

POSITION DESCRIPTION

Position Title	Director, Office of Student Success		
Organisational Unit	Office of Student Success		
Functional Unit	Student Success		
Nominated Supervisor	Chief Operating Officer & Deputy Vice-Chancellor		
Classification	Executive / Management Group	Campus/Location	North Sydney, Melbourne, Brisbane
CDF Achievement Level	Executive Leadership	Work Area Position Code	
Employment Type	Full-time, Fixed term	Date reviewed	June 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 got 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 they 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.

ACU is committed to diversity and social inclusion in its employment practices. Applications from Aboriginal and Torres Strait Islander people, people with disabilities and people from culturally diverse groups are encouraged.

ABOUT THE OFFICE OF STUDENT SUCCESS DIRECTORATE

The Office of Student Success (OSS) provides students with support services to promote student engagement in university life; to provide opportunities for the development of student leadership; and to provide opportunities for students to develop graduate attributes making them career ready professionals.

The Office of Student Success is also responsible for the support of the Student Associations including ACUNSA and the delivery of university-wide initiatives to comply with the regulatory and statutory requirements such as the Respect. Now. Always. (RNA) and the Protection of Children and Vulnerable Adults.

The Director, Office of Student Success manages and leads the professional support services for students which are delivered across the University. These services aim to provide every student with opportunities to assist them with achieving their academic and personal goals.

Student support is available through the following service areas:

- Career Development Service - responsible for the administration, facilitation and coordination of educational adjustments for students with disability who register with the Counselling and Disability Service at ACU
- Counselling and Disability Service - responsible for the coordination and delivery of a range of Career Development programs, activities and services to students
- Student Enrichment - responsible for the delivery of transition and co-curricular programs for students including the Orientation Program and Market Days, facilitating programs and arranging logistics of lessons, events and enrichment activities.

The Office of Student Success also provides student programs for whole of life formation through leadership opportunities which promote the development of character, responsibility, integrity, motivation, humility, spirituality, service and compassion for others, such as:

- Membership of the Golden Key International Society
- Community Achievers' Program
- Leadership Program for Students – *Leading with Impact*
- ACU Games
- Non-sporting student clubs and societies

POSITION PURPOSE

The Director, Office of Student Success is responsible for providing leadership, direction and operational management to three student service areas encompassing Counselling & Disability, Career Development and the Student Enrichment teams. This national role requires innovative vision for student engagement and participation within the Catholic identity and mission of Australian Catholic University in the twenty-first century.

This position supports the participation and engagement of students in University life and their individual tertiary study experience. The University recognises the diverse goals of students and is committed to assisting students achieve their goals. This position includes membership of the leadership team of the Chief Operating Officer and Deputy Vice-Chancellor and the Executive Planning Group (EPG) and requires strong collaboration with the Student Engagement and Services Directorate, the First Peoples Directorate and ACU's Catholic Identity and Mission Directorate (Campus Ministry).

DIMENSIONS

Key Dimensions	Number of reports / \$ Value of Operating Budget
Number of Direct Reports:	6
Number of Indirect Reports:	51
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 Principles

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 responsibilities

Key Objective Areas	Key Performance Criteria	Relevant Core Competencies (Capability Development Framework)
Strategic Planning		
<ul style="list-style-type: none"> Contribute to the development of organisational and operational plans for the Directorate of Student Success in line with the University's Strategic Plan 2020-2023. Share information and provide input into University Committees, with other Directors within the Chief Operating Officer portfolio and with other academic and administrative units across the University regarding the student experience. Undertake research, projects or assignments as required by the Chief Operating Officer & Deputy Vice-Chancellor. Provide advice and recommendations to the Chief Operating Officer & Deputy Vice-Chancellor on the expansion and/or redirection of student services. Provide services to University Committees where matters affecting students are under consideration. Collaborate on projects as a member or leader of working parties or committees. 	<ul style="list-style-type: none"> Feedback from the Chief Operating Officer & Deputy Vice-Chancellor on strategic recommendations. Feedback from University Committee members and other University stakeholders. Portfolio performance to ensure strategic goals are achieved. Initiatives are viable and are completed within budget and allocated timeframes. Feedback from university benchmarking surveys. 	<ul style="list-style-type: none"> Be Responsible and Accountable for Achieving Excellence Delivery stakeholder centric service Collaborate Effectively Adapt to and lead change
Student Associations		
<ul style="list-style-type: none"> Provide advice to the Chief Operating Officer & Deputy Vice-Chancellor on Student Governance and Leadership. Provide support and guidance to formal student associations on each of the seven campuses, as well as the ACU National Student Association (ACUNSA). Oversee the implementation of University Policy in Student Governance in the election of the Student Senator and Student Association Executives. Provide coaching and advice to the student association Presidents and Student Senator on their leadership role, responsibilities, reporting requirements and management of budgets. Ensure a common student association constitution is adhered to across all campuses and monitor compliance. Monitor student affairs and association finances. Build awareness and profile of student associations. 	<ul style="list-style-type: none"> Effective operation of the student associations on each of the six campuses and ACUNSA. Effective implementation of the University Policy in Student Governance in the election of the Student Senator and Student Association Executives. Level of compliance of student associations with University policy and level of alignment with University Mission and values. Level of awareness and understanding of the role and responsibilities of student associations. Feedback from elected student leaders and university survey data. 	<ul style="list-style-type: none"> Collaborate effectively Adapt and lead change Apply Commercial acumen

Key Objective Areas	Key Performance Criteria	Relevant Core Competencies (Capability Development Framework)
Stakeholder Relationship Management		
<ul style="list-style-type: none"> Develop and maintain effective relationships and communication with relevant government, education and funding body representatives of health, human services and education organisations within the Catholic System and more broadly. Develop and maintain links with agencies, professional bodies relevant to Student Services (e.g. hospitals) and corporate industry to enhance opportunities for ACU graduates. Develop relationships with incumbents in similar roles in other Universities. 	<ul style="list-style-type: none"> Continued uptake of teaching, nursing, and other graduates from ACU as demonstrated in the Graduate Destinations Survey. Continuing relevance of Student Services to University life as demonstrated in University Experience Survey, Course Experience Questionnaire, Student Barometer. Increased recognition of ACU amongst catholic communities and professional bodies. Feedback from agencies and bodies. 	<ul style="list-style-type: none"> Make informed decisions Collaborate effectively
Service Delivery		
<ul style="list-style-type: none"> Oversee and monitor the delivery of student service areas across the seven campuses in line with approved organisational and operational plans. Allocate budgets and resources across the portfolios by identifying and prioritising key objectives and discussing specific budget needs with Managers from each portfolio. Develop and facilitate collaborative working relationships and cross-functional involvement between the Directorate of Student Success, Student Engagement and Services Unit, Directorate of Identity and Mission, Student Administration, the Centre for Learning and Teaching, Library and the Faculties. Encourage the collaboration and exchange of information, ideas and insights within the units of the Directorate of Student Success. Ensure ACU's legislative obligations and requirements affecting student matters and services are met. Define vision and mission statements for each portfolio within the Office of Student Success. Establish performance indicators for each portfolio against which goal achievement can be measured. Make available the University policy on student services to all students. 	<ul style="list-style-type: none"> Level of student awareness regarding available student services. Staff and student feedback and satisfaction regarding the quality and efficiency of services. Quality, responsiveness, and appropriateness of level and delivery mode of University student services. Delivery of student services within the available budget. Implementation of approved organisational and operational plans for the Office of Student Success. Implementation of key performance indicators for each portfolio within the Office. Level of integration of student services with other activities across the University. Staff and student feedback and satisfaction regarding the quality and efficiency of services. 	<ul style="list-style-type: none"> Make informed decisions Collaborate effectively Apply commercial acumen

Key Objective Areas	Key Performance Criteria	Relevant Core Competencies (Capability Development Framework)
Service Improvement		
<ul style="list-style-type: none"> • Work Monitor the effectiveness and efficiency of services provided by the Directorate of Student Success and where appropriate make recommendations and/or changes. • Monitor the profile of students (across the University, on each campus and in each faculty), seek the views of students and monitor their feedback on the University experience. • Keep abreast of changing needs and requirements of students and the developments and activities in the higher education sector. • Oversee the research, development and implementation of new and/or innovative student activities, programs and services. • Cultivate an environment of continuous improvement within the Directorate of Student Success. • Work to ensure Office of Student Success staff have appropriate accommodation and facilities. 	<ul style="list-style-type: none"> • Staff and student feedback and satisfaction regarding the quality and efficiency of student services. • Increased use and awareness of Student Services. • Increased efficiency of student services. • Appropriate accommodation facilities and business systems. 	<ul style="list-style-type: none"> • Collaborate effectively • Communicate with Impact
Staff Management		
<ul style="list-style-type: none"> • Provide leadership, direction and information to staff to support the delivery of services and goals. • Review and provide feedback to staff on performance. • Provide opportunities for staff to engage in professional development activities and mission focused formation activities, both technical and non-technical. • Implement ACU's human resources' policies and procedures and workforce planning processes. 	<ul style="list-style-type: none"> • Positive staff feedback and satisfaction (e.g. myVoice survey). • Workforce planning parameters implemented. • Compliance with HR policies and procedures. • Growth in staff capability and skills sets to meet current and future challenges. • Leadership Capability Framework embedded in staff management. 	<ul style="list-style-type: none"> • Make informed decisions • Collaborate effectively • Apply commercial acumen
University Mission and Ethos		
<ul style="list-style-type: none"> • Work with the Director Mission and Identity, Associate Vice-Chancellors and Campus Deans to provide students with access to liturgical, formation and interfaith activities on each campus. • Embed the ethos of the University's Mission and Identity into the student experience. • Identify and support community initiatives that promote the unique nature of ACU and increase ACU's community engagement. 	<ul style="list-style-type: none"> • Alignment of Student Services with University Mission and Identity. • Implementation of a planned response to relevant survey results (University Experience Survey, Student Barometer, Commencing Students Survey). 	<ul style="list-style-type: none"> • Make informed decisions • Collaborate effectively • Apply commercial acumen

Key Objective Areas	Key Performance Criteria	Relevant Core Competencies (Capability Development Framework)
<ul style="list-style-type: none"> Work with the Associate Vice-Chancellors and Campus Deans to ensure that the members of the Directorate of Student Success are engaged in the implementation plan for Campus life on each campus. 		

HOW THE ROLE OPERATES

Key Challenges and Problem Solving

- Delivering high quality market leading services for students 24 hours a day, seven days a week within the culture and ethos of the University's Identity and Mission.
- Coordinating the development and delivery of services at a national and local level (across five states, seven campuses) in a consistent manner, in line with ACU's strategic plan and overall Mission.
- Managing the diversity of internal and external stakeholder relationships to ensure outcomes and products meet multiple needs.
- Cultivating a culture of continuous improvement that actively identifies strategies and (re)designs processes, systems and services, to improve operational and cost effectiveness and efficiencies.
- Providing guidance, support and oversight to formal student associations (across seven campuses) and the ACU National Student Association.
- Providing guidance and support to staff that are located at different campuses with different specialisations.
- Making judgements based on an understanding of all relevant legislation and the University's Duty of Care.

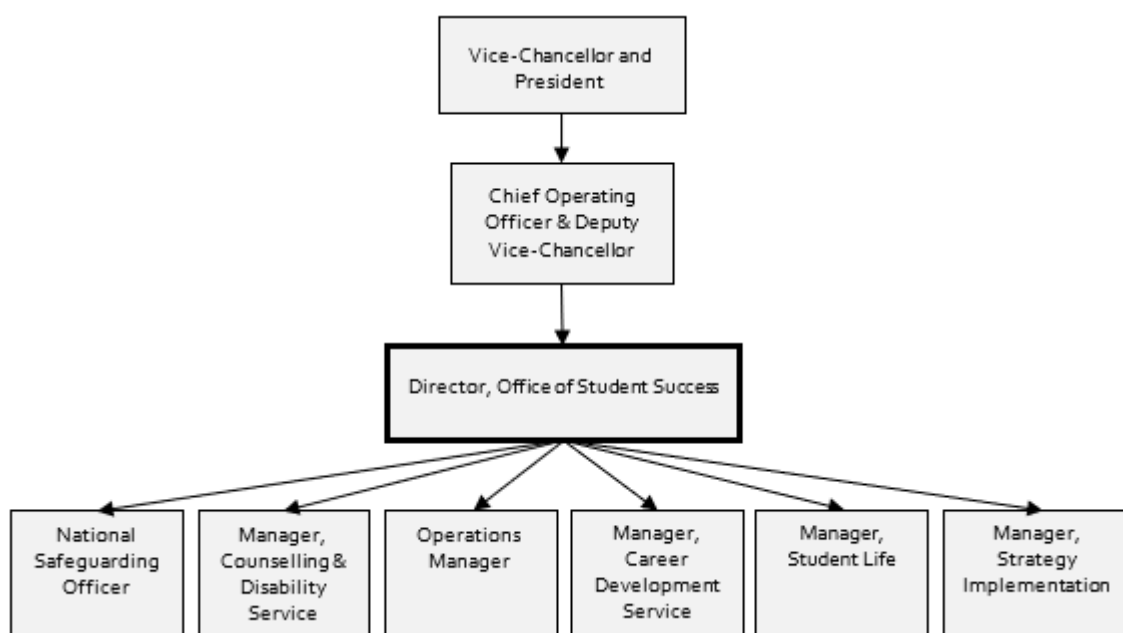
Decision Making / Authority to Act

Decisions Expected	Decisions Recommended
<ul style="list-style-type: none"> Strategies implementation and delivery of approved Office of Student Success portfolio budget and objectives including allocation of resources. Strategies to improve the efficiency and effectiveness of services provided. Staffing requirements across all groups. Student Services' policies, procedures and standards. Staff development initiatives. Contribution to Corporate Services SLT Leadership Strategy. 	<ul style="list-style-type: none"> Advocate provide the Chief Operating Officer & Deputy Vice-Chancellor with strategic assessment and recommendations on the future direction of the Office of Student Success portfolio. Analysis of student engagement data and its relevance to planning and service delivery. Alignment of operations and services within the portfolio. Enhancement or redirection of services to students. Requests for additional resources on behalf of campus student associations.

Communication / Working Relationships

Key Relationships	Purpose
Internal:	
Chief Operating Officer & Deputy Vice-Chancellor	<ul style="list-style-type: none"> • Receive high-level direction and guidance • Provide strategic assessment and advice
Director, Student Engagement and Services	<ul style="list-style-type: none"> • Provide strategic assessment and advice
Director, Identity and Mission, Campus Ministry Team	<ul style="list-style-type: none"> • Partnership in engagement of students and staff in mission focused activity
Academic Registrar and Student Administration	<ul style="list-style-type: none"> • Provide information and discuss student matters
Director, Libraries, Director, Learning and Teaching Centre, Director, First Peoples, Director, Pathways, Presidents of Student Associations, (ACUNSA), Student Senator	<ul style="list-style-type: none"> • Provide direction and advice
Associate Vice-Chancellors, Campus Deans	<ul style="list-style-type: none"> • Exchange and sharing of information and advice on local campus based issues
Direct Reports	<ul style="list-style-type: none"> • Provide direction, advice, and coaching, and manage their development and performance.
External:	
Key Stakeholders including Church, schools, religious groups, business and community representatives, students, families	<ul style="list-style-type: none"> • Liaise and maintain close relationships with various representatives
Committee Participation:	
The Director collaborates on projects as a member or leader on working parties or committees, undertakes research projects or assignments as required by the Chief Operating Officer & Deputy Vice-Chancellor	

Reporting Relationships



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?
Qualifications, skills, knowledge and experience		
1.	Relevant tertiary qualifications in Psychology, Social Sciences, Theology, Religious Education, Education or Community Development; coupled with a postgraduate degree.	Yes
2.	Demonstrated evidence of professional standing and reputation for achievement in student and/or educational administration and management.	Yes
3.	Demonstrated high level management and leadership experience.	Yes
4.	Demonstrated ability to interpret University policies, procedures and academic regulations and identify, develop and implement innovative and practical services for clients.	Yes
5.	Extensive experience working within the tertiary sector and managing relationships with a diverse range of stakeholders including the church, government, business and educational organisations, students and staff.	Yes
6.	Demonstrated ability to influence effectively and gain the support of others for courses of action to provide organisational benefit, particularly as it pertains to policy development processes.	Yes
7.	Demonstrated experience in leading and developing staff by creating a climate in which staff want to do their best.	Yes

Qualifications and Capability		Selection Criteria?
8.	Sound understanding of contemporary student service management in the university and higher education sector.	Yes
Core Competencies		
9.	Demonstrate awareness of the University's Mission and Catholic ethos and demonstrate an understanding of how this role services the Mission.	Yes
10.	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.	No
11.	Plan work activity, prioritise time and resources using established ACU processes and technology to achieve optimum efficiency and effectiveness.	No
Other attributes		
12.	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