Position Description

University Secretary
Office of the Vice-Chancellor

Classification
Executive Leader, Level 3

Delegation band
Delegations and Authorisations Policy (see Section 3)

Special Conditions
Incumbent will be required to complete a fit and proper person requirements declaration in accordance with the Tertiary Education Quality Standards Act 2011 (the Act).

Date last reviewed
July 2022
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 university’s eight key performance indicators:

<table>
<thead>
<tr>
<th>Our Students</th>
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<tr>
<td></td>
<td>Commencing Progress Rate</td>
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<td>Student Experience</td>
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<tr>
<th>Our Research</th>
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<td>Research Income</td>
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<td>Research Quality and Impact</td>
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<th>Our People</th>
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<td></td>
<td>Engagement</td>
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<td>All Injury Frequency Rate</td>
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<tr>
<th>Our Social Responsibility</th>
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<td></td>
<td>Underlying Operating Result</td>
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<td></td>
<td>Community and Partner Sentiment</td>
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Office of the Vice-Chancellor

The Office of the Vice-Chancellor supports the achievement of the University’s strategy and operations by providing high level support for the Vice-Chancellor and senior executive. The Office supports the Vice-Chancellor by managing the business in the portfolio, providing high-level strategic and operational advice, leading university and office projects, managing media and internal communication, and providing administration support.

The office of the Vice-Chancellor portfolio includes the following units:

- Advancement
- Business Development
- External Engagement
- Governance and Corporate Affairs
- Government Relations
- International
- Media and Internal Communications

Organisational chart

Reporting relationship

This position reports to:

- Chancellor, University Council
- Vice-Chancellor

This position supervises:

- Director, Governance
- General Counsel
- Director, Risk and Compliance
- Executive Officer
- University Ombudsman
- Manager, Graduation and Protocol
- Project Officer (Re-Registration) x 2
Key working relationships

- Council members
- Chair, Academic Senate
- Executive Leadership Team
- Student Senate
- Internal Auditor
- Pro Vice-Chancellors
- Executive Directors
- Chief Financial Officer
- Key external stakeholders, including:
  - The State Minister for Education
  - The relevant State Education Departments
  - Tertiary Education Quality and Standards Agency
  - Officers of the relevant Commonwealth Departments

Position overview

The University Secretary has a whole-of-institution responsibility for leading and managing the University’s governance framework, ensuring that we are positioned effectively to deliver best practice governance that enhances organisational performance. This position is responsible to the Council, through the Chancellor, for the overall management, coordination and support of Council responsibilities, the provision of high-level advice on governance, and legislative compliance matters and professional support services to the Council and its Committees.

The position is also charged with leading and supporting academic governance and in particular ensuring that Academic Senate and its committees adhere to the Higher Education Standards Framework as a key driver for academic quality within the University, as well as meet the responsibilities delegated by Council in accordance with legislation.

In addition, this position has strategic and operational responsibility for the following:

- Corporate and academic governance
- Regulatory and legislative compliance
- Risk management
- Internal audit
- Policy, information and records management
- Complaints management
- Legal services
- Quality assurance (as is relates to the above functions)
Principal responsibilities

1. Work with the Chancellor, Council (and its committees), the Vice-Chancellor, the Chair of Academic Senate, and Academic Senate (and its committees) to establish and implement good governance practices in line with regulatory legislation, standards and frameworks.

2. Provide high level advice and strategic support to the Chancellor, Vice-Chancellor, and Chair of Academic Senate, particularly in relation to governance, legislative compliance and reporting responsibilities.

3. Establish and manage systems and processes for the University’s ongoing reporting responsibilities to the regulator, and manage comprehensive provider registration processes as required.

4. Work closely with the Chancellor and Vice-Chancellor to ensure effective liaison among the decision making bodies and senior University officers.

5. Provide high level advice and governance support services to the Council and Academic Senate and their committees and establish best practices to ensure the smooth operation of meetings and achievement of required outcomes:
   a) Manage and provide strategic oversight of recruitment activities, and election processes to secure suitable Council and Academic Senate members.
   b) Provide members appropriate induction and professional development activities and ensure they have the information necessary to fulfil their duties.
   c) Develop and maintain annual work plans for all committees of Council and Academic Senate that reflect legislative and regulatory compliance requirements in ensuring academic quality.
   d) Maintain a register of conflicts of interests of members and advise the Chancellor and Chair of Academic Senate in respect of any real or potential conflict of interests arising for members. Maintain a Register of Pecuniary Interests and other University registers such as the reportable gifts register.
   e) Act as the main point of contact for members of Council, including for members wishing to obtain information directly from officers of the University.

6. Provide strategic leadership to the University as a member of the Executive Leadership Team.

7. Provide, to the entire university community, timely, accurate and objective information, advice, interpretation and application of policy.

8. Maintain custody of, and control over, the use of the Common Seal, record the use of the Seal and provide reports to Council.

9. Effectively manage strategic resources for the Portfolio including, financial, physical and human.

10. Manage the effective discharge of the University’s statutory and legislative obligations, and maintain amendments to the University Statutes (or Regulations), By-Laws and Rules, delegations and the Policy Library.

11. Provide oversight, strategic direction and advice relating to graduations and university protocol, including honorary naming, academic dress, flags, etc.

12. Provide strategic leadership of records management to ensure that the University meets its legislative obligations, and that records management practices meet best practice organisational requirements.
13. Provide strategic leadership of the Ombudsman function to assist members of the University community to explore options to prevent and resolve problems, complaints and conflicts and manage University-level appeals processes.

14. Provide strategic leadership of the Internal Audit function, to provide the Council with assurance of institutional probity, strategic alignment, compliance and prudent management of resources.

15. Provide strategic leadership of the provision of legal services, and assist in the protection of the University’s reputation (including responding to legal challenges).

16. Establish and manage high-level, productive working relationships with external stakeholders such as: the State Minister for Education, the relevant State Education Departments, Tertiary Education Quality and Standards Agency, and officers of the relevant Commonwealth Departments, especially in respect of governance compliance issues and Council resolutions which require notification to, or action by, the Minister or the Department(s).

17. Undertake other duties appropriate to the classification as required.

Key result areas

In support of the principal responsibilities and the university’s eight key performance indicators (listed on page 2), this position will be accountable for the following:

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Provide effective leadership and implement programs to drive staff engagement and support staff through innovation and change initiatives.</th>
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<tbody>
<tr>
<td>Governance</td>
<td>Working with University Council, sub-committees and the senior executive, ensure Charles Sturt is governed in accordance with best practice principles, the Charles Sturt University Act, rules, by-laws, policies and procedures.</td>
</tr>
<tr>
<td>Compliance</td>
<td>Maintain the highest levels of compliance with legislation and regulations, and ensure relevant risks are mitigated in accordance with risk appetite.</td>
</tr>
<tr>
<td>Audit</td>
<td>Ensure the implementation of an effective audit regime, including consideration and monitoring by governance bodies, timely completion of audit recommendations, and escalation of issues as required.</td>
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### Role-specific capabilities

This section comprises capabilities from the Charles Sturt Capability Framework.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Be business savvy</strong></td>
<td>Look to add commercial value in our roles, processes and ways of working.</td>
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<tr>
<td><strong>Take action</strong></td>
<td>Weigh up risks and make prompt decisions, backing ourselves and each other (delivery of strategies, projects).</td>
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<td><strong>Listen closely</strong></td>
<td>Dig deep to understand others, using self-insight to build team spirit and recognise efforts.</td>
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<tr>
<td><strong>Apply expertise and technology</strong></td>
<td>Apply, develop and share specialist and detailed technical expertise, understanding other organisational disciplines.</td>
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<tr>
<td><strong>Lead and supervise</strong></td>
<td>Set directions and standards, delegate, motivate, empower, develop others, recruit talent.</td>
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<tr>
<td><strong>Analyse</strong></td>
<td>Analyse information, probe for clarity, produce solutions, make judgements, think systemically.</td>
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### Physical capabilities

The incumbent may be required to perform the following.

- Work in other environments beyond your base campus, such as other campuses.
- On occasion drive a vehicle distances up to 500km per day within the terms of the university’s [Driver Safety Guidelines](#).
- Be physically able to sit for extended periods of time to perform reading, writing and computing related activities including keyboard and mouse operations.
Selection criteria

Applicants are expected to address the selection criteria when applying for this position.

Essential

A. A relevant postgraduate qualification with extensive relevant experience (business, public policy or law) to perform successfully in the role; or qualifications in corporate governance; or membership of a relevant professional body; or an equivalent level of knowledge gained through any other combination of education, training and/or experience.

B. Proven experience in leading and managing governance functions in a complex organisation, including ability to work autonomously, manage tasks effectively, meet multiple conflicting deadlines and balance competing demands.

C. Demonstrated knowledge and experience in developing quality monitoring frameworks based on legislative and regulatory requirements.

D. Excellent oral and written communication skills, including the ability to provide high-level advice to senior management and boards, research complex issues, and undertake high-level conceptual, analytical and numerical tasks to resolve matters and interpret policies/trends.

E. Good understanding of Federal and State policies affecting the higher education sector, rural and regional development.

F. Demonstrated experience in the provision of effective support at the board and executive level, and managing matters with confidentiality, sensitivity and discretion.

G. Demonstrated ability to lead, develop and motivate staff to optimise performance and delivery of organisational objectives.