

UNE Senior Executive Team (SET)

The role of the Vice-Chancellor and the Senior Executive Team is to provide effective operational management of the University to achieve its strategic objectives.

The SET will

- meet weekly to discuss relevant matters of business
- meet monthly under a formal agenda to approve strategic business matters
- meet on an ad hoc basis to address critical issues.

All SET discussions are confidential until an agreed position is resolved and decision(s) supported by the relevant communication strategy is/are approved.

SET will use their acumen to decide if a matter should be taken to meetings.

The SET Charter

1. We will be explorers, we will be inspiring, ambitious, innovative risk-takers. We are brave and bold.

We will:	<ul style="list-style-type: none">✓ Listen to new ideas that will help us realise our purpose✓ Value the ability of diverse views to take us in new directions✓ Show courage in our decisions✓ Open up existing activities to evidence-based challenge and change✓ Not limit ourselves to the current boundaries✓ Plan the journey and measure our progress✓ Adapt and adopt a 'can do' attitude	We will not:	<ul style="list-style-type: none">× Be risk-averse or reckless; we will take calculated risks× Be overwhelmed by the scale of the task× Undermine the agreed goals of the Team× Leak sensitive information or distribute 'false news' about SET decisions× Keep our journey to ourselves
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2. We will be valued partners. We are trustworthy and honest, and will always function with integrity.

We will:	<ul style="list-style-type: none">✓ Deliver on our commitments✓ Communicate openly, honestly and transparently (with a plan!)✓ Recognise and rely on the diversity of our SET✓ Participate in and utilise robust, respectful debates to drive decision making✓ SET will operate under the principle of Cabinet solidarity and confidentiality	We will not:	<ul style="list-style-type: none">× Undermine the process or disown collective decisions× Elevate decisions to the group that individuals should be taking
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3. We will be a successful, professional team.

We are collaborative, we will share responsibility and pursue common goals.

We will:	<ul style="list-style-type: none">✓ Recognise individual responsibility to the Team✓ Understand and value the skills of each individual SET member✓ Collectively celebrate success✓ Take responsibility for failure and adopt a learning approach✓ Be well prepared and contribute our best individually✓ Commit to an agreed plan✓ Invest in improving our individual and collective performance through development✓ Make attending executive meetings a priority and be present	We will not:	<ul style="list-style-type: none">× Transmit blame or criticise collective failure× Avoid our responsibility to prepare, contribute, attend and be present× Abrogate or shift responsibility when things are not going right× Caucus for support or form alliances to bias decision making
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4. We will be recognised for the quality, value and relevance of what we do. We are committed to excellence.

We will:	<ul style="list-style-type: none">✓ Submit high quality, evidence-based papers at least one week before meetings✓ Question and discuss respectfully✓ Embrace a spirit of open and rigorous enquiry✓ Set goals and targets that are agreed and understood✓ Use other experts to support our decisions✓ Use appropriate structures and functions to drive excellence✓ Share the agenda and SET decisions with others in the organisation and community	We will not:	<ul style="list-style-type: none">× Accept or turn a blind-eye to things that don't meet our standards× Manage our commitments in a way that precludes effective engagement with the SET community× Step back or away from decisions once they are made
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5. We will listen, hear and engage. We are focused, responsive and informed.

We will:	<ul style="list-style-type: none">✓ Respectfully crowd-source ideas and opinions to ensure we operate in a rich environment✓ Close the loop ... tell people the outcome and the rationale for decisions✓ Ensure everyone feels valued, cared for, successful, supported and respected✓ Develop and sustain a culture of objective engagement✓ Make sure we are hearing the truth✓ Put more effort into communication which is honest and fulsome✓ Value feedback from our peers and from partners	We will not:	<ul style="list-style-type: none">× Punish those who convey difficult messages× Limit the progress of others through poor communications× Change decisions without effective consultation and communication
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