedures:** The Board retains the right to review and, if necessary, override decisions made by subcommittees that significantly impact APEN's operations, reputation, or strategic direction. Matters that exceed the subcommittee's delegated authority or that involve significant organisational risks must be promptly escalated to the Board for review and final decision.

## **6.9. Powers of the Directors**

The Directors are collectively responsible for:

- Managing the affairs of APEN in alignment with its objects and values.
- Approving budgets, financial reports, and funding allocations.
- Formulating and overseeing strategic plans.
- Ensuring compliance with legal and regulatory requirements.
- Appointing subcommittees as needed to carry out specific tasks.

## **6.10. Frequency of Meetings**

The Board will meet at least four times annually, with additional meetings scheduled as required.

## **6.11. Quorum**

A quorum for Board meetings is a majority of the Directors. If a quorum is not present within 30 minutes of the scheduled start time, the meeting will be adjourned.

## **6.12. Chair of the Board**

The Directors will appoint a Chair to lead the Board for a two-year term, with responsibilities including facilitating meetings and representing APEN at formal engagements.

## **6.13. Other Board Positions**

### **6.13.1. Secretary**

The Secretary is responsible for the administrative management of APEN's records, meetings, and communications. Key responsibilities include:

- Maintaining accurate minutes of all Board meetings, general meetings, and AGMs.
- Managing correspondence on behalf of the Board, including sending meeting notices and distributing materials to members.

- Ensuring that the organisation's records (including minutes, registers, and official documents) are kept up-to-date and stored securely.
- Assisting with the preparation and distribution of the agenda for Board meetings in consultation with the Chair or President.
- Overseeing the election process at AGMs, including managing nominations and voting procedures.

### **6.13.2. Financial Officer**

The Financial Officer (often referred to as the Treasurer) oversees the financial health and accountability of APEN. Key responsibilities include:

- Maintaining accurate and up-to-date records of all financial transactions, ensuring compliance with regulatory requirements.
- Preparing and presenting regular financial reports to the Board and members, including the annual financial statement for the AGM.
- Managing the organisation's budget, monitoring cash flow, and ensuring that expenditures align with APEN's financial policies.
- Administering the payment of all expenses, including authorising payments and ensuring that they are supported by appropriate documentation.
- Overseeing the preparation and lodgement of APEN's financial statements and tax returns, as required.
- Working closely with auditors during financial audits and ensuring timely submission of audit reports.

### **6.13.3. Communications Officer**

The Communications Officer is responsible for managing and overseeing APEN's internal and external communications. Key responsibilities include:

- Developing and implementing APEN's communication strategy, ensuring alignment with the organisation's goals and values.
- Managing APEN's social media platforms, website, and other digital communication channels to raise awareness about the organisation's activities, events, and initiatives.
- Creating and distributing newsletters, press releases, and announcements to members, stakeholders, and the broader community.
- Collaborating with the Board and subcommittees to ensure consistent messaging and brand representation in all communications.
- Managing media relations, including responding to media inquiries, preparing spokespeople for interviews, and organising media coverage for key events and achievements.
- Supporting internal communication within APEN to ensure all members are informed about upcoming events, policy changes, and important news.
- Monitoring the effectiveness of communication efforts through feedback and analytics, adjusting strategies as needed to improve engagement.

#### **6.13.4. Public Officer**

The Public Officer serves as APEN's official representative in dealings with government authorities and regulatory bodies. Key responsibilities include:

- Ensuring compliance with statutory obligations such as lodgement of required documents with relevant regulatory bodies (e.g., ACNC, ATO, ).
- Acting as the main point of contact between APEN and the ACNC or other relevant regulatory authorities.
- Lodging all required documents, including notifications of changes to the constitution, board members, and financial reports, to comply with legal and regulatory requirements.
- Maintaining APEN's compliance with legal obligations under the Associations Incorporation Act and other relevant legislation.
- Ensuring that APEN's records are properly maintained and accessible to regulatory bodies as required by law.
- Facilitating public access to the organisation's records when appropriate and ensuring transparency in APEN's operations.

#### **6.13.5. Memberships Officer**

The Membership Officer oversees the management and engagement of APEN's members. Key responsibilities include:

- Managing the membership register, ensuring all member details are accurate and up to date.
- Coordinating membership applications, renewals, and enquiries in collaboration with the Secretary.
- Welcoming new members and ensuring they receive appropriate induction materials and engagement opportunities.
- Monitoring membership trends and preparing reports to inform recruitment and retention strategies.
- Working with Communications and State Leads to keep members informed and engaged in APEN initiatives and events.
- Supporting efforts to grow and diversify the membership base in alignment with APEN's vision and values.

#### **6.13.6. Events Officers**

Events Officers are responsible for the planning and coordination of APEN's key events and gatherings. Key responsibilities include:

- Leading the end-to-end planning and delivery of APEN's national events (e.g. conferences, awards, forums).
- Coordinating logistics such as venue bookings, catering, guest management, and accessibility needs.
- Working with the Communications Officer to promote events and manage registrations.
- Ensuring events are culturally appropriate, inclusive, and aligned with APEN's values and strategic goals.

- Managing event budgets in consultation with the Director of Finance and Operations.
- Evaluating events and gathering feedback to inform future planning and continuous improvement.

#### **6.13.7. State Leads**

State Leads act as local representatives of APEN, facilitating engagement and outreach within their respective states or territories. Key responsibilities include:

- Representing APEN in state-level forums, education networks, and community events.
- Coordinating local activities, events, and engagement opportunities that align with national APEN priorities.
- Supporting member engagement and recruitment at the local level.
- Advising the Executive on local issues affecting Pasifika communities and learners.
- Working with the Director of Educational Leadership and Practise to ensure alignment between national programs and state-based delivery.
- Providing quarterly updates to the Board on local activities, opportunities, and challenges.

#### **6.13.8. Ordinary Members**

Ordinary Members are non-office-bearing members of the Board who contribute to decision-making and strategic planning but do not hold specific administrative roles. Key responsibilities include:

- Actively participating in Board meetings and discussions, contributing to the governance and strategic direction of APEN.
- Providing advice, expertise, and support in their areas of experience, particularly regarding Pasifika education and community engagement.
- Assisting in implementing APEN's initiatives, programs, and projects as determined by the Board.
- Voting on key resolutions and decisions made by the Board.
- Acting as ambassadors for APEN, representing the organisation in the broader educational and community sectors.
- Participating in subcommittees or working groups as required to help achieve APEN's strategic goals.

#### **6.14. Minutes and Records**

Minutes will be taken at all Board meetings, approved at the subsequent meeting, and stored in compliance with regulations.

## **7. GENERAL GOVERNANCE PRINCIPLES**

### **• Transparency and Accountability**

The Board will ensure transparency in decision-making, providing regular reports at AGMs.

- **Compliance**

The Board will ensure that APEN adheres to all relevant legal requirements, including those regulated by the ACNC.

## **8. CONFLICTS OF INTEREST**

Executive Committee members must declare any conflicts of interest and refrain from voting on matters where they have a personal or financial interest.

## **9. MINUTES AND RECORDS**

- Minutes must be kept for all meetings and approved at the subsequent meeting.
- APEN will maintain a register of members, accessible for inspection by members upon request.

## **10. WINDING UP**

If APEN is dissolved, any remaining assets will be distributed to another organisation with similar objects, in accordance with ACNC regulations and not-for-profit laws.

## **AMENDMENTS**

### **Amendments to the Constitution**

This Constitution may be amended by a special resolution passed at a general meeting. Proposed amendments must be circulated to members at least 21 days prior to the meeting.

## Appendix: Organisation Roles and Responsibilities

### 1. Director of Governance and Strategy

#### Primary Responsibilities:

- **Provide leadership in governance and strategic planning** by ensuring APEN operates in compliance with its constitution, legal obligations, and best practices in governance.
- **Lead the development and execution of APEN's strategic plan**, working with the Board and Directors to ensure alignment with APEN's mission and long-term goals in advancing Pasifika education.
- **Ensure the effective governance** of APEN by maintaining and updating governance policies, risk management frameworks, and performance measures to enhance the organisation's accountability and transparency.
- **Facilitate Board meetings, AGMs, and strategic planning sessions**, ensuring that decisions are well-informed, timely, and aligned with APEN's strategic objectives.
- **Oversee the organisation's risk management strategy**, identifying potential risks (legal, financial, operational, reputational) and developing strategies to mitigate them, ensuring the sustainability of the organisation.
- **Monitor and review organisational performance**, ensuring that APEN's programs, initiatives, and operations are aligned with its goals, values, and compliance requirements.
- **Engage and build relationships** with key external stakeholders, including government bodies, educational institutions, and other organisations, to promote APEN's advocacy efforts and influence educational policy.
- **Ensure the continuous development of APEN's governance structure**, fostering a culture of ethical leadership, transparency, and inclusion at all levels of the organisation.
- **Advise the Board on strategic decisions**, offering insights and recommendations that align with current trends, emerging opportunities, and challenges in the education and not-for-profit sectors.

**Key Skills:** Strategic leadership and governance, Stakeholder and relationship management, Risk management and compliance, Organisational development and strategic planning, Policy influence and advocacy, Performance monitoring and reporting, Collaborative decision-making.

### 2. Director of Educational Leadership and Practise

#### Primary Responsibilities:

- **Lead the development, implementation, and management** of APEN's key educational programs and initiatives, ensuring alignment with APEN's vision to enhance Pasifika educational outcomes.
- **Oversee Pasifika academic and professional learning programs**, scholarships, and community engagement activities, including the APEN conference, ensuring they are impactful, culturally relevant, and accessible to Pasifika educators and students.
- **Manage the development of state-based initiatives and engagement**, ensuring that programs and initiatives are tailored to meet local educational contexts and community needs while maintaining APEN's strategic objectives.
- **Develop and manage APEN's scholarship programs**, including the creation of selection criteria, the administration of the application process, and the operation of selection committees, ensuring these scholarships provide tangible support to Pasifika learners and professionals.
- **Collaborate with Institutional Members** (schools, universities, and other educational institutions) to expand APEN's reach in education, fostering opportunities for partnership and professional growth.

- **Monitor and evaluate the effectiveness of professional learning initiatives**, using data to improve program outcomes and ensure continuous growth and development of educators.
- **Work closely with the Director of Communications** to ensure programs are well-promoted and outreach efforts are engaging and broad reaching within the Pasifika community and educational sector.

**Key Skills:** Strategic program management, Professional learning design and implementation, Evaluation and monitoring of education initiatives, Scholarship program administration, Partnership building with educational institutions, Stakeholder engagement and collaboration, Leadership in education and capacity building.

### 3. Director of Research and Advocacy

#### Primary Responsibilities:

- **Lead APEN's research agenda**, focusing on advancing knowledge of Pasifika educational outcomes, challenges, and opportunities within the Australian context.
- **Design, conduct, and oversee research projects** that generate actionable insights into Pasifika education, ensuring data-driven decisions inform APEN's strategies and programs.
- **Develop policy papers, reports, and position statements** that advocate for systemic change in education policies affecting Pasifika learners and communities.
- **Forge strategic partnerships with universities, research institutions, and government bodies**, ensuring APEN remains at the forefront of Pasifika-focused educational research and advocacy.
- **Champion culturally responsive and evidence-based advocacy efforts**, ensuring that Pasifika perspectives and needs are represented in national and regional education forums, conferences, and policy discussions.
- **Analyse educational data and trends**, both qualitative and quantitative, to identify gaps, opportunities, and challenges within Pasifika education and inform advocacy campaigns.
- **Oversee the publication and dissemination** of APEN's research findings through academic journals, policy briefs, and public forums, raising the profile of Pasifika education issues.
- **Develop and implement advocacy campaigns** aimed at influencing educational reforms, curriculum changes, and public policies that promote equity, inclusion, and success for Pasifika students.
- **Collaborate with APEN's Directors, particularly the Director of Governance and Strategy**, to ensure research aligns with strategic goals and advocacy efforts are supported by robust evidence.

**Key Skills:** Research design and methodology, Policy development and advocacy, Data analysis (quantitative and qualitative), Stakeholder and government engagement, Strategic planning and campaign development, Report writing and publication, Thought leadership in education, culturally responsive research practices

### 4. Director of Finance and Operations

#### Primary Responsibilities:

- **Oversee the financial health and sustainability** of APEN, including budget management, financial reporting, and ensuring compliance with all regulatory requirements and accounting standards.
- **Develop and manage APEN's financial strategy**, ensuring that resources are effectively allocated to support the organisation's strategic priorities and growth.
- **Lead APEN's fundraising efforts**, identifying and securing new sources of revenue through grants, sponsorships, partnerships, and donations to ensure long-term financial stability.

- **Monitor and control expenditures**, ensuring that all programs, initiatives, and operational activities remain within budget and align with APEN's financial policies and strategic goals.
- **Prepare and present financial reports** to the Board of Directors, ensuring full transparency and understanding of APEN's financial status and projections.
- **Oversee the operational logistics for APEN's key activities**, including events, conferences, and day-to-day operations, ensuring they run smoothly and efficiently.
- **Manage relationships with auditors and ensure compliance** with all legal and financial obligations, including submissions to regulatory bodies like the ACNC.
- **Collaborate with the Directors of other functions** to ensure that financial planning supports their strategic objectives and operations, particularly around program delivery and community engagement.

**Key Skills:** Financial management and budgeting, Fundraising and revenue generation, Compliance with financial regulations and standards, financial reporting and forecasting, Operational management and logistics, Strategic resource allocation, Stakeholder and partnership management

## 5. Director of Communications and Stakeholder Engagement

### Primary Responsibilities:

- **Lead all internal and external communications**, ensuring that APEN's message is clear, consistent, and aligned with its mission to advance Pasifika education.
- **Develop and execute a comprehensive communication strategy**, incorporating digital, social, and traditional media to raise awareness of APEN's initiatives, programs, and advocacy efforts.
- **Manage APEN's digital platforms**, including the website, social media accounts, and newsletters, ensuring regular and engaging content that resonates with APEN's audiences.
- **Build and maintain relationships with stakeholders**, including media outlets, educational institutions, community organisations, and government bodies, ensuring APEN's voice is well-represented and respected.
- **Oversee media relations**, including responding to media inquiries, preparing spokespeople for interviews, and ensuring positive media coverage for APEN's events and advocacy work.
- **Develop communication materials** such as press releases, reports, presentations, and promotional materials that support APEN's programs, research, and advocacy campaigns.
- **Work closely with the Director of Educational Leadership** and Practise to ensure programs are effectively promoted to target audiences and that outreach campaigns are aligned with program goals.
- **Monitor the impact of communication strategies** using analytics and feedback, and adjust tactics as needed to improve engagement and reach.
- **Engage APEN members** and the wider Pasifika community, ensuring they are informed, connected, and actively participating in APEN's initiatives.

**Key Skills:** Strategic communications planning, Media and public relations, Stakeholder engagement and partnership building, Digital platform management and content creation, Branding and messaging, Campaign development and execution, Analytics and performance measurement.