

# **PRO VICE-CHANCELLOR FUTURE STUDENTS**

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# UC AMBITIONS

The University of Canberra is a young University anchored in the national capital. UC works with government, business and industry to serve our communities and nation. UC challenges the status quo always pursuing better ways to teach, learn, research and add value – locally and internationally. UC is the University for the professions and for the professional.

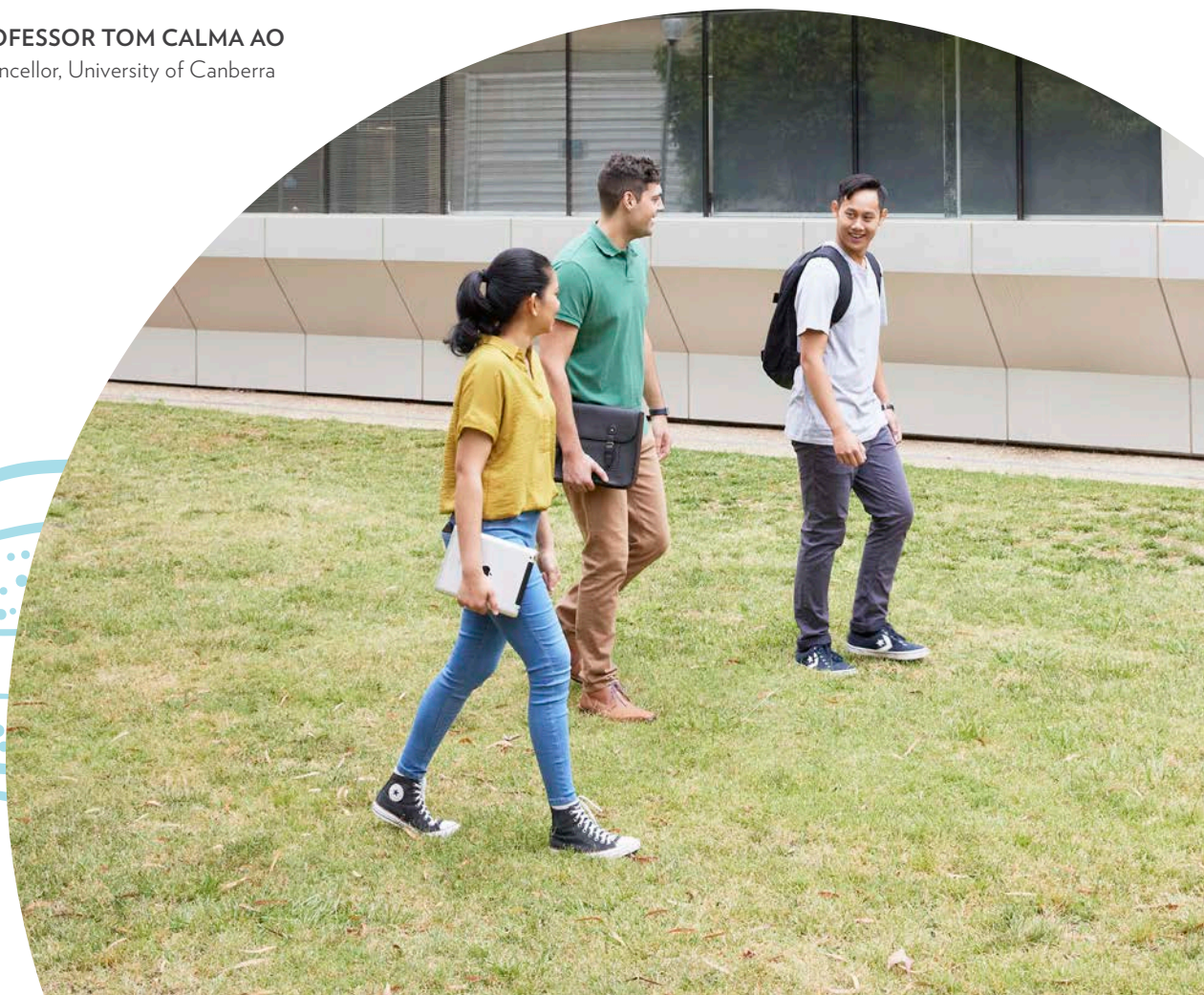
The University provides education which offers high quality transformative experiences that make a difference to the lives of our community; to engage in research which makes an early and important impact on the world around us; and to contribute to the building of just, prosperous, healthy and sustainable communities.

Our strategic intent is to shape UC into a globally prominent institution of learning, research and public engagement. This will empower our diverse people to drive our core missions of distinctive teaching and research in an enriched living-learning environment encompassing our Canberra campus and global locations.

It is the close collaboration between our central services areas and our five Faculties – Faculty of Arts and Design; Faculty of Business, Government and Law; Faculty of Education; Faculty of Health; and Faculty of Science and Technology - that make UC an exceptional University. Focussing on a range of interrelated disciplines, each Faculty offers a unique experience, relevant to the disciplines in which they teach and research.

**“ If you are a leader of people, and a bright, energetic, out-of-the box thinker seeking a distinctive environment in which to flourish, we want to hear from you.**

**PROFESSOR TOM CALMA AO**  
Chancellor, University of Canberra





The portfolio of the Deputy Vice-Chancellor (Academic) supports the Faculties to achieve the University's goals in providing an outstanding student experience from the time potential students think about joining our community, throughout their learning journey with us and continuing to be part of the University in their career after graduation.

UC is proud of both its inclusive and student focused culture and is focused on developing innovative digital solutions to provide an engaging and personalised student experience. This vision will be enacted through strategic University-wide and Faculty projects in recruiting, admitting, enrolling, supporting and graduating students, sponsored by the Deputy Vice-Chancellor (Academic) and led by the Pro Vice-Chancellor (Future Students) to bring change related to:

- rethinking and enhancing our recruitment strategy;
- developing a holistic engagement strategy for potential students that ensures they feel a part of the University community from their first encounter with us;

- leading the digital student journey components of UC's digital transformation programme;
- promote opportunities for student load growth in areas of priority;
- lead the recruitment of international students and be the University representative on external bodies related to international education;
- lead the engagement activities with both international and domestic educational partners, including the associated quality assurance and regulatory requirements;
- provide support for student administration of our micro credentials / professional short courses and programs;
- provide leadership in developing a strong sense of a student-centred approach to student services and teaching.



**“ We are committed to providing our students with a world-class experience and the basis for outstanding career outcomes. If you are passionate about students, their journey and their outcomes and are ambitious to lead a team that will deliver on this vision, we want you at UC.”**

**PROFESSOR PADDY NIXON**

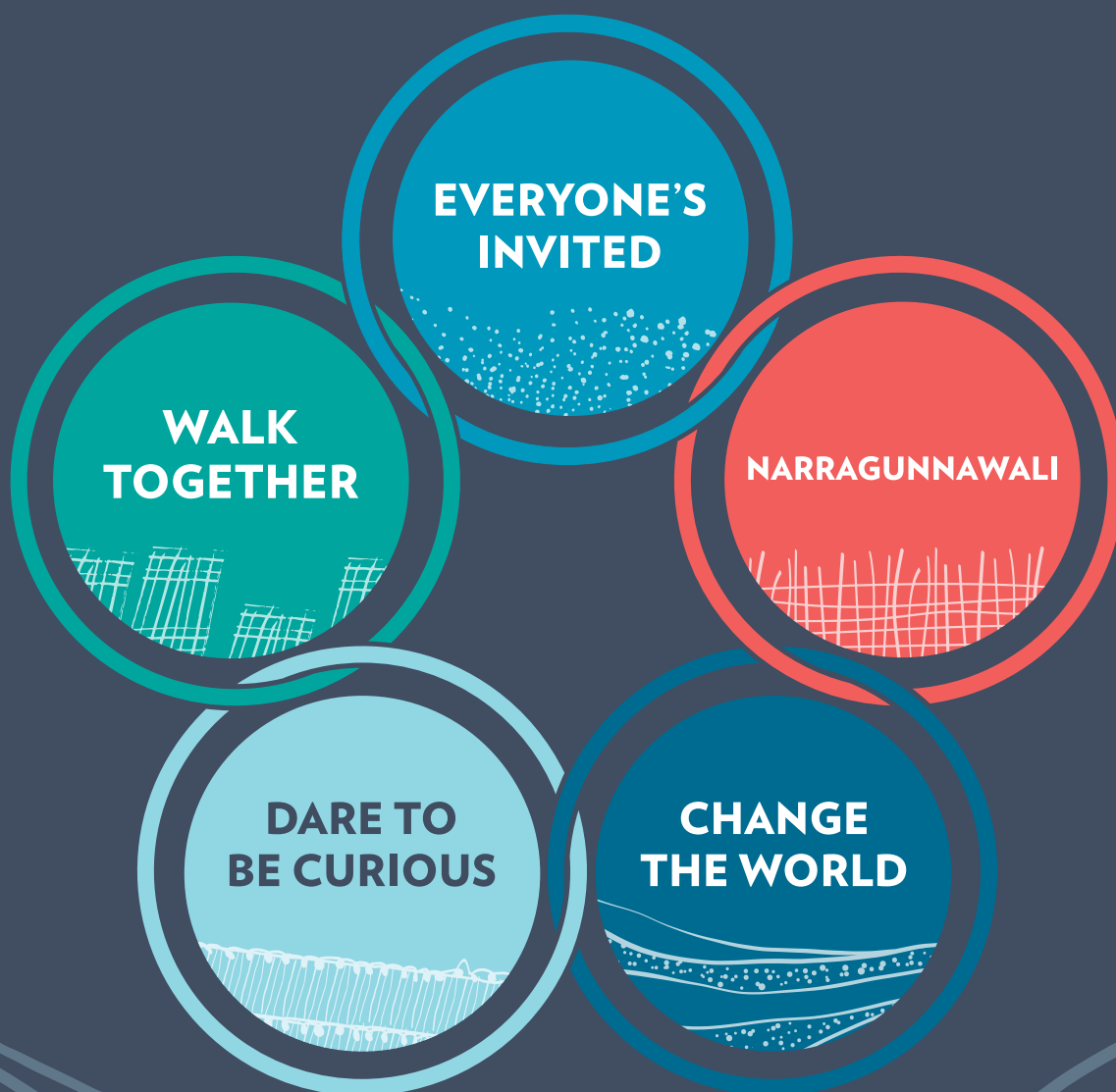
Vice-Chancellor, University of Canberra

# OUR VALUES AND PURPOSE

Our purpose statement and values set the tone for the University and underpin who we are and where we want to get to. They provide direction for us to achieve academic excellence, as measured by the quality of our education programs, the success of our students and the impact of our research. Over 250 staff were engaged in the recent values refresh process, which provides an indication of the positive and collegiate culture of UC.

## GALAMBANY

Together we work to empower, connect and share knowledge with our people, cultures and places.



# OUR PEOPLE

## **The university will be the national sector leader in equity, diversity, inclusion and access.**

We are committed to nurturing and supporting our workforce to deliver excellence in our core missions of education and research. We are looking for people — like you — who will have a strong commitment to, and engagement with, the University.

We will determine success through independent staff engagement and satisfaction surveys and our performance in research, teaching, student experience and graduate employment. Our people are our most treasured asset and ultimately bear responsibility for the delivery of our mission through teaching, learning, research, scholarship, innovation and public engagement.

We are actively seeking to further build a rich pool of talented staff — each valued for their own qualities and united in a single community of scholars, learners and enablers, impassioned about constructing a better world.

Universities are communities. We invite you to join our UC community.





# CAMPUS MASTER PLAN 2030

## UC'S FUTURE VISION

A future that connects neighbourhoods, community and people with education, lifestyle and business. It's a future that keeps us all forever young, through the pursuit of learning.

The Master Plan vision will see the Bruce campus develop a series of learning neighbourhoods with a student, working and living population of 45,000, consisting of 12,000 residents, 15,000 students and an enterprise and business population of 18,000+.

This will include \$5+ billion of property investment, 60,000+ sqm increase in core university facilities and 210,000 m2 GFA increase in partnership and commercial buildings and/or tenancies.





# CANBERRA — A UNIQUE PLACE TO LIVE

Named as one of Lonely Planet's Top 10 Cities to Visit in 2018, Canberra offers a great lifestyle to a prospective leader of our community. Our city is a unique place that combines a bush feel and aesthetic with the services and opportunities of a modern city, and its vibrant and cosmopolitan culture is beyond expectations.

Canberra residents have also been ranked as having the highest quality of life in the most liveable city in the world by the OECD\*. The National Capital is Australia's premier university town with more students per capita than any other Australian city.

And, don't worry about wasting your time in daily commutes! As one of the world's most elegantly designed cities, Canberra has the smallest commute times out of any city in Australia. Few things are more than 20 minutes away. In addition to this, the city is covered by a network of extensive bike paths and public transport which means that Canberra is a breeze to get around.

Canberra is also a great base from which to travel nationally and internationally with an international airport that services millions of travellers each year with daily flights to all major cities.

\*OECD Regional Well-Being: *A Closer Measure of Life*, 2014



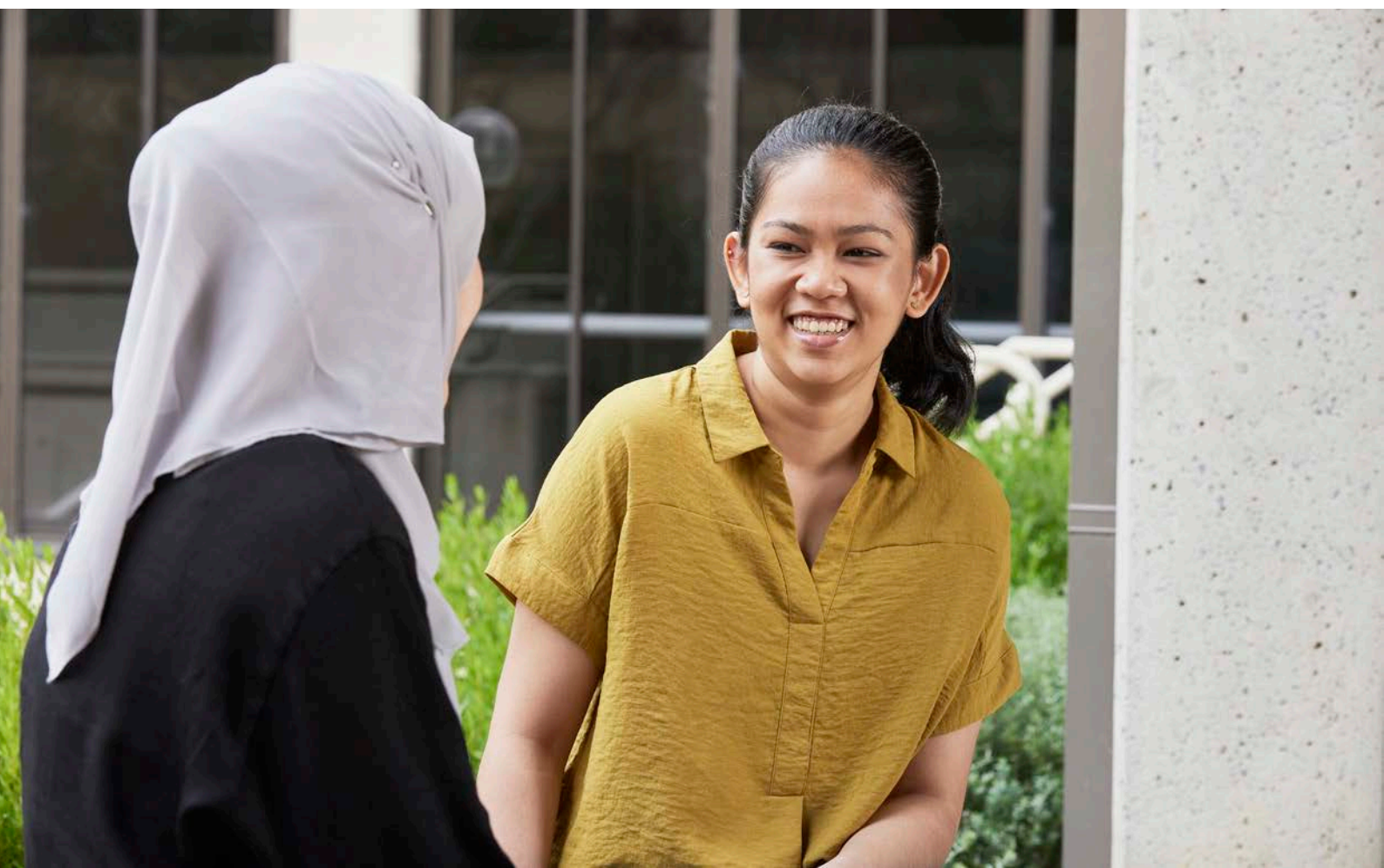
CANBERRA'S ANNUAL FLOWER FESTIVAL, FLORIADA, IS HELD EVERY SPRING.



## OUR OPPORTUNITY FOR YOU

Reporting to the Deputy Vice Chancellor (Academic) and working closely with the Vice Chancellor, other Executive members, and the Executive Deans, the Pro Vice-Chancellor (Future Students) will provide leadership and strategic direction for student recruitment, admissions, enrolments, for domestic and international students, for short non-award offerings and for educational partnerships. The PVC will be responsible for seeking and delivering new opportunities for strategic educational partnerships as well as enhancing existing domestic and international educational partnerships, including the associated quality assurance and regulatory requirements. The PVC will also be responsible for all aspects of our international educational offerings and overall responsibility for international recruitment. The position will involve driving growth in student load in both award courses and non-award offerings, including oversight of UCPro. The position will have overall responsibility for UC's student recruitment activities and build on current business improvement processes to create a seamless and effective student journey.

Working in collaboration with Executive Deans and other stakeholders, this position will be responsible for the generation and co-ordination of strategies to improve the experience of students in admissions and enrolments. Specifically, the PVC will provide leadership and foster excellence across the areas of Student Connect (student administration), Global Student Recruitment and Educational Partnerships. The position will drive an agenda of enhancing strategic educational partnerships and developing a strong sense of a student centered approach to servicing students.





# IMMEDIATE CHALLENGES

## FOR THE NEW PRO VICE-CHANCELLOR (FUTURE STUDENTS) (OVER THE NEXT 12-18 MONTHS)

- 1 Lead and direct designated projects associated with the Deputy Vice-Chancellor Academic's Project Themes 2021-2025 Plan, including growth in student load in priority areas, expansion of educational partnerships, short courses and micro-credentials, strategic school and location-based recruitment, and improving student success and retention.
- 2 Increase the use of technology to support innovative developments in student recruitment and the student experience, and establish greater efficiencies and performance across both central and Faculty areas.
- 3 Assist the University's move to enhancing continuing education and professional short courses.
- 4 Implement a sustainable student load growth strategy through the effective recruitment and nurturing of potential leads through the delivery of innovative, market-led future student approaches that are attractive to the international, domestic, postgraduate and executive education markets.
- 5 Foster a culture of innovation, continuous improvement and student-centred approaches within student recruitment and student administration.
- 6 Continue to improve the quality and impact of student support services, and work with Faculties and other areas of the University to improve the experience at UC, including their digital experience, and UC rankings in student experience metrics.
- 7 Foster a service-focused culture which ensures a high degree of client satisfaction from teaching staff, course directors and faculty managers.



# KEY RESPONSIBILITIES

## THE OCCUPANT OF THIS POSITION WILL BE REQUIRED TO:

- 1 Provide strategic leadership and management to develop and implement a comprehensive student centred portfolio that focuses on sustained and positive results in attracting and graduating domestic and international students in alignment with the University's objectives.
- 2 Develop and implement a plan to seek new strategic educational partnerships and leverage existing key educational partnerships for the benefit of the University.
- 3 Ensure that the University meets its regulatory requirements with respect to international students and our educational partnerships both on- and off-shore.
- 4 Work closely with Executive Deans and relevant stakeholders across the student life cycle to achieve high rankings within Australian universities for student experience in services.
- 5 Provide strategic leadership for the administrative components of non-award offerings at UC, including UCPro.
- 6 Drive a continued improvement of domestic and international student load, including through the improvement of business processes for attracting, enrolling and graduating students.
- 7 Work closely with the Executive Deans and other relevant stakeholders to reach strategic plan goals of student load and student experience measures, and to drive excellence and innovation in the institution.
- 8 Use best practices and a forward thinking approach that anticipates future trends, challenges and priorities for emerging markets for students and industry and professionally aligned educational offerings.
- 9 Promote a partnership approach within the portfolio, and with Faculties and other business units, and embed a culture of continuous service improvement based on accurate data, process reviews and customer (student) and stakeholder feedback.
- 10 Ensure a seamless student engagement with our digital administration platforms and proactively use student and staff feedback regarding their experiences of our systems and practices.
- 11 Assist with our Digital Transformation project in all areas relevant to the portfolio.
- 12 Monitor quality of deliverables and individual performance, identify and implement a cycle of continuous improvement and establish an effective staff development program in line with the key capabilities for all staff within the Portfolio.





| KEY CAPABILITIES                  | DESCRIPTORS  |
|-----------------------------------|--|
| 1 Effective Communication         | <p>1.1 Adjusts message and delivery appropriate to audience.</p> <p>1.2 Listens to others and effectively communicates ideas.</p> <p>1.3 Influences and negotiates persuasively.</p>   |
| 2 Collaboration                   | <p>2.1 Creates opportunities for communities of work colleagues.</p> <p>2.2 Looks beyond self and immediate team to add value to the whole University.</p> <p>2.3 Develops relationships with external parties. Seeks and acts on opportunities to connect external parties and convert these into cost-effective and efficient outcomes.</p>  |
| 3 Deliver Results                 | <p>3.1 Delivers on agreed outcomes and escalates issues as appropriate.</p> <p>3.2 Identifies opportunities to improve processes and takes opportunities to problem solve to deliver outcomes.</p> <p>3.3 Responds effectively to changing circumstances and prioritises effectively.</p>  |
| 4 Business Acumen                 | <p>4.1 Understands the purpose of own position and how this contributes to the objectives of the University.</p> <p>4.2 Manages resources effectively.</p> <p>4.3 Understands the commercial context the University operates in and takes every opportunity to identify and convert commercial outcomes</p>  |
| 5 Leadership                      | <p>5.1 Proactively addresses challenging issues and takes responsibility for seeing issues through. Assists team members to recognise barriers and overcome them.</p> <p>5.2 Connects the University Strategic Plan with the business unit and reinforces connections with other staff.</p> <p>5.3 Builds and communicates a clear and compelling path for others to choose to be committed and engaged.</p> <p>5.4 Champions and role models effective change while working to engage and enthuse others to embrace a vision of change.</p>   |
| 6 Digital Literacy and Innovation | <p>6.1 Demonstrates the ability to work fluently across a range of tools, platforms and applications to achieve complex task.</p> <p>6.2 Demonstrates the capacity to adopt and develop new practices with digital technology in different settings; to use digital technologies in developing new ideas, projects and opportunities.</p> <p>6.3 Incorporates digital literacy skills into own learning and the learning of others e.g. students, peers, supervises.</p> <p>6.4 Appreciate the legal, ethical and security guidelines in the management, access and use of data.</p> |

# HOW TO APPLY

The University of Canberra will be supported in the appointment process by the executive search firm Natalie Walker Executive Search.

The firm's principal, Natalie Walker, will support the selection committee to identify the widest possible field of qualified candidates and to assist in the assessment of candidates against the requirements for this role.

Applications for the position should consist of the following:

- Full Academic Curriculum Vitae
- Candidate Statement of Claim
- Response to the Key Capabilities
- Referee details
- Date of Commencement

## FULL ACADEMIC CV

- Covering positions held, including dates and details of present position and key achievements.
- Details of education, professional training and qualifications (and dates of degree completion).
- Details of teaching and/or research experience, including any publications and research grants.
- Any other relevant information, such as contributions to professional associations and learned societies, and community activities.

## CANDIDATE STATEMENT OF CLAIM

A brief Statement of Application (three to four pages) outlining why this appointment is of interest, what you would bring to this position and how you would address the Immediate Challenges as outlined on Page 8.

## REFEREES

Full contact details of three referees. Candidates should indicate their relationship to the referees and why they have been nominated to speak on the candidate's behalf.

Referees will only be contacted after prior consultation with the candidate.

## DATE OF COMMENCEMENT

An indication of the earliest date on which you could commence in the position.

## SHORTLISTING AND PANEL INTERVIEW

Shortlisting with the selection committee will take place late November 2021 with panel interviews anticipated for early / mid December 2021.

## TERM OF APPOINTMENT

The successful candidate will be appointed onto a Senior Management contract. The position is fulltime, and fixed-term for five years.

All enquiries should be directed in confidence to:-

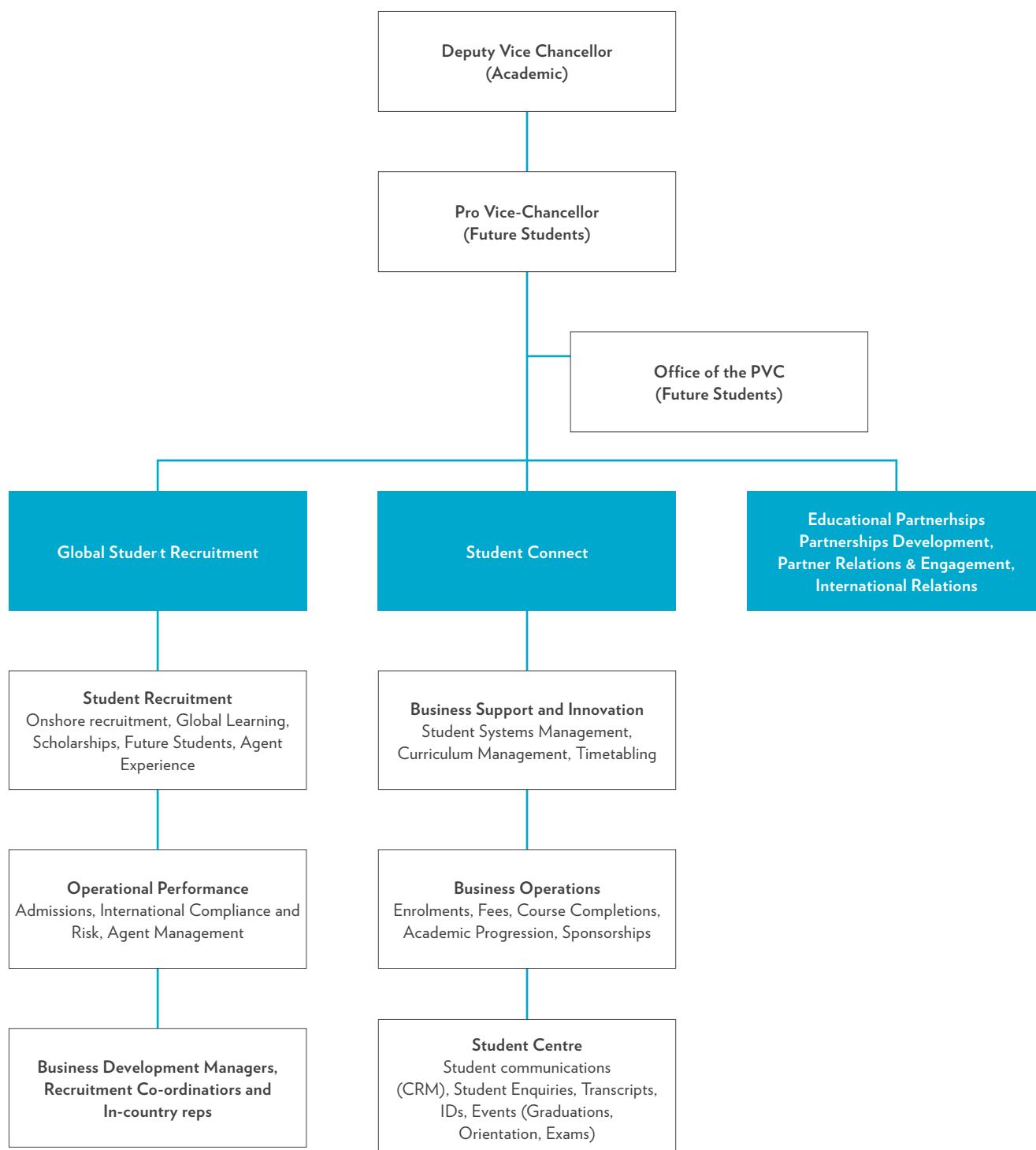
**Natalie Walker**

**UCPVCFS@walkerexecutivesearch.com**

**+61 (0)2 6243 3673**



# EDUCATION



## STAFF (FTE)

|                    |                           |
|--------------------|---------------------------|
| <b>71</b>          | <b>\$22.80M</b>           |
| <b>STAFF (FTE)</b> | <b>PVC FS 2021 BUDGET</b> |

## STUDENTS (FTE)

|               |                   |
|---------------|-------------------|
| <b>11,301</b> | <b>16,482</b>     |
| <b>EFSTL</b>  | <b>ENROLMENTS</b> |

Note: Staff Full Time Equivalent is as at 28 September 2021.

University of Canberra 2021 Full year load and headcount as of 28 September 2021.



Australian Government Higher Education  
(CRICOS) Provider, University of Canberra #00212K

University of Canberra  
Bruce ACT 2617, Australia  
[canberra.edu.au](http://canberra.edu.au)

The University of Canberra acknowledges the  
Ngunnawal people, traditional custodians of the  
lands where Bruce Campus is situated. We wish to  
acknowledge and respect their continuing culture and  
the contribution they make to the life of Canberra  
and the region. We also acknowledge all other  
First Nations Peoples on whose lands we gather.