



# Position Description

## Deputy Vice-Chancellor, Research

Office of the Deputy Vice-Chancellor, Research

<b>Classification</b>	Senior Executive Leader – Deputy Vice-Chancellor (Research)
<b>Delegation band</b>	This position has delegated authority to Band 8
<b>Number of direct reports</b>	34
<b>Number of indirect reports</b>	293
<b>Date last reviewed</b>	30 June 2021



# About Charles Sturt University

## Purpose

The Wiradjuri phrase *yindyamarra winhanganha* means the wisdom of respectfully knowing how to live well in a world worth living in. This phrase represents who we are at Charles Sturt University – our ethos. It comes from traditional Indigenous Australian knowledge, but it also speaks to the vision of the university – to develop and spread wisdom to make the world a better place.

## Vision

Charles Sturt University is set to undergo a decade of great reform that will see the university characterised by these key elements:

- An uncompromising drive towards excellence in every aspect of its operations
- A far-reaching strategic re-positioning of teaching, learning, research, and innovation
- A cementing of our position as Australia’s pre-eminent rural and regional university

The overarching aim is to consolidate our institution so that it is demonstrably more resilient and sustainable by the end of the decade.

## Goals

To deliver on our Purpose and Vision, the university has three key goals:

1. Maintain the university’s position in the top five Australian universities for graduate outcomes based on employment and salary
2. Embed a culture of excellence across all aspects of the university’s operations
3. Exponential growth in research, development, and innovation income in our chosen areas, delivering high impact outcomes for regional Australia

## Our values

Charles Sturt has a proud history and is fortunate to have an outstanding group of diverse, passionate, and engaged people working with us. Our values of insightful, inclusive, impactful, and inspiring guide our behaviours and ways of working to help us achieve our ethos of creating a world worth living in.

## Performance measures

In addition to the principal responsibilities senior leaders will be required to contribute to the success of the university strategy including meeting the eight key university key performance Indicators:

<b>Our Students</b>	Commencing Progress Rate Student Experience
<b>Our Research</b>	Research Income Research Quality and Impact
<b>Our People</b>	All Injury Frequency Rate Engagement
<b>Our Social Responsibility</b>	Underlying Operating Result Community and Partner Sentiment



## Office of the Deputy Vice-Chancellor, Research

The Deputy Vice-Chancellor, Research is responsible for leading Charles Sturt University's research agenda to enhance research impact, output and engagement. This includes research training, partnerships, innovation, and commercialisation. A key focus of the role is the development and implementation of strategies in these areas that increase capability, quality and impact in accordance with the goals of the university. The portfolio also includes First Nations engagement, which is a key area of importance for Charles Sturt.

The Deputy Vice-Chancellor, Research must set a vision for Charles Sturt University to:

- Undertake world-class research that has meaningful and transformative bearing at local, national and global levels, and meets any government or regulatory thresholds
- Work with research institutes, centres, industry and end-users to deliver high impact research outcomes
- Empower Indigenous people through high-quality education, meaningful engagement and ground-breaking research
- Excel in the development and management of research programs and linkages, including co-location on Charles Sturt campuses.

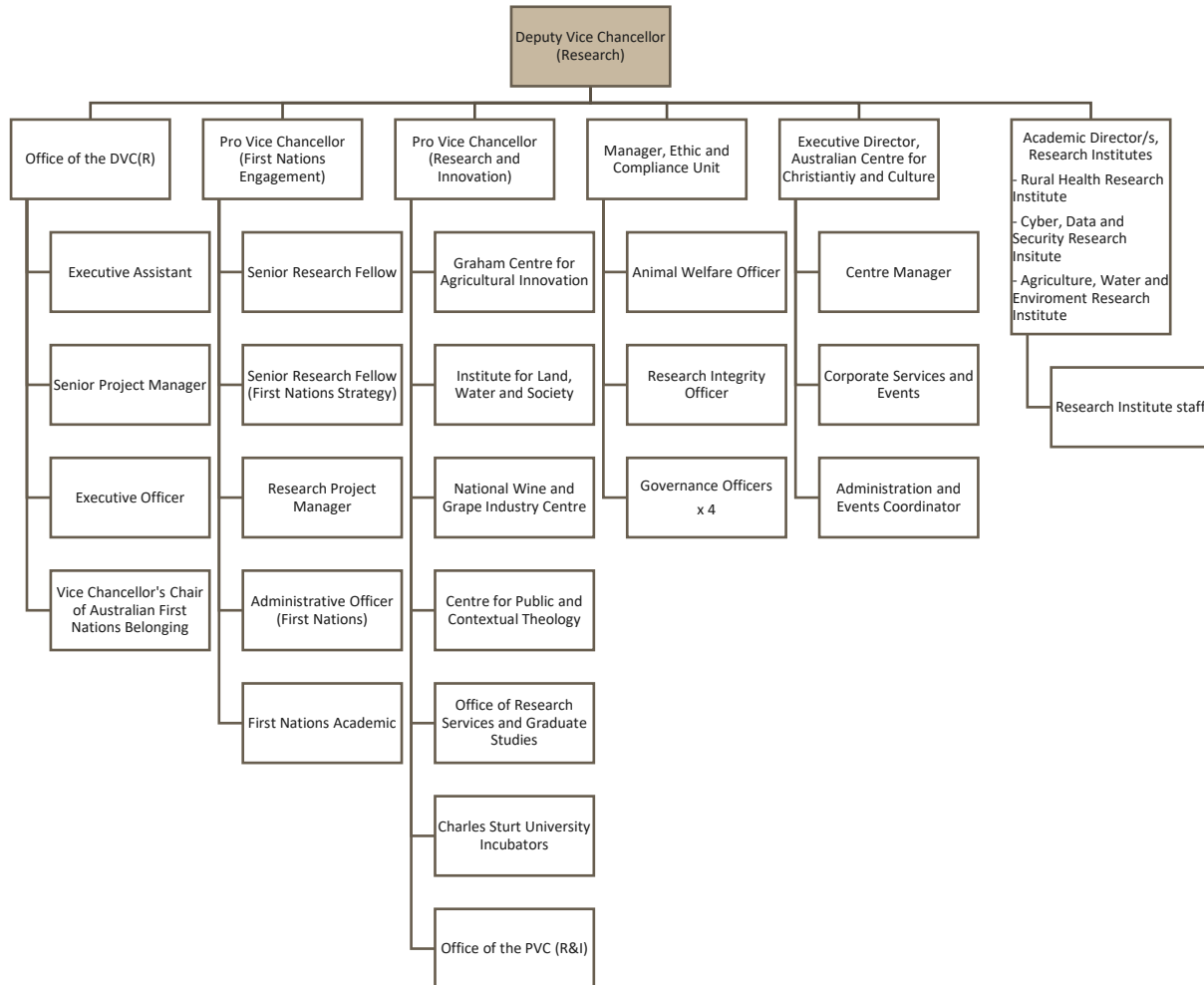
A specific focus of the Deputy Vice-Chancellor, Research will be to work collaboratively to lift the overall research performance of the university and sponsor the 'Our Research' component of the next university strategy.

The Deputy Vice-Chancellor, Research will steward the development of collaborative research connections between Charles Sturt and industry, end-users and stakeholders to strengthen and expand the university's research priorities. Closer strategic partnerships are sought based on the internationally competitive nature and relevance of Charles Sturt's research, and the opportunity to provide Higher Degree by Research students with more comprehensive training and experience.

The successful candidate will play a key role in the development of the AgriSciences Research and Business Park ([the AgriPark](#)) at the Wagga Wagga campus.



## Organisational chart



## Reporting relationships

**This position reports to:** CEO/Vice Chancellor

**This position supervises:**

- Executive Officer
- Executive Assistant
- Pro Vice-Chancellor, First Nations Engagement
- Pro Vice-Chancellor, Research and Innovation
- Research Professors leading new research institutes
- Academic Directors, Research Institutes (Agriculture, Water and Environment, Rural Health, and Cyber, Data and Security)

## Key working relationships

- Executive and Senior Leaders
- Academic Directors and Executive Directors of the university Research Institutes (Agriculture, Water and Environment, Cyber, Data and Security, and Rural Health)
- External stakeholders and partners



## Position overview

The Deputy Vice-Chancellor, Research, will be responsible for leading internal and external stakeholders through transformational change in order to achieve Charles Sturt University's ambitious research and innovation strategy. A key focus will be the development and implementation of a research strategy that drives excellence, quality, entrepreneurship, partnerships and innovation. The portfolio includes First Nations engagement, which is of fundamental importance.

## Principal responsibilities

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### Leadership

- Lead and deliver Charles Sturt University's research strategic plan.
- Lead the development and implementation of strategies and policies in areas that increase capability, quality and impact in accordance with the goals of the research pillar of the university strategy.
- Position Charles Sturt University at the forefront of innovation and research capability in our chosen areas.
- Ensure a distinctive and attractive research reputation for Charles Sturt University.
- Contribute to the role of the Charles Sturt University as an intellectual research leader for its communities and the Nation.
- Create an environment that is inclusive, creates opportunities, fosters innovation and generates impact.
- Be a role model for leadership aligned with the Charles Sturt University values.

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### Research & Innovation

- Lead the overall research performance of the Charles Sturt University through strategic initiatives, targeted funding programs, and in-depth data analysis.
  - Lead university-wide research, research training, partnerships, innovation, and commercialisation.
  - Create a culture of high-performance, international research excellence and accountability.
  - Lead the portfolio to oversee the implementation and administration of strategies and policies that can enable higher performance and ensure compliance with reporting requirements.
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**Community/  
Partnerships**

- Ensure that Charles Sturt University participates and contributes to the well-being and improvement of the communities in which it operates.
- Lead research excellence with a focus on external engagement and impact.
- Support and empower the development and implementation of the First Nations Engagement Strategy with respect to research through meaningful engagement, as well as contributing to high quality education.
- Lead the development of collaborative connections with research institutes, centres, industry, end-users and other stakeholders to strengthen and expand the research agenda, including co-location of partners on Charles Sturt University campuses.
- Ensure research excellence and deliver high impact research outcomes.
- Represent Charles Sturt University on external boards and committees as required.
- Lead and foster the development of international research networks.

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**Corporate  
Social  
Responsibility,  
Ethics and  
Integrity**

- Support Charles Sturt University's commitment to corporate social responsibility.
- Act with the highest level of professionalism and ethical behaviour and foster ethical and responsible decision-making amongst others.
- Ensure compliance with Charles Sturt University's policies and procedures, and external regulations and codes.

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**Governance**

- Provide advice and information to the University Council as necessary to enable Council to fulfil its statutory obligations and responsibilities.
- Be a member of governance committees relevant to the portfolio.

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**Disclosure**

- Ensure appropriate and timely disclosures consistent with the university's requirements on declarations of interests.

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**Strategic  
Planning**

- Lead the research components of the university strategy.
  - Ensure the implementation of University Council's approved strategies and objectives in research.
  - Contribute to the overall strategic planning and direction setting of Charles Sturt University.
  - Work collaboratively with the members of the leadership team to ensure the achievement of strategic goals.
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**Business  
Management**

- Provide general supervision and management of the day-to-day research activities of Charles Sturt University within established guidelines, and consistent with decisions requiring prior approval.
- Develop annual operating plans, including business plans, organisational structures, staffing and budgets that support the research agenda, and recommend annual operating plans for review and approval.
- Implement annual operating plans in the portfolio and direct and monitor activities and resources of Charles Sturt University, consistent with the approved strategic direction, financial limits and operating objectives.
- Approve commitments within the limits of delegated approval authorities.
- Undertake consultative planning and management of staff performance and development.
- Periodically and systematically review research performance and develop and implement plans for continuous improvement.

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**Risk  
Management**

- Provide assurance that the appropriate systems are in place to identify and manage risks relevant to the portfolio, and that such risks are acceptable to Charles Sturt University and are within the guidelines established by the Council.

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**Organisational  
Effectiveness/  
Succession**

- Ensure research staff are nurtured and supported.
- Ensure succession and development plans are in place for the portfolio.
- Recommend appointments of senior staff in the portfolio and, monitor their performance while providing feedback and training as appropriate.

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**Performance**

- Ensure staff have KPI's and annual performance plans aligned to Charles Sturt University's strategic and operational plans.

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**Other**

- Carry out other duties and responsibilities assigned by the CEO/Vice-Chancellor.
  - Annually review this position description in conjunction with the CEO/Vice-Chancellor.
  - As a member of the senior leadership team of Charles Sturt University, provide strategic advice to the CEO/Vice-Chancellor on research and the research initiatives in the university strategy.
  - Work with the entire leadership team, to ensure an integrated approach to planning, particularly around infrastructure and business development (working with the Chief Operating Officer) and strengthening of the teaching–research nexus (working with the Provost and Deputy Vice-Chancellor, Academic).
  - Ensure the integration of learning and teaching with research.
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## Key Result Areas

In addition to the principal responsibilities and the eight key university key performance indicators:

### Research performance

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- Substantially grow external funding for research activities.
  - Lead the research initiatives of the university strategy.
  - Successfully establish new research institutes in Agriculture, Water and Environment; Rural Health; and Cyber, Data and Security.
  - Ensure an increase in the Charles Sturt University's productivity in research, research outputs, external research funding, research impact, numbers of Higher Degree by Research (HDR) students and timely HDR completions.
  - Ensure an increase in HDR student satisfaction.
  - In conjunction with the Provost, strengthen the teaching–research nexus through comprehensive integration of learning and teaching with research.
  - Ensure delivery of the annual research operational plan.
  - Lead cultural change so that all staff strive for research excellence in every aspect of operations and are accountable for delivery.
  - Ensure effective communication with all stakeholders.
  - Ensure all staff understand the Charles Sturt University's research agenda.
  - Accelerate Charles Sturt University's performance in selected research rankings.

### Partnerships

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- Identify, facilitate and grow new partnerships for research with industry, government, and the professions, regionally, nationally and internationally.
  - Create new and nurture existing opportunities for the Charles Sturt University within the innovation sector, through new partnerships that maximise research impact and commercialisation.
  - Lead the establishment of the Rural Health; and Cyber, Data and Security research portfolios, and drive further growth of the AgriSciences Research and Business Park ([AgriPark](#)) at the Wagga Wagga campus.
  - Leverage strategic partnerships to ensure international competitiveness, increased HDR opportunities, and enhanced training for students and staff.
  - Working with the relevant First Nations leaders at Charles Sturt University, expand and elevate relationships with First Nations stakeholders, both internal and external, through meaningful engagement, ground-breaking research, high-quality HDR support and positive staff outcomes.
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**Leadership and  
operations  
management**

- Lead and influence a large, complex and diverse network of stakeholders through transformational change in order to achieve Charles Sturt University's research objectives.
  - Deliver efficient, effective and appropriate management of resources (human, physical and financial) including delivery against approved budgets and operational plans.
  - Ensure compliance with all external statutory, regulatory, accreditation, ethics, and integrity requirements.
  - Ensure research activities are undertaken in alignment with all relevant requirements, including equity, ethics, health and safety, risk management, planning, auditing, reporting, and schedules of delegation.
  - Develop and implement programs for the effective recruitment, admission, management and training of HDR students and the accreditation of supervisors.
  - Deliver against the agreed annual business and operational plans within approved parameters and ensure ongoing capacity of Charles Sturt University to fulfil its research commitments and strategic objectives.
  - Ensure each and every researcher is delivering satisfactory research output as required in individual performance plans and/or position descriptions, and take appropriate action for underperforming staff.
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## Role-specific capabilities

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<b>Be business savvy</b>	Look to add commercial value in our roles, processes and ways of working.
<b>Innovative</b>	With creativity at our core, be open to new ideas and seek to find better ways.
<b>Take action</b>	Weigh up risks and make prompt decisions, backing ourselves and each other (delivery of strategies, projects).
<b>Influence</b>	Create compelling arguments to persuade others and promote ideas that add strategic value.
<b>Lead and supervise</b>	Set directions and standards, delegate, motivate, empower, develop others, recruit talent
<b>Formulate strategies and concepts</b>	Work strategically, set strategies, have vision, think broadly about the organisation.

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## Physical capabilities

- Work in other environments beyond your base campus, such as other campuses.
- On occasion drive a university vehicle distances up to 500km per day within the terms of the university's [Driver Safety Guidelines](#)



## Selection criteria

### Essential

- A. **Leadership:** A highly regarded track record of successful leadership and management of complex and diverse research portfolios.
- B. **High impact outcomes:** A proven capacity to deliver high impact research outcomes in a multi-campus environment.
- C. **Regional context:** A proven ability to understand, manage and promote research across the range of Charles Sturt University's research in a regional, rural and remote context.
- D. **Transformational change:** Proven success in leading transformational multi-campus organisational change, and leading teams supporting research across a broad range of disciplines.
- E. **Strategic partnerships:** Demonstrated experience in forming and maintaining strategic partnerships with industry, government, professional and community leaders and other external parties to deliver on organisational objectives.
- F. **Strategic planning:** Demonstrated capacity to lead strategic planning and direction setting in research and contribute to overall strategic planning for the university.
- G. **Australia's higher education sector:** A mature understanding of the Australian higher education environment and the current and emerging issues and trends in the national research agenda.
- H. **Communication:** Outstanding communication, interpersonal and influencing skills, including a demonstrated ability to consult and negotiate with a diverse range of internal and external stakeholders across a geographically dispersed institution. These communication skills also include demonstrated success in chairing meetings and facilitating debate to achieve positive outcomes.
- I. **Integrity and ethics:** Strong understanding of, and proven commitment to, research integrity and ethics to ensure compliance with relevant legislation and codes.
- J. **Professional development:** Demonstrated commitment to nurture staff professional development and strengthen organisational leadership in research, particularly in early and mid-career researchers.
- K. **Qualifications:** Relevant tertiary qualifications, including a PhD, and extensive experience as an internationally-recognised research leader.

### Other relevant information

The university has undergone significant restructuring and change during 2020-2021. The incoming Deputy Vice-Chancellor, Research, will be expected to maintain and build on the changes and focus on implementing the research strategy.

