

*Equity principles underpin all UNE policies and procedures. The University is committed to EEO principles and values cultural diversity and recognises that all its employees have a contribution to make in ensuring an equitable and harmonious working environment.*

## **EXECUTIVE MANAGEMENT DUTY STATEMENT**

**DEPARTMENT:** Office of the Vice-Chancellor  
**POSITION TITLE:** Vice-Chancellor and Chief Executive Officer  
**REPORTS TO:** Chancellor  
**DATE:** May 2009

### **UNIVERSITY BACKGROUND**

#### History:

The University of New England (UNE) is situated in Armidale, New South Wales, and is Australia's first regional university, that is, the first Australian university established outside a capital city.

UNE was originally formed in 1938 as the New England University College, a College of the University of Sydney. It became fully independent in 1954.

The University has undergone two major changes since 1989. The *University of New England Act 1989*, created a network University consisting of:

- (i) a campus at Armidale, incorporating the former University of New England and the former Armidale College of Advanced Education; and
- (ii) a campus at Lismore, incorporating the former Northern Rivers College of Advanced Education.

The following year the Orange Agricultural College joined the network University. The network also included the UNE - Coffs Harbour Centre, which provided courses from within academic departments of the Armidale and Lismore campuses.

The University of New England was re-formed on one other occasion, through legislation (*University of New England Act 1993* and the *Southern Cross University Act 1993*) in November, 1993. This legislation had the effect of dismantling the network University. The University of New England from 1994 has one campus, at Armidale. A new University (Southern Cross University) was created with campuses in Lismore and Coffs Harbour; the Orange campus was amalgamated with the University of Sydney.

The dismantling of the network University had no effect on the amalgamation that had occurred between UNE and the former Armidale College of Advanced Education in 1989.

#### Location:

The University of New England is located on several sites in Armidale. The main northern campus of the University is five kilometres to the northwest of the city centre, in an attractive rural and bushland setting of 260 hectares. Part of this

campus includes the original property presented by the late Mr T R Forster to the University of Sydney for the establishment of a University College. This property comprised the old homestead, 'Booloominbah', together with several other buildings and 74 hectares of land. Since the original gift, a number of other generous benefactors have presented properties to the University.

Located on this campus is a magnificent residence "Trevena" for the occupation of the Vice-Chancellor and Chief Executive Officer.

The Newling campus of the University includes the Newling Centre, home to the New England Conservatorium of Music, and other buildings associated with the former Armidale College of Advanced Education.

The University also possesses a number of rural properties in close proximity to the campus, providing facilities for teaching and research. In addition, there are the 'Tullimba' rural research property at Kingstown and the Douglas McMaster Rural Research Station at Warialda. UNE also has centres in China, Brisbane and Sydney.

The city of Armidale is located in the New England region of New South Wales, It has a population of approximately 25,000 and is 567 kilometres north of Sydney on the New England Highway, 467 kilometres south of Brisbane, and 170 kilometres inland. Armidale and nearby centres are serviced by air, rail and coach services.

#### Structure:

The University of New England has some 480 academic and 710 general / professional members of staff. There is a well-established professional corporate, academic and research support structure. Two Faculties: Arts and Sciences; and The Professions, incorporate 10 Schools as follows:

##### The Faculty of Arts and Sciences

- School of Arts
- School of Behavioural Cognitive and Social Sciences
- School of Environmental and Rural Sciences
- School of Humanities
- School of Science and Technology

##### The Faculty of The Professions

- School of Business, Economics and Public Policy
- School of Education
- School of Health
- School of Law
- School of Rural Medicine

#### Reputation:

The University seeks to serve regional, national and international communities through the progressive pursuit of excellence in scholarship, research and teaching. In committing itself to this mission, the University of New England uncompromisingly endeavours to build on its strengths and gladly accepts its responsibility to serve the educational, cultural, intellectual and social needs of regional/rural Australia in general, and the New England region in particular.

UNE has a well-earned reputation as one of Australia's great teaching, training and research universities. Its graduates consistently rate their experience at UNE highly, a reflection of the University's commitment to student support.

In the 2008 *Australian Learning and Teaching Citations (ALTC)*, UNE was awarded citations for Outstanding Contributions to Student Learning for seven nominees. The ALTC is an initiative of the Australian Government to promote and reward excellence in university teaching. In the words of the ALTC itself, the Citations recognise people “*who have made a significant contribution to the quality of student learning in a specific area of responsibility over a sustained period*”. UNE staff members have received a total of 25 Citations since the awards began in 2006.

UNE has held the maximum rating (five stars) for educational experience for nine out of the past ten years in the *2009 Good Universities Guide*. In 2009 UNE was awarded 5 stars for:

- Teaching Quality
- Graduate Satisfaction
- Entry Flexibility
- Staff Qualifications
- Indigenous Participation, and
- Access by Equity Groups

In the 2008 *Good Universities Guide to Postgraduate and Career Upgrade*, UNE was awarded 5 stars for:

- Graduate Starting Salary
- Getting a Job
- Graduate Satisfaction
- Positive Graduate Outcomes and
- Cultural Diversity

More than 75,000 people now hold UNE qualifications, with many in senior positions in Australia and overseas. UNE has built up its academic profile to the point where it now has more than 500 PhD candidates, an important sign of the University's academic vigour and rigour. UNE is the smart choice for students of the future, combining the highest academic standards and industry-valued qualifications with flexible modes of learning.

#### Achieving Regional and Global Impact

As Australia's first university based outside a capital city, the University of New England has a long tradition of serving the local region, regions elsewhere in Australia, and the world.

For over half a century, UNE has not only provided the broad range of high-quality offerings expected from any university, but has also built significant strength and expertise through attention to a range of regional issues. Now, the UNE is capitalising on that expertise by focusing on “*regionality*” at local, national and international levels.

Placing priority on regional needs, issues and interactions allows the University to provide increasing levels of leadership at local, national and international levels through effective contributions to regional areas in collaboration with communities, business and government.

In the New England and North West region the University is committed to pursuing two-way information exchanges between itself and the community it serves. At a national level its expertise is already recognised as leading the way in many issues affecting regional Australia. UNE is also reaching out globally by contributing career-

ready graduates, and a prominent, robust Australian and international portfolio of research, education, business and community activity.

At a local level the University collaborates with a number of community bodies, including the Primary Industry Centre for Science Education, TAFE NSW's New England Institute, the New England Regional Art Museum, the New England Conservatorium of Music and Musica Viva.

The University is also engaging directly with schools in the New England North West region through projects such as Science in the Bush, the Siemens Science Experience, Mission Possible, the Science and Engineering Challenge and several programs for HSC students.

These examples all evidence the real-world impact that is a core part of the UNE vision. UNE's stated mission of "*Achieving Regional and Global Impact*" accurately reflects our current activity and future goals.

UNE is currently making a real impact internationally through participation in a number of projects in China, Vietnam, Malaysia, Singapore, India, Canada, Thailand, Hong Kong, Bhutan, Papua New Guinea and the USA. Of course, such projects continue to broaden our knowledge base and expertise as well as making 'real world' impacts on the ground.

#### Excellence in Teaching

The University commenced external teaching in 1955 and is Australia's most experienced institution in distance education, with a long tradition of flexible teaching and learning. In 2008, University enrolments in undergraduate and postgraduate courses of study at Armidale numbered 14,000 external students and 18,000 internal students. It also provides continuing education in a variety of ways to meet the professional educational needs of students in Australia and overseas.

#### Excellence in Research

UNE is internationally recognised as one of the great research universities. The university undertakes fundamental and applied research in many disciplines. Its scholars and scientists have established international reputations through their contributions in areas such as rural science, agricultural economics, educational administration, linguistics and archaeology. Collaborative research with other institutions, such as the CSIRO, has led to many important projects including participation in seven Cooperative Research Centres. It is through its research activities that the University is able to assist in the economic, social and cultural advancement of Australia and in the advanced training of undergraduate and postgraduate students.

#### Excellence in Supporting Students

Each year, the University offers students more than \$2.5 million in scholarships, prizes, and bursaries and more than \$18 million for staff and students involved in research. Through the University's broad network of international partnerships, many UNE students have opportunities to travel overseas without having to defer their studies.

Since 1955, teaching off-campus students by distance education has been an important part of the University's activities. UNE is now Australia's longest continuous provider of distance education and with more than 13,500 external students, is still one of Australia's major providers of awards to off-campus students. Increasingly, the

flexibility offered by external study is proving a significant attraction to those pursuing a tertiary education.

With the majority of our students studying via the Internet, UNE is at the forefront of online learning. For UNE students, Internet learning offers greater flexibility for study and working and communicating with supervisors and fellow students. All students at UNE are provided with internet access and email accounts.

The majority of first-year, on-campus students choose to live in on campus residences, within easy walking distance of lectures and tutorials. In addition to providing food and lodgings, the colleges offer organised social activities as well as academic and pastoral support networks. The University prides itself that students from more than 50 nations study on-campus, providing a cosmopolitan atmosphere. The campus is well equipped with its own child-care, medical facilities, a post office, credit union, shops and restaurant, as well as the full range of sporting facilities. A regular bus service links the campus to town.

### **MAIN PURPOSE OF THE POSITION**

The position of Vice-Chancellor and Chief Executive Officer is a pivotal leadership and management role in UNE. The Vice-Chancellor and Chief Executive Officer is an ex-officio member of the University Council, provides information and advice to the University Council, and is accountable for the management of the overall operations of UNE and implementation of policy and decisions. This accountability is to the Chancellor and the University Council.

The primary objectives of this role are to provide UNE with strong personal and strategic leadership, and committed and inspired executive management. The successful candidate is expected to lead the University with energy, to be highly involved in the University community, and provide strategic and visionary leadership to motivate a large and complex organisation and develop, communicate and gain commitment to UNE's vision and goals.

The successful candidate must have an understanding of, and commitment to, teaching, research, entrepreneurship, and achievement of commercial objectives. In particular, the Vice-Chancellor and Chief Executive Officer must have a commitment to the further development and enhancement of distance education and flexible teaching and learning strategies.

### **KEY RESPONSIBILITIES**

The position has line management responsibility for:

- the Deputy Vice-Chancellor
- the Chief Development Officer
- the Chief Operating Officer
- the University Secretary and Legal Counsel (shared responsibility with the Chancellor).

Key responsibilities include:

- Constructive interaction with, and provision of critical and agreed information to, the Chancellor and Council and the Chairs of Committees.
- Fostering a productive relationship with external stakeholders to promote and represent UNE's interest in its relationships across all senior levels of

education, industry, government and community groups, nationally and internationally.

- Providing leadership in productive engagement of the community and key stakeholders, identifying and successfully delivering development opportunities that promote increased enrolments and enhance commercial partnerships, particularly those that will increase revenue.
- Ensuring effective financial and resource management with appropriate priorities, to continue UNE's sound financial performance and resource allocation and in order to maintain and improve the delivery of services.
- Building teams across the University, and promoting effective communication systems for openness and transparency in decision-making throughout UNE.
- Building on and strengthening the relationship UNE has with the New England and North West region, and enhancing UNE's contributions to regional needs and issues.
- Building on and developing UNE's global reach and international collaborations, and UNE's position in the international higher education sector,
- Leading and guiding the development of policies, strategic and operational business plans that contribute to the achievement of the University's mission, values, priorities, objectives and operations, now and into the future, and that successfully manage risk and compliance.
- Developing, enhancing and supporting a high-performance organisational culture which values and rewards delivery of outcomes, innovation and collaboration; and leading and supporting the development of staff skills and expertise.
- Leading and managing change to assist UNE to move forward to meet the many challenges flowing from a changing political and economic environment, by anticipating and responding to developments within the external and internal environment that may impact on the University.
- Ensure management practices continue the development, implementation and promotion of both occupational health and safety, and equity, in the workplace, and ensuring these priorities are communicated and adhered to by staff.

## **KEY PERFORMANCE INDICATORS**

The following list is indicative of the key performance indicators which are relevant to the University and its immediate future:

- Increased reputation in the tertiary education sector to the position where UNE is recognised as the leader in distance education.
- Increased international and domestic student load.
- Government recognition that UNE is an innovative, leading regional University meeting key priorities of Government.
- Key stakeholders recognition that UNE is a highly professional, well-governed strategic and innovative deliverer of quality education.

- Modern and well-maintained physical and technological infrastructure to support teaching and learning, research, students and corporate services.
- Increased reputation as a leader in research capacity.
- Entrepreneurial representation to secure adequate ongoing funding for UNE.
- An organisational culture characterised by professionalism and teamwork.
- A strategic framework ensuring use of funds in the most effective, results-focussed manner.
- Effectiveness, accountability and integrity of UNE operations, in Australia and abroad.

## **PERSON SPECIFICATION**

Attributes and experience of the ideal candidate will include:

### **Governance, Resource and Financial Management**

- Outstanding record of executive management in a large and diverse organisation.
- Proven record of developing and returning budgets which deliver a positive operating result, based on the core fundamentals of sound management systems, processes and performance standards.
- Understanding of governance and its role in decision-making within a university.
- Experience in managing reporting and accountabilities to a governing body, government and other institutions.
- Understanding of the need to meet a number of indicators to benchmark the financial and operating performance of universities.

### **Leadership and People Management**

- Outstanding energy, ability and success in the strategic and visionary leadership and motivation of a large and complex organisation.
- Ability to build and effectively lead diverse and high performing teams.
- Ability to foster high levels of ethical and professional behaviour.
- Ability to develop, communicate and gain commitment to the University's vision and goals.
- Credible, influential and politically astute advocate for the University on both a State and Federal level.

### **Academic Management**

- Outstanding record of scholarship and demonstrated ability to inspire intellectual achievement.
- Credibility and achievement in teaching and research, and/or in their management.
- Understanding of and commitment to teaching and research as core business of a University.

### **Entrepreneurship**

- Capacity to anticipate, identify and seize development opportunities.
- Successful record of building commercial partnerships and collaborating at senior levels of education, industry, government and community groups, nationally and internationally.
- Recognition as an entrepreneurial thinker in the development and optimisation of non-government sources of funding.

### **Strategy and Change**

- Ability to develop, enhance and support a high performance culture which values and rewards endeavour, innovation and achievement.
- Proven record in driving change and innovation in a highly diverse and dynamic environment.
- Successful record in the implementation of strategic planning and business process improvement.

### **Personal Qualities and Attributes**

- Outstanding personal integrity and a reputation for fair and equitable treatment of others.
- Outstanding interpersonal and communication skills including a demonstrated ability to consult, negotiate and interact with a broad range of people, internally and externally.
- An established network of community and global contacts in academia, business and government.
- Ability and preparedness to act as a champion for UNE, in local, regional, national and international communities.
- Demonstrated understanding of, and commitment to, OH&S, Risk Management, Quality Assurance and EEO principles as they relate to this role.

### **ORGANISATIONAL STRUCTURE (Please see over)**

