

# University of Tasmania

## Vice-Chancellor and President

### Selection criteria

The University of Tasmania is a distinguished institution of world standing. Its strengths have been forged across 127 years and the institution has been shaped by its place in the world. The University of Tasmania accepts a privileged position as the principal provider of higher education and research in its island home. It is both national and global in outlook, with dynamic campuses in Sydney and operating a strategic agenda of internationalisation. The University's commitment to world-leading research is steadfast, and it is pursuing an ambitious strategy focussed on growth and renewal. It is intent on providing a new model for higher education which will deliver economic and social revitalisation for Tasmania. The University has accepted the challenge of unlocking deep intergenerational issues which impact on educational attainment in Tasmanian society and is committed to its regions, where those challenges are most acute.

The next Vice-Chancellor and President of the University of Tasmania will shape a period of profound change and growth for our institution, which includes major capital programs and curriculum renewal. The Vice-Chancellor will do so with an unwavering commitment to the University's social mission: That education and innovation are keys to increasing productivity and prosperity for Tasmania and its citizens.

#### Scholarship

- A recognised academic leader who has reached a superior level of scholarship.
- The capacity to foster a culture of academic excellence in research, learning, teaching, innovation and community engagement.

#### Leadership

- Outstanding record of effective leadership.
- A commitment to pursuing sustainable growth.
- An effective leader of people, capable of delivering significant change in a highly complex organisation.
- A strategic thinker and planner, with deep understanding of the higher education sector nationally and internationally.

#### Management

- A strong track record as an executive manager in a large, complex organisation, preferably one with sites spread across different regions.
- A commitment to constructive and collaborative relationships with an ability to build a cohesive team culture and engaged workforce.
- A proven record of enhancing processes and systems in a large complex organisational structure through continuous improvement programs.
- A proven record in the implementation of an extensive change agenda.
- Demonstrated commitment to equity and equal opportunity for all stakeholders, especially students and staff.

#### External Relations

- The capacity to build upon the University's national and international standing, raising awareness of its strengths and capabilities with other universities, all tiers of Government, along with business, industry, non-government organisations and community.
- An understanding of government policy in the higher education sector and strategic options in relation to that policy.
- A strong commitment to advancement activities, and the desire to undertake a prominent and sustained role as the public face of the University.
- Strong sense of self-awareness and ability to build constructive and enduring relationships.

# APPOINTMENT OF THE VICE-CHANCELLOR AND PRESIDENT

Information for candidates

At their hearts, universities are about people: what they can become, what they can create and how they can inspire.

Open to Talent: Strategic Plan 2012 onwards

## CHANCELLOR'S INTRODUCTION

At the University of Tasmania we are challenging the role and model of higher education as they are understood in Australia at this time.

During recent years, under the tenure of Vice-Chancellor Professor Peter Rathjen, we have taken enormous strides. We have navigated a period of sustained growth in student numbers. Greater research intensity has driven improvements in our international standing. We have delivered a significant capital investment including centres of research excellence and new student apartments in each of our Tasmanian locations. We are in the process of delivering new, inner-city campuses in Launceston and Burnie. And we are pursuing ambitions of greater global connectivity and increased international student numbers.

More recently, we have picked up another mantle – to embed our University more firmly with our State, and in such a way we help create new social and economic futures for Tasmania and its citizens.



We believe that greater educational attainment and retention in Tasmania will drive increased innovation, productivity and, as a result, greater levels of prosperity. We are doing this through unprecedented levels of partnership with Government along with a new curriculum. This curriculum provides additional pathways for people who may not have considered higher education otherwise, via associate degrees, across the spectrum to four-year embedded honours, providing enhanced experiences and outcomes for our gifted scholars.

It is not clichéd to say we have navigated a transformative period. It also is accurate to say we will approach this next stage of transition with great care, and with an emphasis on the principles of stability and continuity.

All of this sets a scene of remarkable opportunity for our next Vice-Chancellor and President. We require a gifted academic and leader to realise the enormous promise contained in our current strategy, a leader who can remain attuned to changes in higher education nationally and globally, putting their own mark on what will be a stellar period in our 127-year history.

It is with great excitement and enthusiasm we outline this opportunity for you.

**Michael Field AC**  
Chancellor

## OUR LOCATION



Home to half a million people, Tasmania is known for its beautiful landscapes, measured pace of life, and exceptional food and wine. 150 miles south of the mainland, Australia's only island state has 40% of its land reserved as national parks and world heritage wilderness.

With friendly locals, the cleanest air in the world, and an abundance of flora and fauna that you will only find here, it's no surprise that Tasmania is regularly listed as a top destination by major travel publications.

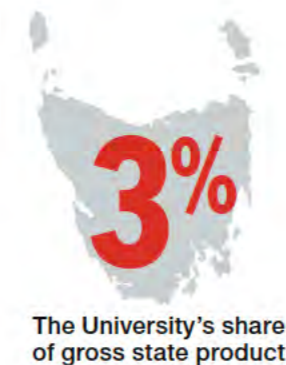
Within a few minutes' drive of any of the state's major cities, you can be walking in the bush, biking down a spectacular mountain trail, or swimming in the crystal-clear water by one of our pristine beaches.

If urban living is more your style, you'll be spoilt for choice with our year-round festivals celebrating music and culture, our lively café and restaurant scene, and of course the artistic endeavours at the world-renowned Museum of Old and New Art (MONA).

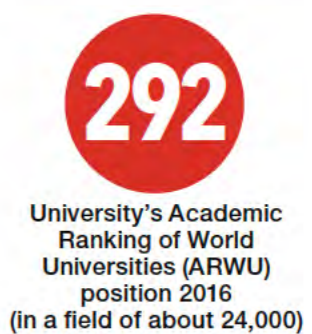


Tasmania is a vibrant and diverse state that offers a unique lifestyle. Combining the warm welcome of an island community with a diverse global perspective, it is truly the best of both worlds.

## UNIVERSITY OF TASMANIA FAST FACTS



- Earth and Marine Sciences (TOP 100)
- Agriculture and Forestry (TOP 150)
- Geography
- Environmental Science



**TWO AUSTRALIAN LAUREATE FELLOWSHIPS IN 2016**

Professors Philip Boyd and Barry Brook.



## WORLD-CLASS FACILITIES

The University ensures full representation across the state through three campuses within the main regions of Tasmania – Hobart in the South, Launceston in the North and Burnie in the North-West.

In 2006, the University expanded to include two campuses in Sydney – Darlinghurst and Rozelle – which offer nursing and paramedic education in partnership with local hospitals and health services.

The University's strategic plan, Open to Talent, was developed in 2011 through a highly collaborative stakeholder process. Building on the significant achievements of the past, the plan articulates a long-term vision for the University that incorporates a distinctive educational program that responds to the needs of Tasmanians and is defined by the island's demography, geography and economy.

In 2015, the University signed a historic partnership agreement with the Tasmanian Government, setting ambitious 10-year targets to work together and invest in education to improve both access and attainment among Tasmanians, and recognising the University as a primary economic driver for the state.

A bold infrastructure program has recently begun across all three campuses to embed the University within Tasmania's communities. In Hobart's CBD, a major new student accommodation project is now complete, and construction has begun on The Hedberg creative arts complex. A proposal for a \$400 million STEM precinct, also in the CBD, has been

endorsed by Infrastructure Australia as a Priority Project on the National Infrastructure Priority List, noting its importance as a project for Hobart, Tasmania and the nation. The initiative has received support from key State and Federal politicians.

In Launceston and Burnie, new student accommodation is now occupied, and planning is well underway for new campuses at Inveresk and West Park. The University, in partnership with State and Federal Governments, has committed to investing \$300 million in the two campuses over the coming years.

Renewed infrastructure located at the physical heart of our major cities demonstrates the commitment to placing higher education at the centre of statewide rejuvenation. Highly visible buildings that celebrate education and student life can bring an awareness of the University's presence and provide access for the tens of thousands of Tasmanians for whom it has never before been a realistic life choice.



## WORLD-CLASS COURSES

The University of Tasmania has a proud tradition of excellence in teaching, and our staff have been recognised nationally with a significant number of teaching awards.

In 2017, the University began to roll out a reshaped curriculum across undergraduate courses.

Over the next three years, degree programs will be updated to offer students more flexibility, greater choice, and experiential learning embedded in every course.

Highlights of the curriculum renewal project include:

- Two-year associate degrees. Delivered through our University College, these are innovative, industry-relevant courses that provide a stand-alone qualification recognised by employers.
- Reshaped bachelor programs enabling students to tailor their course choices to fit their needs.
- A new, work-focused Applied Honours year to give all students who successfully complete their bachelor degree the opportunity to further hone their skills through work-focused projects.
- Combined degrees which merge the core requirements of two different degrees.
- Greater recognition for high achieving students.

The new curriculum takes full advantage of our unique position as the only university in Tasmania, and will ensure that graduates are equipped with the skills and knowledge required to thrive in a changing world. At the same time, we'll continue to deliver the excellent teaching and personalised support our students have come to expect.



## WORLD-CLASS RESEARCH



The University of Tasmania continues to build its reputation as a leading research-intensive university, ranked in the top 2% of universities worldwide.

Our achievements not only contribute to the University's international standing, but create impact for local partners, broader communities and through purposeful industry and government engagement.

The University enjoys strong partnerships with industry, which contributed 15 per cent of our research income in 2016. We lead the country in the ARC-funded Industrial Transformation Research Program, with the highest combined number of training centres and research hubs, connecting our research with targeted business sectors ranging from maritime engineering to horticulture, from forestry product innovation to food security and through to value chain logistics and mining.

The University is recognised as a global leader in Antarctic, marine and maritime research, hosting the \$24 million ARC Special Research Initiative, the Antarctic Gateway Partnership, and the Federal Department of Environment's \$23.88 million National Environmental Science Program Marine Biodiversity Hub. These strategic investments enable the University to collaborate with partners such as CSIRO and the Australian Antarctic Division. In aggregate, this research is estimated to add \$650 million to the Tasmanian economy.

Our commitment to the state is integral to the University's research programs. Both the Faculty of Health and the Menzies Institute for Medical Research have developed integrated research programs worth more than \$16 million a year. We also work closely with the Tasmanian agriculture industry, primarily through the Tasmanian Institute of Agriculture.



## GLOBAL ENGAGEMENT

The University of Tasmania has recently established a new Global Division in order to further integrate our institution with the world.

We have a long-standing reputation as an outward looking community that undertakes globally-relevant research across a range of disciplines. We also provide teaching and learning at the highest levels across a broad range of fields that match well with our research expertise. As a result, international students comprise a growing proportion of our student body.

Our focus now is to prioritise the sociocultural enrichment of our university with the lives, experiences and cultural histories of our international students.

At the same time, our domestic students will benefit from exchange programs that enrich their experience through education overseas. We will encourage the development of cultural competence, including proficiency in modern languages



and knowledge of other cultures, thereby enabling more of our graduates to work and live in a global society.

Carefully selected strategic partnerships with organisations and individuals that share our aspirations will bring new impetus to our teaching and research, leveraging resources and ideas.

Being a globally engaged university that attracts staff, visitors and students from overseas is also an important aspect of the expectation from the State of Tasmania and is a central component of our partnership with the Government. The annual influx of more than 5,000 overseas students, plus many academic visitors, to Hobart

and Launceston adds to the vibrancy and economies of these cities.

Through strategic relationships and activities, the Global Engagement Office seeks to enhance the University's reputation as a leader in the areas in which it wishes to be globally renowned, support members of our community who wish to spend time at other institutions, and capitalise on our unique locality to attract scholars from around the world.

In doing so, we will expand our sphere of influence and provide a vibrant and progressive environment for our staff and students.

## PHILANTHROPY AND ALUMNI

The Office of Advancement is a core area of the Vice-Chancellor's Office that manages relationships and builds support through alumni, friends, and local, national and international communities. Our 105,000 alumni live and work in 120 countries, providing a vibrant network of support and goodwill for the University all over the world.

The University's 125<sup>th</sup> Anniversary in 2015 provided an exciting platform for engaging with alumni, donors and friends in unprecedented numbers around the world. A major highlight was Welcome Home Week, the largest scale alumni gathering ever held by an Australian tertiary institution. More than 23,000 people

attended nearly 150 celebratory events and activities celebrating the achievements of the University.

2016 saw the Advancement Office building on the success of Welcome Home Week and securing two significant philanthropic gifts through the University of Tasmania Foundation.

The largest single individual donation in the University's history, from alumnus Dr David Warren, enabled the University to announce its first permanently endowed chair: the Warren Chair in Astrophysics.

Later in the year, the Ian Potter Foundation awarded the University a grant of \$5 million to help in the construction and fitting out

of the new Hedberg Building, a \$90 million Creative and Performing Arts Centre in Hobart.

2017 has seen the upward trend in philanthropic support for the University continuing. In June, the Tasmanian Community Fund awarded the University \$350,000 to support the work of the Peter Underwood Centre for Educational Attainment: the largest grant ever received by the University from this key statewide organisation.

## STRUCTURE AND GOVERNANCE

### MISSION

The University of Tasmania continues a long tradition of excellence and commitment to free inquiry in the creation, preservation, communication and application of knowledge, and to scholarship that is global in scope, distinctive in its specialisations and that reflects our Tasmanian character. The University will provide leadership within its community, thereby contributing to the cultural, economic and social development of Tasmania.

### VISION

The University of Tasmania will be ranked among the top echelon of research-led universities in Australia. The University will be a world leader in its specialist, thematic areas and will be recognised for its contribution to state, national and international development. The University will be characterised by its high-quality academic community, its unique island setting and its distinctive student experience. University of Tasmania graduates will be prepared for life and careers in the globalised society of the 21<sup>st</sup> century.

### COUNCIL

The University Council is the governing body of the University of Tasmania, as established by the *University of Tasmania Act 1992*.

The Council is chaired by the Chancellor, who is appointed by the members. The current Chancellor is the Hon. Michael Field AC, and the current Deputy Chancellor is Mr Harvey Gibson.

Council makes decisions about policy and planning, makes University legislation and approves policy documents. Council is advised by its committees (Audit and Risk, Built Environment and Infrastructure, Ceremonial and Honorary Degrees, Finance, Remuneration and Nominations), its working parties and (in relation to academic matters) the Academic Senate.

### THE VICE-CHANCELLOR AND PRESIDENT

The Vice-Chancellor and President is the chief executive officer of the University of Tasmania, a world class institution of higher education that delivers research and teaching across four colleges and faculties (Arts, Law and Education; Health; Science, Engineering and Technology; Tasmanian School of Business and Economics) and three specialist institutes (Australian Maritime College, Institute for Marine and Antarctic Studies (IMAS) and Menzies Institute for Medical Research).

The University Council delegates broad powers to the Vice-Chancellor, the managerial and academic leader, to manage the operations of UTAS in conformity with agreed plans, principles and policies.

The Vice-Chancellor is supported by the University's senior executive team.



## SELECTION CRITERIA

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### SCHOLARSHIP

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- The capacity to foster a culture of academic excellence in research, learning, teaching, innovation and community engagement.

### LEADERSHIP

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### MANAGEMENT

- A strong track record as an executive manager in a large, complex organisation, preferably one with sites spread across different regions.
- A commitment to constructive and collaborative relationships, with an ability to build a cohesive team culture and engaged workforce.
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### EXTERNAL RELATIONS

- The capacity to build upon the University's national and international standing, raising awareness of its strengths and capabilities with other universities, all tiers of government, along with business, industry, non-government organisations and community.
- An understanding of government policy in the higher education sector and strategic options in relation to that policy.
- A strong commitment to advancement activities, and the desire to undertake a prominent and sustained role as the public face of the University.
- Strong sense of self-awareness and ability to build constructive and enduring relationships.

## FURTHER INFORMATION

Dr Sean Davies, Cordiner King

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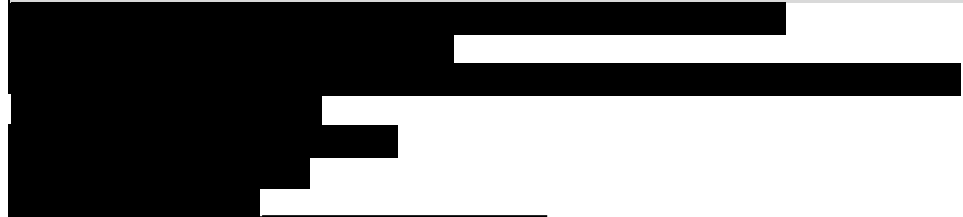
[unitas@cordinerking.com.au](mailto:unitas@cordinerking.com.au)







			Shortlisting candidates (2hr phone hookup)					Selection panel dinner	1st Round interviews (5-6 candidates via skype)		VC's farewell	2nd round interviews (2-4 candidates in Hobart)	2nd round interviews (2-4 candidates in Hobart)	Hob Show Day	
	Wk 11					Wk 12					Wk 16				
	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri
Week commencing ----->	18-Sep	19-Sep	20-Sep	21-Sep	22-Sep	25-Sep	26-Sep	27-Sep	28-Sep	29-Sep	23-Oct	24-Oct	25-Oct	26-Oct	27-Oct
Time			3-5pm					7pm	all day						
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The **Selection Panel** comprised of the following members:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



## Vice-Chancellor

(Following the appointment of Professor Peter Rathjen as the next Vice-Chancellor of the University of Adelaide) an outstanding opportunity exist for a visionary and inspirational leader to take up the role as the University of Tasmania's next Vice-Chancellor.

For over 125 years, the University of Tasmania has been at the forefront of discovery and innovation and as the state's only university it sits at the heart of the community playing a vital role in the future prosperity of the state.

The University is set to enter an exciting new era with major plans to redevelop campuses in both Launceston and Hobart creating significant education and research hubs in both of Tasmania's major cities. In conjunction with this transformation project the University has introduced new degree programs designed to attract more students into higher education.

The University of Tasmania is highly regarded for its commitment to excellence in learning and teaching and research. It was ranked in the top 10 research universities in Australia and in the top two per cent of universities worldwide in the Academic Ranking of World Universities. The University's research strengths take advantage of Tasmania's unique characteristics, including its natural environment and geographical location. They lie in the thematic areas of Environment, Resources and Sustainability; Creativity, Culture and Society; Health; Marine, Antarctic and Maritime; and Data, Knowledge and Decision-making. The University has over 35,000 students with campuses in Hobart, Launceston and Sydney.

The successful candidate will champion a high-performance environment which enables research, learning, teaching, innovation and community engagement to flourish and operational targets to be met. The University seeks a recognised academic leader with the capacity to build upon its excellent national and international standing.

Initial enquiries and requests for further information may be directed in confidence to Dr Sean Davies of Cordiner King, executive search consultants, on +61 3 9620 2800 or [unitas@cordinerking.com.au](mailto:unitas@cordinerking.com.au).

Applications close September 1st, 2017.

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Vice-Chancellor

Suggested Second Interview Questions

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September 2017

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Highly Confidential

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**Presentation Follow on Questions (questions will arise from the presentations but a few things that we may want to cover)**

1. As you have indicated in your presentation there is much to achieve and some significant challenges to address. In that overall context what would your immediate priorities be in the first three to six months?
2. Given that you are moving to a new university and a new state and that you will need time to get up to speed how would you go about making sure that momentum is not lost in addressing all the issues you have outlined? (not as relevant for [REDACTED]).
3. Specifically in the context of this discussion what experience, skills and attributes do you believe you will bring?

#### **Leadership and Management**

4. Inevitably when change is introduced there will be those who are resistant, how do you deal with this group?
5. Can you give us an example of how you have dealt with non-performance or poor performance by a senior staff member?
6. What makes you stress in the workplace (example)? How do you personally deal with stressful situations?

#### **Financial and Commercial Skills**

7. Universities are large, diverse businesses facing increasing financial pressure. Universities also need to invest in new ways of teaching and engaging as well as in research and staff development. How do you manage these competing financial priorities?
8. How would you track the financial health of the University – what are the two or three key performance indicators you keep (would keep) a close eye on?

#### **External**

9. What role do you think you have played in the national higher education debate (or more broadly in the higher education sector)?
10. As Vice-Chancellor, how would you divide your time between leading and managing the University internally and dealing with the external dimension?
11. What are the benefits of global engagement for universities? What are your thoughts on the University's global strategy? What changes would you propose?

#### **Research**

12. Very strong research performance will be a key part of the University achieving its goals. How would you assess the University's current performance?
13. How can the University's research performance be improved? Where are the biggest opportunities?

#### **Teaching and Learning**

14. What is your assessment of the quality of teaching at the University? Does it need to be improved and, if so, how?
15. What teaching and learning opportunities are being presented by new technologies and how would you take advantage of them?
16. What are the key drivers for ensuring a positive student engagement/experience? How will they change in the next 3-5 years?

#### **Governance**

17. How would you define the ideal working relationship between the Vice-Chancellor and the Council