



Charles Sturt  
University

# Information for applicants

Position:  
Chair, Academic Senate





# Contents

Message from the Chancellor .....	3
The university .....	4
Organisational structure .....	10
Position information .....	10
How to apply .....	13
Locations .....	14





## Message from the Chancellor

Thank you for your interest in applying for the position of Chair of the Charles Sturt University Academic Senate.

Academic Senate is the principal academic body of the University, with responsibility to exercise academic governance of the university on behalf of the University Council through institutional oversight, risk management and reporting to the Council on academic standards compliance, academic risk, quality and outcomes in teaching, learning, research as well as research training.

The Council as a whole is tasked with the overriding responsibility to ensure the effective governance of the University. The primary role of the Council, as trustees for the stakeholders, is to set the strategic direction of the University, to seek accountability from the management of the University and ensure free academic inquiry and discourse.

Charles Sturt University is a relatively young institution with roots in regional Australia that has rapidly grown to service students and communities across Australia and the world. The University is focused on its regional communities and although it is a large institution in Australian terms, each campus retains a strong sense of community.

This information pack provides detailed information on the University, the selection criteria and contact details to submit your application.

I hope you will consider this important and exciting role.

A handwritten signature in dark ink, appearing to read 'm. allan'.

**Dr Michele Allan**

Chancellor, Charles Sturt University

# The university

## Our values

Charles Sturt University is a university of the land and people of our regions. True to the character of regional Australia, we have gumption, we have soul and we collaborate with others.

We develop holistic, far-sighted people who help their communities grow and flourish.

Acknowledging the culture and insight of Indigenous Australians, Charles Sturt University's ethos is described by this phrase from the Wiradjuri, the traditional custodians of the land of our original campuses:

## Yindyamarra Winhanganha

which means 'the wisdom of respectfully knowing how to live well in a world worth living in'.

Derived from our ethos, our values are to be insightful, inclusive, impactful and inspiring. By living these values, we make this a world worth living in.

These values are the principles and aspirations that guide our decision-making and underpin our ways of working. As a university we strive to understand people and the world, to embrace our differences and recognise the strength and value of working together, to make a difference in society through the work we do and to lead for a bright and sustainable future.

## Accredited Employer of Choice

Charles Sturt University was awarded an Employer of Choice for Gender Equality (EOCGE) citation from the Commonwealth Workplace Gender Equality Agency (WGEA) in February 2019.

The WGEA EOCGE citation is designed to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces.

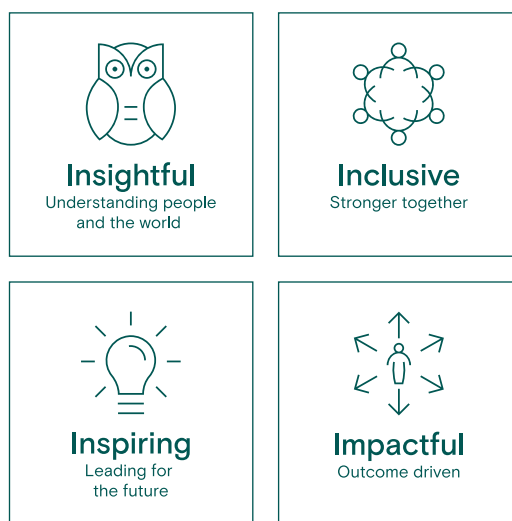
The EOCGE program aims to recognise leading practice in addition to meeting the compliance standards of the with the Workplace Gender Equality Act 2012, and participation in the program is voluntary.

The citation is recognition of the hard work we have put in and the great things we do at Charles Sturt University to promote gender equality, over and above that required by legislation.

We achieved this through meeting criteria related to leadership, learning and development, gender remuneration gaps, flexible working and other initiatives to support family responsibilities, employee consultation, preventing sex-based harassment and discrimination, and targets for improving gender equality.

In 2018, the university released its Workplace Gender Equity Strategy 2018–2022 and we were also among the first Australian higher education institutions to be awarded the Athena SWAN Bronze Institution Award.

Athena SWAN is an accreditation framework to address gender equality in science, technology, engineering, mathematics and medicine disciplines (STEMM) in higher education and research.



Derived from our ethos, our values are to be insightful, inclusive, impactful and inspiring. By living these values, we create a world worth living in.



## About Charles Sturt University

Established as a multi-campus institution in 1989, Charles Sturt University is today the largest university in Australia located outside a major capital city. Currently enrolling around 46,000 students from every state and territory and from more than 120 countries around the world, Charles Sturt University has an annual turnover of A\$611 million and assets valued at A\$1.61 billion.

Our campuses are located in Albury-Wodonga, Bathurst, Canberra, Dubbo, Goulburn, Orange, Parramatta, Port Macquarie and Wagga Wagga. We also have Charles Sturt University Study Centres in Brisbane, Sydney and Melbourne catering to international students, a specialist centre in Manly, and a Regional University Study Centre in Wangaratta, Victoria. The broad geographic spread of our campuses allows us to serve the distinct needs of diverse communities from northern New South Wales to central Victoria and beyond. The university employs more than 2200 continuing staff.

With more than 30 years of experience leading and innovating online education in Australia, Charles Sturt offers the most comprehensive range of programs of any university.



Charles Sturt University is  
#1 for graduate employment\*

\*QILT Graduate Outcomes Survey 2019.



Charles Sturt University grads  
secure starting salaries \$4500 above  
the national average\*

\*QILT Graduate Outcomes Survey 2019.




Charles Sturt University rates  
five stars for student support and  
first-in-family admissions\*

\*Good Universities Guide 2019/20

Charles Sturt University has three faculties: Arts and Education; Business, Justice and Behavioural Sciences; and Science. Faculties operate across campuses and are responsible for developing and delivering courses, and conducting research. The three faculties have a common leadership structure and work collaboratively to achieve shared interests and outputs. Schools within these faculties are largely discipline-based and carry responsibility for the delivery of subjects. Administrative and academic support services are provided by a centralised administration team in each faculty. In addition to the administrative teams, specialist service divisions and offices operate across the university's campuses.

Internationally, we deliver programs in collaboration with higher education institutions in Europe and Asia. Our 8000 international students hail from more than 120 countries. We have more than 100 academic partnerships in over 40 countries facilitating research, course delivery, cultural exchange and student exchange.

With more than 30 years of experience leading and innovating online and distance education in Australia, Charles Sturt University offers the most comprehensive range of programs of any university or private higher education organisation. Many Charles Sturt University courses are offered through online learning, with more than 58 per cent of our students enrolled online. Our reputation has been built on the breadth of our offerings, our expertise in online delivery, and in particular, being the largest online provider of postgraduate courses in Australia.



Today, more than 70 per cent of our professional programs are delivered in areas of identified national and regional labour market skills shortages. We are routinely ranked significantly above national and international benchmarks by our graduates for performance in work-integrated learning, with almost 50 per cent of our students required to undertake fieldwork as part of their studies and a further 25 per cent offered the option.

We engage in strategic, applied research that focuses on significant issues. Our key drivers are quality and excellence with an emphasis on the creation of new knowledge for the advancement of fields of study and enhancement of society in general.

We seek to make an impact on a regional, national and global level by contributing to the economic, social and environmental sustainability and wellbeing of these communities.

We are also a national and international leader in the development of collaborative pathways between vocational and higher education.

About one-third of Charles Sturt University students enrol on the basis of a vocational qualification. This strategy has been essential to expanding opportunity for students, particularly those in locations distant from a university campus.

Charles Sturt University has nurtured a particular commitment to the development of the professions and workplace skills in Australia through work-integrated learning. We deliver one of the most comprehensive offerings of professional programs in the country, focusing particularly on areas of critical labour force need in Australia's regions.

Through our network of campuses, and in close association with industry, the professions and government, Charles Sturt University continues its commitment to maintaining a course and research profile to meet the needs and aspirations of our rural and remote communities, and contributing to the enrichment of rural and remote Australia.

We are committed to expanding higher education opportunities for rural, remote and Indigenous students. We're achieving this by providing enhanced local study options in a comprehensive range of professional fields.

We also support the growth and development of regional labour markets, and conduct research that addresses fundamental issues raised by industry and communities in our regions. The full-time employment rate for Charles Sturt University graduates eclipses the national university average, and we will continue to strive to provide opportunities for rural, regional and Indigenous students that would not otherwise be available.

We believe the university's success in attracting national and international students strengthens the programs we are able to offer our regional communities. Charles Sturt University's regional location enables us to make a distinctive national and international contribution to research in fields such as communication, creative industries, education, humanities, Indigenous Australian studies, Islamic studies, library and information studies, social work and human services, and theology, as well as support national priorities by sustaining and growing critical regional labour markets.

# Our strategy

**The Charles Sturt University Strategy 2022 is focused on three core components.**

**Our communities:** we are a university of the land and people of our regions. We have a critical role in building strong, vibrant regional communities with intellectual capital, social capital and infrastructure.

**Our students:** our students will have a strong sense of belonging and connectedness to their university. They will receive a high-quality, flexible learning experience that fits around their life and their aspirations. Our students will graduate with the knowledge, skills, attitudes and professional networks for a meaningful life and a successful career.

**Our internal capability:** to remain true to our mission and achieve our strategic objectives for our communities, our students and ourselves, we need to evolve our capability and workforce to develop a strong university that has the organisational culture, workplace capability and agility to adapt and thrive in a continually changing environment.

We provide the knowledge, skills, attitudes, habits and professional networks for a meaningful life and successful career.





# Historical timeline

Charles Sturt University has been built on a tradition of excellence in teaching and research spanning more than 100 years, with the first enrolment of students at the Bathurst Experimental Farm in 1897. Formed progressively through the merger of regional institutions in south-western and western New South Wales, Charles Sturt University was formally incorporated on 19 July 1989 under the Charles Sturt University Act 1989.

## 1989

Charles Sturt University established by Act of Parliament, merging the former Mitchell College of Advanced Education and the Riverina-Murray Institute of Higher Education. Interim Board of Governors meets for the first time and announces appointment of the inaugural Chancellor, David Asimus AO.



## 1990

Former Riverina-Murray Institute of Higher Education principal, Professor Cliff Blake AO, appointed as inaugural Vice-Chancellor.

## 1991

Charles Sturt University Coat of Arms unveiled. The Cedars historic property purchased in Albury and refurbished as Albury-Wodonga campus administrative centre.



## 1992

The Charles Sturt University chancellery, the Grange, opens at Bathurst campus.

Agreement signed with the Australian Institute of Police Management to partner with the Australian Graduate School of Police Management, based at Manly, Sydney.

Charles Sturt University-TAFE centre opens in Dubbo.

## 1993

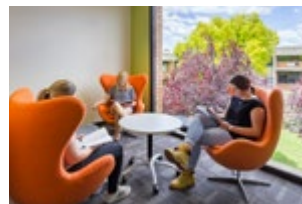
Land purchased at Thurgoona to expand Albury-Wodonga campus.

Transfer of the Robinson Education Centre site in Broken Hill to Charles Sturt University by the University of New South Wales.



## 1996

Charles Sturt University signs with Study Group Australia, initially establishing Charles Sturt University Study Centres in Melbourne and Sydney, and more recently in Brisbane.



## 1997

Charles Sturt University named University of the Year, for success in educating first-in-family university students.

HSC Online launched.

New offices and library opened at Manly.

## 1998

Establishment of former Goulburn College of Advanced Education precinct as a university campus with the signing of contract with New South Wales Police Service to provide policing education.

Establishment of a new campus in Canberra, Australian Capital Territory, to house the Charles Sturt University Australian Centre for Christianity and Culture in partnership with the Anglican Diocese of Canberra and Goulburn.

## 2001

Vice-Chancellor Cliff Blake AO retires and the university's second Vice-Chancellor, Professor Ian Goulter AM, is appointed.

Official opening of Dubbo campus.





## 2002

Chancellor Dr David Asimus AO retires and the university's second Chancellor, Lawrie Willett AO, is appointed.



## 2005

Transfer of Orange campus by the University of Sydney (formerly Orange Agricultural College) to Charles Sturt University.

First intake of veterinary science students.



## 2008

Indigenous Education Strategy launched.

Charles Sturt University environmental office established.



## 2009

First intake of dental science students.

## 2011

University rebranding, including replacement of crest with new logo, a motif of sturt desert pea.

Vice-Chancellor Ian Goulter retires and Professor Andrew Vann is appointed as the university's third Vice-Chancellor.



## 2012

Opening of Port Macquarie campus.



## 2014

Chancellor Lawrie Willett AO retires and Dr Michele Allan is appointed as the university's third Chancellor and first female in the role.



## 2015

Opening of a Regional University Study Centre in Wangaratta in northern Victoria.

## 2016

Move to three faculties: Faculty of Arts and Education; Faculty of Business, Justice and Behavioural Sciences; and Faculty of Science.

First intake of engineering students.

## 2017

Vice-Chancellor Professor Andrew Vann signs another five-year contract through to 2021.

## 2018

Charles Sturt University announces Joint Program in Medicine to be delivered in partnership with Western Sydney University from 2021.



## 2019

The university celebrates its 30 year anniversary and officially launches the new Charles Sturt University brand.



**Charles Sturt  
University**

# Position information

The *Charles Sturt University Act 1989* established the Academic Senate as the principal academic body of the university. Its functions are determined by the Charles Sturt University By-law 2005.

The Chair of Academic Senate is a member of the University Council, and acts as a liaison between Academic Senate and the Council.

## Role of Academic Senate

Under Part 5 of the by-law the Academic Senate:

- advises the University Council and the Vice-Chancellor on all matters relating to teaching, scholarship and research conducted at or in connection with the university, and reports to the Council or the Vice-Chancellor on all matters they may refer to Academic Senate
- develops and implements appropriate policies that ensure the high quality of teaching and learning within the university
- determines lists of graduands of the university specifying the award and level of award that each graduand is to receive
- advises the Vice-Chancellor on the teaching and research activities of the university and on the allocation of teaching and research responsibilities with the university's faculties
- makes recommendations to the Council or the Vice-Chancellor about academic standards or facilities at the university.

## Functions of Academic Senate

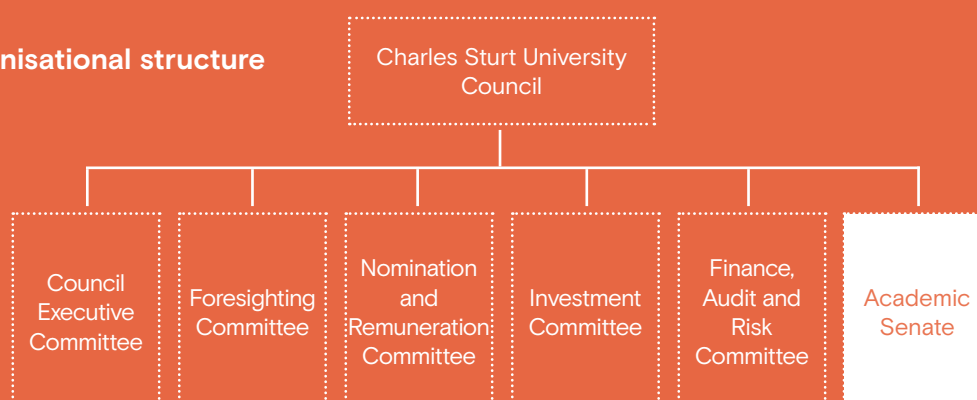
- Exercise academic governance of the university on behalf of the University Council through institutional oversight, risk management and reporting to the Council on academic standards compliance, academic risk, quality and outcomes in teaching, learning, research as well as research training.
- Provide advice and recommendations to the University Council and university management on academic matters, including advice on academic outcomes, policies and practices.

- Require the production and submission of reports in relation to academic issues from or refer academic matters to, management, faculties, other organisational units or committees for consideration and action as required.
- Establish and maintain leadership in academic governance and quality at an institutional level.
- Set and monitor institutional benchmarks for academic quality and outcomes, and as necessary initiate action to improve performance against these benchmarks.
- Approve academic policies and monitor and review their effectiveness.
- Review the academic and course delegations annually to ensure these are implemented effectively and recommend amendment to the delegations to the Council for approval.
- Critically scrutinise, approve and accredit courses of study and their associated qualifications.
- Oversee academic and research integrity, including monitoring of potential risks.
- Critically evaluate the quality and effectiveness of education innovations or proposals for innovations.
- Evaluate the effectiveness of institutional monitoring, review and improvement of academic activities.
- Approve the lists of graduands of the university specifying the award and level of award that each of the graduands is to receive.
- Ensure students have opportunity to participate in academic governance.

## Academic Senate members are required to:

- act in good faith and for proper purpose
- be the communication point between the Academic Senate and the member's school, faculty or division in relation to senate discussions, decisions, policies and other developments
- act with reasonable care and diligence.

## Organisational structure



## Role of Chair, Academic Senate

### Key working relationships

The Chair, Academic Senate reports to the Chancellor and the Vice-Chancellor. Other key working relationships include with the University Secretary, the Deputy Chair, Academic Senate and staff of the Office of Governance and Corporate Affairs.

### Principal responsibilities

- Effectively chair meetings of the Academic Senate.
- Manage the functions and responsibilities of the Academic Senate, including continuous improvement and quality assurance processes, in accordance with the Governance (Academic Senate) Rule 2018 and any legislative or regulatory requirement.
- Present reports to the University Council about matters considered at meetings of the Academic Senate held since the previous meeting of the Council.
- Consult with Governance Services staff on the preparation of agendas and minutes of the Academic Senate and its committees.
- Ensure that appropriate follow-up action ensues.
- Refer matters through the respective chair to subcommittees of the Academic Senate or officer of the university.
- Participate as a member of selection panels for the following positions:
  - Executive Dean
  - Pro Vice-Chancellor
  - Deputy Vice-Chancellor
  - Vice-Chancellor.

### Resource support

- The Executive Officer (Academic Senate) has responsibility for ensuring that Academic Senate complies with its functions, and contributes to the development, review and evaluation of academic policy and regulations, providing advice on academic policies and regulations, and performs a secretariat function in preparing agendas, action sheets, minutes and papers.
- The Office of Governance and Corporate Affairs is available to provide advice on academic governance and policy.
- Fund of up to \$15,000 per year shared with the Deputy Chair of Academic Senate to support travel to University and relevant external meetings (excluding Council meetings which will be funded separately) and professional development including participation in conferences germane to academic governance in Australian universities and the higher education sector more generally.

## Committees

The Chair, Academic Senate is a member of the following committees:

- Academic Senate
- Academic Senate Standing Committee
- University Council
- Council Executive Committee
- Nomination and Remuneration Committee
- University Appeals Committee
- University Promotions Committee
- Avondale University College Academic Board
- NSW/ACT and national committees of chairs of academic boards and senates.

In addition, the Chair, Academic Senate may be invited to participate in leadership activities such as those associated with the Vice-Chancellor's Leadership Team, or the Vice-Chancellor's Forum.

### Key personal attributes

- Accountability and integrity
- Strategic, with sound judgement
- Self-confidence and personal effectiveness
- Effectiveness working within a team
- Excellent networking ability
- Commitment to free intellectual inquiry and the value of the university
- Commitment to higher education, research and regional development.





# Our strategic capabilities

Get results	Service focused: strive to meet needs and exceed expectations of our students, communities, stakeholders and colleagues.
	Business savvy: continually look to add value in our roles, processes and ways of working.
	Innovative: with creativity at our core, be open to new ideas and seek to find better ways.
Take ownership	Live our values: uphold the university values daily in our own behaviours and interactions with others.
	Take action: weigh up risks and make prompt decisions, backing ourselves and each other.
	Adapt to change: explore the reasons for change and be open to accepting new ideas and initiatives.
Collaborate with others	Network: bring people together and build relationships that deliver desired benefits and outcomes.
	Listen closely: dig deep to understand others, using self-insight to build team spirit and recognise efforts.
	Influence: create compelling arguments to persuade others and promote ideas that add strategic value.

## Physical capabilities

You may be required to:

- work in environments beyond your campus, requiring car and air travel;
- work at a computer-based workstation and operate other typical office equipment; and
- work with a diverse range of staff and students.

# Selection criteria

A. Either a Level D (Associate Professor) or Level E (Professor) academic staff member of Charles Sturt University, or a suitably qualified external candidate. An internal candidate is expected to be full-time (where 'full-time' includes a fractional position of at least 0.5).

B. Capability and experience in effectively chairing high-level academic committees.

C. Advanced knowledge of the current higher education regulatory and policy environment, particularly in relation to assuring quality in learning and teaching, scholarship and research.

D. Experience in providing effective academic leadership in a higher education institution.

E. Ability to solve problems and provide guidance within a complex academic policy environment.

F. Understanding of academic governance processes including the relationship between academic and corporate governance in universities.

G. Capacity to provide oversight of academic governance processes and work with academic and professional staff to strengthen academic governance at Charles Sturt University.

H. Ability to present reports to the Council about matters considered at meetings of the Academic Senate.

# How to apply

Applications will be received through Charles Sturt University's Division of People and Culture.

Please visit [csu.edu.au/jobs](https://csu.edu.au/jobs) for information on how to apply.

Applications close 29 April 2020.

Shortlisting commences 13 May 2020.

Interviews will be held between 3 and 5 June 2020.

The position will commence on 1 August 2020 for a two-year term of office.

Confidential enquiries should be made to:

**Ms Cassandra Webeck**  
University Secretary  
Charles Sturt University  
Panorama Ave  
Bathurst NSW 2795  
Phone: 0412 114 636  
Email: [unisec@csu.edu.au](mailto:unisec@csu.edu.au)



## Locations

### Albury-Wodonga

Albury-Wodonga is a vibrant regional centre situated on the border of NSW and Victoria. It is home to a great range of shops, theatre, cafés and restaurants, and just a stone's throw from snowfields and wine regions, providing excellent day trips when you need a break.

### Bathurst

A rich heritage of bushrangers and gold rush days combines with the excitement of the V8 Supercars and numerous local sporting competitions to make Bathurst a great place to live and study. There are also plenty of cafes, bars and restaurants to catch up with friends and a busy shopping scene.

### Canberra

We have two main sites in Canberra, each with a special focus. The School of Theology has an established reputation for its emphasis on student learning, quality teaching and research. Our second site is home to the Australian Graduate School of Policing and Customs and Excise Studies.

### Dubbo

Dubbo is the industrial and commercial heart of NSW's Central West region. Perhaps best known for its famous Western Plains Zoo, Dubbo also offers superb scenery, great wineries and heritage villages, as well as a vast array of recreational and sporting facilities.

### Goulburn

The NSW Police Academy is situated on 40 hectares of undulating land at Goulburn, in the southern highlands of New South Wales, approximately 200 kilometres from Sydney.

### Manly

Manly is home to the Charles Sturt University Australian Graduate School of Policing and Security (AGSPS). Co-located with the Australian Institute of Police Management (AIPM), the campus offers a range of postgraduate courses in policing by distance education.

### Orange

Set in the foothills of Mount Canobolas, Orange has a relaxed country atmosphere combined with boutique shops, sporting facilities, and quality educational and health services.

### Parramatta

Charles Sturt in Parramatta is located within the United Theological College (UTC), one of the premier theological colleges in the Asia-Pacific region.

### Port Macquarie

Port Macquarie is a growing coastal hub in a picturesque setting. There is plenty for people of all ages to do, whether a high-speed boat or a scenic river cruise is your scene. There are beaches, rainforests and wildlife, as well as a huge range of festivals and cultural events, shopping and cafés.

### Wagga Wagga

Situated on the banks of the Murrumbidgee River, Wagga Wagga - known simply as Wagga to locals - has a proud sporting history, a thriving cultural calendar including theatre, music, art and markets, and a growing restaurant and café scene.

