

Dear Mark,

Thank you for your acknowledgement before the holiday. We await your further communication by 1 February. We add respectfully the following points for your consideration, without repeating our earlier two letters. We appreciate that we are now all living with the continuing challenges of Covid-omicron.

We have an *unanimous* USAP Council committed to support and work with you in advancing our university, while removing the threats posed by a destructive culture of abuse of policies, process, and people. We request a confidential meeting with you by 1 February, to explore and achieve action and change in 2022.

The last twelve years have seen a damaging rift between the academy and administration, resulting in systemic and endemic malpractice, causing institutional and individual injury. The **evidence** is in many case histories, of which these few examples are only the tip of an iceberg:

1. **Faculty of Medicine and Health 2019-22.** Many examples of abuse, some with sexist, racist and ageist discrimination, causing career and health damage, anxiety and distress to staff and students. We call for an independent enquiry into the custodianship and conduct of the Executive Dean.
2. **Management of Emeriti.** The policies are fragmented, delegated to middle managers, and cause evident waste and injustice. The earlier University-wide Professorial Appointments Committee worked. Confused standards in university wide Professorial appointments damage our university.
3. **Coercive Control, Bullying, Gaslighting.** We present example cases in widely different faculties and central units, where excellent staff have been forced out of the university by toxic middle managers, through abuse of the APD, exclusion from key meetings, and punishment of complaint.
4. **Discrimination and Retaliation.** We will present a case to you where a rising star has been repeatedly bullied, victimised, and discriminated against for three years, commencing with a false accusation and then a web of lies to cover managerial malpractice. This has seriously jeopardised her career progression, productivity and caused great mental distress. Completely unnecessary.
5. **Administrative asphyxiation.** A senior Professor was driven to leave because of non-payment of his staff, all on external grants; cancellation of the grants without consultation; and top-down interference making the program untenable. This program has major international links, bringing the University into wide disrepute as managerialist, racist and repulsive. Again, all unnecessary.

It brings us no pleasure to raise these matters with you. We are encouraged by your comments on **trust** and **engagement** to focus on healing these deep wounds. Some of us have served the University for up to 50 years. Trust, engagement, and morale have never been at lower ebb. This can be changed now with your leadership, by insisting that policies are implemented, process is positive, and people are respected.

Perhaps the worst aspect of this experience of bullying and impunity is the arrogance, ignorance, insult and sheer lack of manners and consideration – from some middle and higher-level managers, facilitated by Human Resources. These have lost touch with our basic values: teaching and learning, research, service, pride in our university. You should sanction those who abuse policy. We have their names. We are academic leaders, and we call on you for an external, independent, confidential review as provided by law.

Thank you,

USAP Council/ AFPD Committee