

## POSITION DESCRIPTION (SENIOR STAFF)

### POSITION INFORMATION

<b>Position Title</b>	Director, Advancement and Alumni		
<b>Organisational Unit</b>	Education and Innovation Portfolio		
<b>Functional Unit</b>	Advancement and Alumni		
<b>Nominated Supervisor</b>	Deputy Vice Chancellor, Education and Innovation		
<b>Classification</b>	Management Group	<b>Campus/Location</b>	Melbourne
<b>CDF Achievement Level</b>	Management	<b>Position Number</b>	
<b>Employment Type</b>	Full-time, Fixed term	<b>Date reviewed</b>	July 2020

### ABOUT AUSTRALIAN CATHOLIC UNIVERSITY

**Mission Statement:** *Within the Catholic intellectual tradition and acting in Truth and Love, Australian Catholic University is committed to the pursuit of knowledge, the dignity of the human person and the common good.*

At ACU we pride ourselves on offering a welcoming environment for everyone. At the same time, we are a university committed to standing for something clear. We stand up for people in need and causes that matter. ACU's Mission is central to the University and informs every area – integrating the dignity of the human person, the common good, and ethical and social justice considerations into our core activities of student learning and teaching, research and service.

We are a publicly-funded university which has grown rapidly over the past few years. We're young, but we are making our mark: ranking among the top universities worldwide. We have seven campuses around Australia, more than 200 partner universities on six continents, and a campus in Rome, Italy.

We know that our people make us a university like no other. It's your values, action and passion that makes the difference. Whatever role you may play in our organisation: it's what you do that defines who we are.

We value staff, offering excellent leave and employment conditions, and foster work environments where staff have the ability grow and develop. We continue to invest in our facilities and workplaces, and actively involve staff in shaping the future direction of the organisation.

In order to be agents of change in the world, we all need to see life through the eyes of others. We believe that our role as a university is to inspire and equip people to make a difference – and that means cultivating their ability to act and think empathetically.

We hope that you might champion these values, and work with us to create a place of learning that is not only the envy of the world, but the making of it.

The structure to support this complex and national University consists of:

- Vice-Chancellor & President
- Provost and Deputy Vice-Chancellor (Academic)
- Chief Operating Officer & Deputy Vice-Chancellor (Administration)
- Deputy Vice-Chancellor (Research)

- Deputy Vice-Chancellor (Education and Innovation)
- Deputy Vice-Chancellor (Coordination)
- Vice President

Each portfolio consists of a number of Faculties, Research Institutes or Directorates. The Vice President drives both the Identity and the [Mission](#) of the University. In addition, five Associate Vice-Chancellors and Campus Deans focus on the University's local presence and development of the University at the local 'campus' level.

## ABOUT THE EDUCATION AND INNOVATION PORTFOLIO

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The Education and Innovation Portfolio is responsible for education strategy, quality learning and teaching for students. The portfolio includes a significant focus on innovation to improve student experiences and services, increase our digital presence, create viable, market driven course offerings (aligned to clear enrolment planning goals). A significant priority for the Portfolio is progressing a major Advancement Strategy to build greater engagement with Alumni.

The following Units form the Education and Innovation Portfolio:

- Learning and Teaching Centre
- Global and Education Pathways
- ACU College
- Advancement and Alumni
- Digital Education

NB: Under interim arrangements in 2020 the Education and Innovation and Provost Portfolios are combined as one portfolio. The Director Advancement and Alumni substantive role remains within the Education and Innovation Portfolio.

## ABOUT THE ADVANCEMENT AND ALUMNI UNIT

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The Advancement and Alumni unit develop relationships and partnerships with alumni, donors, Catholic stakeholders, charities and organisations aligned closely with the ACU Mission that, when realised, provides benefits to one or more of, students, teaching activities, research activities, capital projects or community engagement activities.

The unit is responsible for the implementation of the five-year Advancement and Alumni Strategy which is focused on raising funds for strategic programs, developing major giving strategies, amplifying alumni and philanthropic impact and enhancing external relationships for the University. Further, the enhanced relationships provide a gateway to the graduate community, promoting mutually beneficial professional and personal enrichment opportunities to alumni, celebrating their achievements, and encouraging a culture of mentoring and volunteering.

## POSITION PURPOSE

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The Director, Advancement and Alumni is the lead fundraiser for the University and leads the unit to implement the five-year Advancement and Alumni Strategy and the stretch key performance indicator.

The position holder is responsible for ensuring that the necessary governance and structures are in place that support the Advancement and Alumni Strategy. This includes the policy and procedures framework integrated as necessary to other organisational policies and procedures, committee and working group structures to enable external relationship management that maximises philanthropic goals and opportunities and connects donors to major ACU projects and developments of strategic and Mission significance, and capability development of both unit staff and key internal stakeholders.

This position is the University lead responsible for the progressing a new program of engagement with Alumni that seeks to increase alumni involvement across broad areas of ACU business and linking alumni with students to support success, experiences and impact.

The position reports to the Deputy Vice-Chancellor, Education and Innovation to provide high level advice and on progress regarding strategy, policy and operations for the unit. In addition, the position holder provides high level advice and builds relationships with the Senior Executive Group as key university stakeholders.

## DIMENSIONS

Key Dimensions	Number of reports / \$ Value of Operating Budget
Number of Direct Reports:	4
Number of Indirect Reports:	5
Annual Operating Budget of position:	\$
Operating Budget of Organisational Unit:	\$
Annual Operating Budget of ACU:	\$

## POSITION RESPONSIBILITIES

### Introduction

A number of frameworks and standards express the University's expectations of the conduct, capability, participation and contribution of staff. These are listed below:

- ACU Strategic Plan 2020-2023
- Catholic Identity and Mission
- ACU Capability Development Framework
- Higher Education Standards Framework
- ACU Service Delivery Model

The Capability Development Framework in particular is important in understanding the core competencies needed in all ACU staff to achieve the University's strategy and supports its mission.

Key Objective Areas	Key Performance Criteria	Relevant Core Competencies ( <u>Capability Development Framework</u> )
<b>Strategic Leadership</b>		
<ul style="list-style-type: none"> <li>• Deliver a comprehensive and considered Advancement and Alumni Strategy including vision, goals and measures of success, in line with the University's Strategic.</li> <li>• Leads the Advancement and Alumni Strategy linked to ambitious fundraising goals and targets.</li> <li>• Strategically expand high worth donor partnerships that contribute to University Mission and goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from DVC EI.</li> <li>• Outcomes from benchmarking against other universities.</li> <li>• Successful achievement of strategic objectives and overall contribution to the University Strategic Plan.</li> <li>• Measured value of engagements and</li> </ul>	<ul style="list-style-type: none"> <li>• Be Responsible and Accountable for Achieving Excellence</li> <li>• Know ACU Processes and Systems</li> <li>• Deliver Stakeholder centric service</li> <li>• Adapt to and Lead Change</li> </ul>

Key Objective Areas	Key Performance Criteria	Relevant Core Competencies ( <u>Capability Development Framework</u> )
<ul style="list-style-type: none"> <li>• Provide strategic and operational leadership for the full scope of Advancement functions including fundraising, alumni relations and stakeholder engagement.</li> <li>• Maintain currency of knowledge across ACU activities, initiatives and research to grow donor and alumni engagement.</li> <li>• embed major gift giving and alumni strategies in key areas of University business and culture.</li> <li>• Be accountable for achieving ambitious stretch revenue targets outlined in the Strategic Plan.</li> <li>• Lead alumni engagement including ambassadorship, advocacy, volunteering, mentoring and other strategic alumni initiatives.</li> </ul>	<p>outcomes against the University's Advancement Strategy.</p> <ul style="list-style-type: none"> <li>• Engagement with Senior Executive Group members.</li> </ul>	
<b>Stakeholder Management</b>		
<ul style="list-style-type: none"> <li>• Understand key external partnership and relationships with ACU to coordinate and maximise.</li> <li>• Develop key external partnerships with individuals and organisations, including Catholic stakeholders, charities and organisations closely aligned with the ACU Mission, community, business and government sectors to strengthen the University's community connections and prospective fundraising opportunities.</li> <li>• Provide professional representation of the University at internal and external events, in the context of University relations and hosting VIPs and VIP events as required.</li> <li>• Establish effective working relationships with key stakeholders across the University.</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from stakeholders and partners across the University.</li> <li>• Feedback from donors and other key stakeholders.</li> <li>• Maintenance and growth of donor relationships.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver Stakeholder centric service</li> <li>• Collaborate effectively</li> <li>• Communicate with Impact.</li> </ul>
<b>Donor Activities</b>		
<ul style="list-style-type: none"> <li>• Demonstrate expertise in donor engagement and leading relationship building techniques to develop long-term productive connections with donors, prospective donors and other stakeholders that deliver strategic benefits to one or more of students, teaching and/or research</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from donors and other key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Apply Commercial Acumen</li> <li>• Communicate with Impact</li> <li>• Collaborate Effectively</li> </ul>

Key Objective Areas	Key Performance Criteria	Relevant Core Competencies ( <u>Capability Development Framework</u> )
activities, capital projects or community engagement activities. <ul style="list-style-type: none"> <li>Align opportunities with donor and prospective donor aspirations and goals, in the context of the Code of Practice for Philanthropy and the Policy for the Acceptance and Treatment of Donors.</li> </ul>		
<b>Program/Project Leadership</b>		
<ul style="list-style-type: none"> <li>Work closely with senior University stakeholders to provide opportunities for involvement in philanthropic activities and targeted approaches for alumni engagement. Communicate results and achievements of the team to the Senior Executive Group (SEG), Executive Planning group (EPG) and across the University.</li> <li>Lead and implement a range of projects and initiatives to enhance and develop Advancement and Alumni programs.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from DVC EI.</li> <li>Feedback from senior leaders.</li> <li>Feedback from donors and other key stakeholders.</li> <li>Projects are completed within timelines and budget.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate Effectively</li> <li>Communicate with Impact</li> <li>Be Responsible and Accountable for Achieving Excellence</li> <li>Adapt to and Lead Change</li> </ul>
<b>Leadership and Development of Staff</b>		
<ul style="list-style-type: none"> <li>Lead the team to develop a high-performance culture for advancement and alumni relations and pursuing innovative solutions within budget.</li> <li>Introduce innovations via new technology platforms that improve evidence-based decisions and improve outcomes.</li> <li>Benchmark actions and impacts against “like” Universities in Australia and internationally.</li> <li>Foster an innovative, supportive team culture.</li> <li>Ensure the flow of communications from senior leadership to the team.</li> <li>Embed the portfolio approach to career planning with regular engagement with staff.</li> <li>Engage regularly with peers in the industry to build the University’s profile and promote best practice.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from DVC EI.</li> <li>Feedback from Advancement and Alumni team staff and level of staff satisfaction.</li> <li>Stakeholder feedback on provision of services provided by the Advancement and Alumni Team.</li> <li>Compliance with HR policies and Procedures.</li> <li>Growth in staff capability and skills sets to meet current and future challenges.</li> </ul>	<ul style="list-style-type: none"> <li>Coach and Develop</li> <li>Communicate with Impact</li> <li>Be Responsible and Accountable for Achieving Excellence</li> </ul>

Key Objective Areas	Key Performance Criteria	Relevant Core Competencies ( <u>Capability Development Framework</u> )
<b>Operations Management and Governance</b>		
<ul style="list-style-type: none"> <li>Develop and regularly review policies, procedures and frameworks governing ACU philanthropic and alumni programs.</li> <li>Be responsible for the Advancement and Alumni budget, including reporting of major donor contributions and operational reporting.</li> <li>Oversee ACU fundraising and alumni and programs to ensure they are managed efficiently and in accordance with applicable legislation and professional standards.</li> <li>Ensure the values and aspirations of donors are reflected in the use of funds/gifts.</li> </ul>	<ul style="list-style-type: none"> <li>Effective contributor and influencer in policy development, debates and relevant University forums.</li> <li>Annual expenditures do not exceed approved budgets.</li> </ul>	<ul style="list-style-type: none"> <li>Know ACU work processes and systems</li> <li>Apply Commercial Acumen</li> <li>Make Informed Decisions</li> </ul>

## HOW THE ROLE OPERATES

### Key Challenges and Problem Solving

- Significantly increasing the scale of major gift giving/donations to ACU and meeting Strategic Plan revenue targets, starting from a low base and in a competitive fundraising environment.
- Developing and maintaining a strategic, cohesive and targeted approach to advancement and alumni across the University.
- Effective use of limited resources to facilitate engagement of alumni with the University community to achieve a significant uplift in major donations at a time of budget constraints.
- Acting nimbly with a sense of urgency and influencing others within the University to act when an opportunity presents to advance philanthropy and alumni goals and impacts.
- Time investment required to build sustained relationships with large donors and balancing University revenue expectations (Plan goals).

### Decision Making / Authority to Act

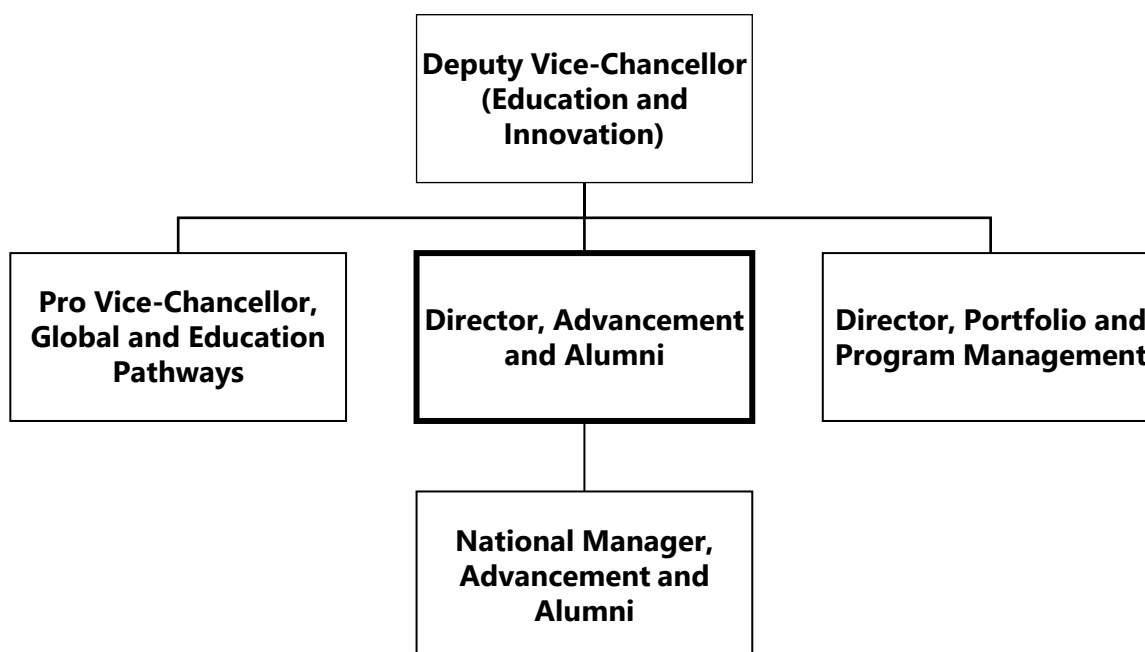
Decisions Expected	Decisions Recommended
<ul style="list-style-type: none"> <li>The position holder makes decisions in order to implement programs and initiatives for the Advancement and Alumni Team.</li> <li>Reporting against the Advancement and Alumni Strategy.</li> <li>Risk management and mitigation.</li> <li>Development of capabilities program for unit staff and key internal stakeholders.</li> <li>The position holder makes all financial decisions within sign-off delegation and provides financial management advice for Advancement and Alumni.</li> <li>The position holder makes all staffing decisions within area of responsibility within delegation,</li> </ul>	<ul style="list-style-type: none"> <li>Prospect pool of 200+ donors to provide focus for ACU.</li> <li>Partnering donors with key organisational stakeholders and projects.</li> <li>Policy and Procedures to relevant committees.</li> <li>Provide recommendations to the DVC EI regarding strategy to progress Advancement and Alumni programs and initiatives.</li> <li>Actions to enable the delivery of programs and initiatives for Advancement and Alumni.</li> <li>Policy advice to DVC EI relating to Advancement and Alumni.</li> <li>Financial/staffing decisions outside sign-off delegation.</li> </ul>

including making recommendations to the DVC EI. <ul style="list-style-type: none"> <li>The position holder works autonomously in the development, day-to-day management and implementation of philanthropic and programs, seeking input from the relevant faculties and institutes to develop programs that meet University goals and is accountable for achievement of outcomes.</li> </ul>	
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### Communication / Working Relationships

Key Relationships	Purpose
<b>Internal:</b>	
Deputy Vice-Chancellor (Education and Innovation)	To receive high level direction and guidance, while providing strategic assessment, advice and progress reports on significant issues.
Direct Reports	Provides direction, advice, coaching and oversees performance of direct reports.
SEG Members	Provides high level advice and to introduce key external partnership/relationship opportunity
EPG Members	Liaise internally with providing strategic assessment and advice, and oversight of input and feedback to the DVC EI.
MER	Work closely with Director MER and relevant MER staff to promote Advancement and Alumni initiatives.
Faculties and Directorates	Liaise to achieve operational support to Advancement and Alumni Strategies
<b>External:</b>	
Alumni	Develop strong relationships, engaging them in programs that advance University goals and facilitate effective collaboration.
Donors	Develop and maintain sustainable relationships with donors.
Key external stakeholder groups including other Higher Education Institutions	Represent the DVC EI in external forums where required. Communicate with professionals from other University's and relevant external organisations to coordinate joint initiatives.
<b>Committee Participation:</b>	
Education and Innovation Senior Advisory Group	Participate as an active member.
Advancement and Alumni Working Group	Chair and/or participant to effect the Policy and Procedures to support the Advancement and Alumni Strategy.
Internal and external Committees / Working Groups	Communicates both internally and externally on Committees and/or Working Groups, according to the needs of the University, chairing these where appropriate.

## Reporting Relationships



The structure will be reviewed following appointment of the Director, Advancement and Alumni.

For further information about structure of the University refer to the [organisation chart](#).

## QUALIFICATIONS AND CAPABILITY OF THE POSITION HOLDER

Qualifications and Capability		Selection Criteria?
<b>Qualifications, skills, knowledge and experience</b>		
1.	Postgraduate tertiary qualifications in a relevant discipline or equivalent relevant experience, preferably within the higher education sector.	Yes
2.	Proven leadership experience in developing, managing and embedding major advancement and alumni strategies, frameworks and programs to support aspirational organisational goals and revenue targets.	Yes
3.	Extensive demonstrated experience using lateral leadership within a large, complex organisation to achieve a common outcome.	Yes
4.	Superior stakeholder management skills and partnering capability for mutual benefit, including the ability to influence internal and senior executive leads of the University and external stakeholders including donors, alumni, sponsors, community organisations and business partners.	Yes
5.	Demonstrated capacity to effectively lead and develop a team of professional staff to achieve objectives	Yes



Qualifications and Capability		Selection Criteria?
6.	Demonstrated experience in using data and analytics to establish a measurement framework that informs planning, decision making and reporting.	Yes
<b>Core Competencies</b>		
7.	Demonstrate confidence and courage in achieving ACU's Mission, Vision and Values by connecting the purpose of one's work to ACU's Mission, Vision and Values.	Yes
8.	Understand the business environment in which ACU operates and apply commercial acumen.	Yes
9.	Keep stakeholder interests at the core of ACU business decisions and ACU service excellence as a top priority.	Yes
10.	Communicate with purpose. Gain the support of others for actions that benefit ACU. Negotiate for mutually beneficial outcomes that are aligned with the Mission, Vision and Values of the University.	Yes
<b>Other attributes</b>		
11.	Demonstrated commitment to cultural diversity and ethical practice principles and demonstrated knowledge of equal employment opportunity and workplace health and safety, appropriate to the level of the appointment.	Yes