



## Chief Financial Officer

Candidate Information Pack  
Position 0000012578

**une**  
University of  
New England





## Acknowledgement of Country



The University of New England (Armidale campus) acknowledges that we are on the country of the Anaiwan people; recognising their continuing connection to this land, water and community; who for thousands of generations, have exchanged their knowledge for the benefit of all; and are the traditional custodians of the ancestral land of where we work and live. We also pay our respect to their Elders past, present and emerging.





# Contents

About UNE .....	4
The Armidale Campus .....	5
Welcome .....	6
Chief Financial Officer .....	7
The Role .....	8
Selection Criteria .....	10
Core Capabilities .....	11
Benefits of working at UNE .....	12
About Armidale .....	13



# About UNE

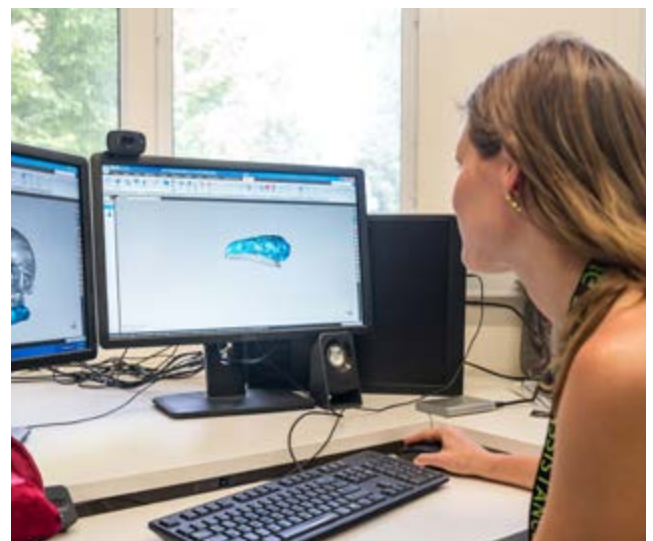
## The University of New England

The University of New England (UNE), Armidale is a regionally based, globally networked university that is renowned for the quality of its student experience and the excellence of its research specialisations. UNE pioneered teaching to external students making it the most experienced provider of distance and innovative online education. Currently there are over 21,000 students (83% of whom are distance/online students) and approximately 1,200 academic and general staff.

Originally named New England University College, UNE was established as a college of the University of Sydney in 1938. It was the second university established in New South Wales and Australia's first regional university. In 1954 the University became fully independent as the University of New England and was one of the first Australian universities to offer degrees by correspondence.

Unlike many institutions, supporting all students (including those remote from our Armidale and Sydney campuses), is part of our DNA. Indeed, nearly 50% of UNE's current student cohort have a background that would differentiate them, in terms of life opportunities, from the "traditional student" of conventional universities in metropolitan Australia.

Our ability to provide personal and quality distance learning experiences is evidenced in our student satisfaction results and is key to our success. The University has consistently maintained a five-star rating for Overall Student



Satisfaction for the past 18 years, as published in the *Good Universities Guide*, and has enjoyed considerable success with Australian Awards for University Teaching, winning Citations for Outstanding Contributions to Student Learning.

The UNE decadal strategic plan 2021-2030, [Future Fit](#), has been developed to guide the University to deliver on its enduring vision to support the aspirations of individuals in communities, and communities within regions, in a digital age.





## The Armidale Campus

The University of New England is located on several sites in Armidale. The main northern campus of the University is adjacent to the northwest of the city, 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, 'Boooloominbah' – now the administrative centre of the University and the site of the Vice-Chancellor's office - together with several other buildings and 74 hectares of land. Located nearby on this campus is a magnificent residence 'Trevenna' where the Vice-Chancellor resides.

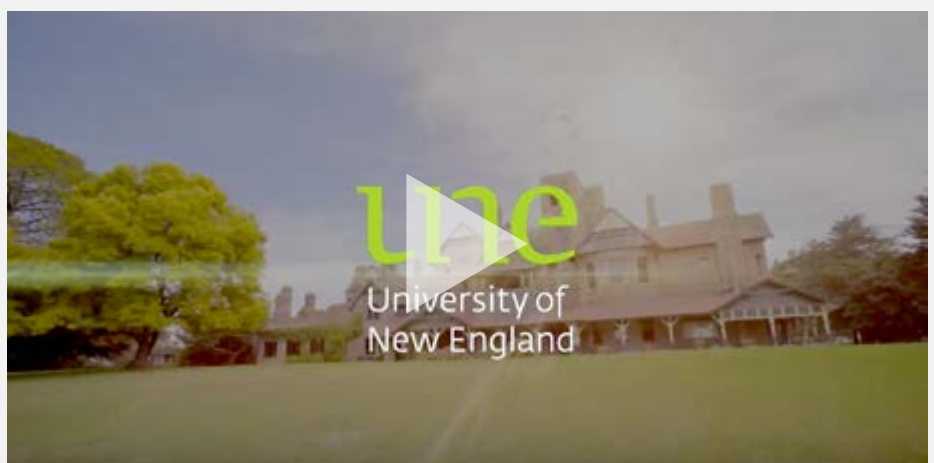
UNE has one of the largest residential systems of any university in Australia. Students choose from eight residences, ranging from fully catered colleges to independent on-campus accommodation. The colleges

are more than just places to eat and sleep—they provide academic support, opportunities to participate in social, cultural and sporting activities, and the chance to build networks that last a lifetime.

The University also possesses a number of rural properties in close proximity to the campus, providing facilities for teaching and research.

### SportUNE

UNE is proud to have some of the best sports facilities of any university in Australia. Students and Staff have the use of a heated indoor swimming pool, gym, international standard basketball stadium, rugby fields and indoor climbing wall. Archery, indoor soccer, netball, rugby union and underwater hockey are just a few of the organised sports which students and staff can play at UNE.



Click the play button  
for a virtual campus tour →



# Welcome

As Australia's first regional university, established after years of lobbying and with little backing from metropolitan academia, UNE had modest beginnings. In 1955, a year after the University's establishment, 65 academic staff worked with just 599 students. Incredibly, from day 1, 58% of UNE's students were off-campus. The concept of 'online' education was not yet dreamed of. UNE has and remains Australia's leading university in this regard!

From the outset, UNE had to walk its own path. In fact, UNE invented distance learning for those who wanted university education but could not or did not wish to travel to get it. UNE's aspiration from the beginning was to offer students education on their terms and at times that suit their lives.

The demand for this unconventional experience remains as significant today as ever. Today we support more than 20,000 students who are located in Armidale, across Australia and the world. We provide the pathways for students to seek new beginnings or grasp new opportunities.

As Vice-Chancellor of UNE, I am dedicated to building an unconventional university; one not constrained by a sense of limited possibilities. I want UNE to be associated with innovation and transformation in ways

that benefit all – staff, students and the communities we sit within. Together we will create a university that on the one hand remains faithful to the essence of our formation and on the other embraces the possible and becomes a university that no-one has seen before.

If this sort of environment appeals to you, then please consider making UNE your next career move. Work with me to make sure that everyone who encounters this particular regional university is positively defined by the experience.

We look forward to hearing from you.



**Professor Chris Moran,  
Vice-Chancellor and CEO**





# Chief Financial Officer

**Pillar:** Office of the Vice-Chancellor and CEO

**Position Number:** 0000012578

**Classification Level:** Executive

**Location:** Armidale

**Reports to:** Vice Chancellor and CEO

**Number of direct reports:** 4

**Date Classified:** November 2024

## The Division

The Finance Division provides UNE with strategic institutional financial planning, financial accounting, business accounting, business intelligence and analytics, procurement and treasury expertise.

Its role is to ensure that UNE has an integrated and effective strategic planning, financial and performance framework that supports the achievement of UNE's strategic objectives and efficient management and utilisation of UNE resources.



## The Role

The Chief Financial Officer is responsible for supporting the UNE Strategy by setting and implementing an agreed financial framework using the resources within the division across the university. In addition, the position is responsible for the supervision of the Directorates of Financial Services, Business Intelligence & Analytics and Procurement.

The position reports to the Vice-Chancellor, and the appointee will provide support and advice to the Vice-Chancellor and the University on all financial and other relevant matters.

The incumbent will have responsibility for the preparation and discussion of financial matters for the UNE Council.

The role will also oversee the preparation of financial and other reports to government and other agencies as required. The Chief Financial Officer will work closely with other members of the Executive Team and with senior managers in the preparation and monitoring of budget allocations to the academic cost centres, directorates and business units in each portfolio.

The Chief Financial Officer will provide the University with strategic leadership and oversight of the financial functions of the University.

- Provide general strategic leadership and support for financial operations underpinning the University's ambitions in teaching, research, engagement and infrastructure development.
- Provide financial leadership to the University and oversee and ensure the efficient and effective provision of financial services to all areas of the University.

- Ensure compliance with statutory financial reporting obligations.
- Develop with the Executive Team and implement a financial planning and analytical framework that supports the delivery of the UNE Strategic Plan.
- Oversee and ensure the effective provision of procurement services to the University.
- Provide appropriate financial service delivery to UNE controlled entities

In achieving these objectives, the incumbent must be willing and able to work closely with other senior colleagues and to consistently communicate and implement clear vision for employees, as well as demonstrate high level leadership, competence and confidence in interpersonal skills and decision making, and the capacity to effectively lead change and engage employees in the pursuit of change.

The Chief Financial Officer will oversee the budgets for the Directorates and controlled entities in the portfolio. The appointee, with the Executive Team, will assist the Vice-Chancellor to determine allocations of funds to support the University Strategic Plan, sub-plans and subsequent reporting relationships and key accountabilities of the role.

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*If you are interested in an institution that intends to redefine the nature of university learning and discovery, then this position at the University of New England is for you.*



## Key Responsibilities

1. Deliver an efficient, effective, business intelligence and procurement service to meet the needs of all units within the University in all areas of responsibility.
2. Ensure the University meets its fiduciary and regulatory obligations including annual financial reporting and audit.
3. Provide leadership to the Directorates and controlled entities within the portfolio.
4. Provide financial leadership to the University through the development and monitoring of the University budget and financial strategy and by ensuring that appropriate financial delegations and systems of internal control are maintained throughout the University.
5. Provide financial advice and support to the Executive Team in developing business plans and associated initiatives that align with financial strategy and support the delivery of the UNE Strategic Plan.
6. Develop, in consultation with members of the Executive Team, the University strategic financial policies, procedures and systems, to meet standard of best practice and ensure they comply with relevant statutory requirements.
7. Provide advice to the University Council and Executive on the financial status and performance of the University.
8. Be a member of, and provide financial advice to the Executive Team members on the commercial development of the University and other current commercial activities of the University, including the financial implications of proposed internal and external projects, joint ventures, partnerships or other commercial ventures.
9. Provide expertise to the Executive Team, senior managers, and managers of other University entities to allow them to exercise appropriate financial control over the assets and activities of the University.
10. Liaise with University planning staff on the allocation of financial resources to cost centres and take responsibility for the timely completion of the annual budget.
11. Liaise with the University's auditors, legal advisors, bankers and other consultants on portfolio of University financial matters.
12. Oversee the implementation and management of the University's investment portfolio.
13. Oversee the Procurement Directorate.
14. Oversee the University's insurance activities ensuring at all times that the university's interests are appropriately protected
15. Provide leadership and ensure that Directorates in the portfolio meet agreed strategic objectives and achieve performance standards including compliance with legislative and other regulatory requirements.
16. Facilitate a culture of continuing financial improvement in the Directorates and controlled entities within the portfolio.
17. Effectively chair, and/or participate in, relevant committees and advisory bodies related to activities of the University within the portfolio and follow up decisions to ensure their effective implementation.
18. Represent the Vice-Chancellor as required and undertake such other activities as the Vice-Chancellor may require.
19. Ensure knowledge of the Rules, Policies and Procedures of the University (available on the University website) is maintained and abide by them as they are amended, varied or replaced from time to time.

*Note: It is not the intention of the position statement to limit the scope or accountabilities of the position but to highlight the key responsibilities of the position. The responsibilities listed above may be altered in accordance with the changing requirements of the role.*

## How you will be assessed for the role

The UNE Core Capability Framework describes six core capabilities for all staff at UNE. Your merit will be assessed based on the demonstration of all or most of the following UNE core capabilities as they relate to the role:

- Shapes and Supports Strategy
- Leads and is Open to Change
- Acts with Courage and Integrity
- Delivers and Achieves Results
- Develops and Maintains Relationships
- Communicates with Influence

You will also need to exhibit the knowledge, educational requirements, skills and attributes required for the position.



## Selection Criteria

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1. Relevant tertiary qualifications such as a degree in business or commerce, or other tertiary qualifications relevant to the Chief Financial Officer portfolio combined with extensive business or commercial experience in a senior management position.
  2. Professional membership of the CPA Australia (CPA) or the Institute of Chartered Accountants in Australia and New Zealand (CA) or the Institute of Public Accountants (IPA) or equivalent.
  3. Professional membership or industry recognition of skills and experience.
  4. Demonstrated effective understanding of contemporary issues facing the tertiary education sector.
  5. Proven leadership abilities in leading and managing a group of professionals, in a large diverse organisation, and to build effective teams.
  6. Demonstrated experience at a senior level such as Chief Financial Officer in a large diverse organization in financial management, organisational strategy development and procurement, and with experience working in university finance.
  7. Practical and successful experience in commercial ventures and partnerships.
  8. Outstanding interpersonal and communication skills including a demonstrated ability to consult, negotiate and interact with a broad range of people, internally and externally, including in government, academic and business.
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# Core Capabilities

## Leading UNE Strategy (Senior Executive Team)

Capability	Definition	Behaviours
<b>Shapes and Supports Strategy</b>	Shapes and drives long term strategies in response to the changing nature of the University academic and business context.	<ul style="list-style-type: none"> <li>• Sets and drives the strategic framework and priorities.</li> <li>• Promotes the University's vision and conveys a compelling picture of the future.</li> <li>• Anticipates future impacts within the University environment and capitalises on innovative solutions.</li> <li>• Analyses strategic risks and critically assesses information and advice from a variety of sources.</li> <li>• Builds shared ownership.</li> </ul>
<b>Leads and is Open to Change</b>	Leads change and models behaviour that embraces innovation and continuous improvement.	<ul style="list-style-type: none"> <li>• Clearly articulates the need for change, explains the benefits and desired outcomes encouraging the contributions of others .</li> <li>• Builds shared ownership through openness to diverse views.</li> <li>• Displays resilience when experiencing setbacks and confidently establishes a course of action.</li> <li>• Encourages new approaches to problems</li> <li>• Drives a culture of continuous improvement and positive view of change.</li> </ul>
<b>Acts with Courage and Integrity</b>	Acts in the best interests of the University and takes personal responsibility for achievement of outcomes.	<ul style="list-style-type: none"> <li>• Models honest and ethical behavior and gains trust and respect.</li> <li>• Takes responsibility for own behaviour and consequences.</li> <li>• Makes tough decisions when faced with conflicting views acting in the best interests of the University.</li> <li>• Defines expectations and holds others accountable.</li> <li>• Displays self-awareness and understands own strengths and weaknesses.</li> <li>• Values diversity and creates an environment that is inclusive.</li> </ul>
<b>Delivers and Achieves Results</b>	Delivers intended results achieving excellence in outcomes for students, staff and other stakeholders.	<ul style="list-style-type: none"> <li>• Effectively promote University objectives and expected outcomes.</li> <li>• Drives organisational achievement of quality outcomes.</li> <li>• Fosters a culture of collaboration and knowledge sharing to achieve University outcomes.</li> <li>• Acts to remove barriers to successful achievement of outcomes.</li> <li>• Displays judgement and wisdom in decision-making and responds in a timely manner.</li> </ul>
<b>Develops and Maintains Relationships</b>	Establishes rapport with diverse groups and harnesses the talents of others.	<ul style="list-style-type: none"> <li>• Cultivates networks and liaises with a broad range of stakeholders.</li> <li>• Establishes partnerships and leverages industry relationships.</li> <li>• Gains cooperation and builds trust with others.</li> <li>• Establishes a culture of high performance ensuring the attraction, development and retention of talented people.</li> <li>• Empowers others and encourages initiative.</li> <li>• Ensures a healthy and safe workplace for all.</li> </ul>
<b>Communicates with influence</b>	Considers differing views of others and works constructively to build common ground.	<ul style="list-style-type: none"> <li>• Communicates information clearly and consistently using a variety of mediums creating a common understanding.</li> <li>• Explains complex information using language appropriate for the audience.</li> <li>• Listens and anticipates view points and engages persuasively.</li> <li>• Applies sound judgement when negotiating mutually acceptable solutions.</li> </ul>



## Benefits of Working at UNE



Aside from working from one of the most beautiful campuses in Australia, staff at UNE also enjoy a range of great benefits, which include:

- One of the most beautiful campuses in Australia, UNE is situated on 74 hectares of heritage parklands, overlooking the beautiful city of Armidale. All classes, residences and recreational facilities are within easy walking distance from each other, anywhere on campus.
- Access to a balanced, healthy and happy lifestyle.
- Family friendly working arrangements including an on-campus childcare centre which can be salary packaged, plus vacation care during school holiday periods.
- Generous leave entitlements.
- Health and Wellbeing services with access to one of the best university sporting precincts in Australia offering a variety of fitness services and new facilities, all just a short stroll down the hill from your office which means a game of tennis, or a lunch-time swim/gym session is easy. In addition, book an appointment with the UNE Medical Centre and access free counselling through our employee assistance program.
- Abundant paid parking is available across campus and is just a short walk from any UNE building. Bus routes run regularly from town and many staff ride or walk to work each day on the bike track.
- A university of dedicated and innovative people focused on creating a future unconventional university open to all who are prepared to work to succeed.





# About Armidale

Armidale is located in NSW roughly halfway between Sydney and Brisbane on the New England Highway. The city has a population of about 24,000. The climate is mild, with warm summers, glorious springs and crisp winters bringing occasional snowfalls; in autumn the city turns crimson and gold.

## Armidale Lifestyle

The central business district has a cosmopolitan flavour, with pedestrian malls, cafes, markets, regular cultural events and festivals. Shopping centres, museums, parks, restaurants and a cinema are just a short walk or bus ride away. With a high level of business activity including in the CBD, a growing education sector, and a strong rural economy, employment in Armidale is quite strong.

A strong element of growth in Armidale's population is due to professional or business people with school-aged children choosing a location with cultural vibrancy, superior educational facilities, a strong sporting culture and a healthy outdoors lifestyle. Some of Australia's most spectacular gorge country can be found in the nearby national parks, which provide superb walking opportunities. The beach is two and a half hours away at Coffs Harbour.

Armidale Airport has daily flights to and from Sydney and Brisbane. Train and bus services also travel to the major cities.



