



Candidate Information Pack

Chancellor of the University of New England

UNEChancellorEOI@egonzehnder.com

une
University of
New England



The University of New England respects and acknowledges that its people, courses and facilities are built on land, and surrounded by a sense of belonging, both ancient and contemporary, of the world's oldest living culture. In doing so, UNE values and respects Indigenous knowledge systems as a vital part of the knowledge capital of Australia. We recognise the strength, resilience and capacity of the Aboriginal community and pay our respects to the Elders past, present and future.

*Pictured: Warwick Keen "Always was, always will be" 2008
Gifted by the Artist to UNE in 2008*

UNE's Appointment of a New Chancellor

The University of New England is seeking a new Chancellor to lead the University into a new era of innovation and opportunity, and to be the public face and champion of UNE.

Following the decision of Chancellor of the University of New England (UNE), Mr James Harris, to step down at the expiry of his current term towards the end this year, the Council of UNE has formally commenced a Chancellor Selection Process.

The appointment of a new Chancellor is a key priority for the Council, and it is committed to a best practice process and governance. The Council also recognises that the University is entering a new era and is highly attuned to future necessities and opportunities.

As Deputy Chancellor, I will serve as Chair of the Chancellor Selection Committee, and other Council appointees are Professor Chris Moran, Vice-Chancellor & CEO; Associate Professor Jennifer McDonnell, Council Member and Chair of Academic Board; Ian Gillespie, Council Member; David van Aanholt, Council Member; and Megan Aitken, Council Member.

The Terms of Reference for the Chancellor Selection Committee provides for external membership, allowing contributions from eminent persons with higher education and other relevant backgrounds and skills. Two such people have accepted the invitation to join the Committee: Emeritus Professor Peter Coaldrake AO, a renowned leader

in the tertiary education sector, and Mr Byron Davis, a leader in Indigenous tertiary education, training and employment.

The Chancellor Selection Committee has appointed global leadership search firm Egon Zehnder to undertake a wide-ranging executive search.

The Council understands the significance of appointing a pre-eminent individual to lead this great University. It is seeking someone who is a recognised leader, has a breadth of professional and Board experience and connection with the higher education sector. Further, it seeks an outstanding individual with the personal attributes to be a compelling public face for UNE. The Council seeks to appoint a person who understands and has a passion for the role and importance of universities in society.

Engagement with, and listening to, UNE's broad constituency of stakeholders is a priority for the University Council, and for its governance approach and processes.

UNE has a commitment to diversity, equity and inclusion in all its appointments.

23 July 2024

Jan McClelland AM
Deputy Chancellor and Chair,
UNE Chancellor Selection Committee



Quick facts

Total Students
~**21,000**

Total Staff
1,365

Total Revenue
~**A\$364M**

Regional
Study
Centres
10

Residential
Colleges
8

Alumni
over
100,000

Website
www.une.edu.au

Our Heritage and Future

The University of New England (UNE) is a regionally based (the main campus being in Armidale NSW), globally networked university that is renowned for the quality of its student experience and the excellence of its research specialisations.

UNE was established by the community in 1938, initially as a college of The University of Sydney. It was the second university in New South Wales and Australia's first regional university. In 1954, UNE became independent as the University of New England. In 2023 there were ~21,000 students (~80% of whom were distance/online students), approximately 1,365 academic and professional staff and a similar number of casual academics and professionals. This year marks the University's 70th Anniversary.

One of the University's most profound contributions to education is the pioneering of teaching to mature and off-campus students as UNE is Australia's most experienced provider of distance and innovative online education.

The University established a vibrant on-campus College system, the objective of which was to provide an environment and stewardship for students to become national and international leaders – and many have. The Colleges also created a focal point for the intensive learning periods for external students, which delivered a unique overall degree experience.

UNE appointed Australia's first indigenous Chancellor, Dr Patricia O'Shane AM, and is committed to providing opportunities for Aboriginal and Torres Strait Islander people. We are active in research and teaching with a dedicated focus on students and engagement with local Elders through our Oorala Aboriginal Centre.

Over decades, UNE has demonstrated that research excellence can be maintained in fundamental disciplines, humanities and health sciences whilst also linking directly to industry locally and globally. UNE has established a reputation for systems approaches to agriculture and natural resources with a renowned focus on animal/pasture science, genetics and ruminant function – establishing it as a global leader, for example, in understanding and managing ruminant emissions.

As Australia's only true university town, Armidale boasts a long history of intellectual and artistic excellence that has created a unique ecosystem for learning, industry and community spirit.

UNE's first Chancellor Sir Earle Page and Vice-Chancellor, Sir Robert Madgwick, set out the unconventional vision to help people respond to a rapidly changing world by providing the opportunity for access to education to all who were prepared to work to achieve it. Continuing to deliver on that legacy remains at the core of what drives the University of New England today.

The challenge we are rising to is to create a "new unconventional" that gives twenty first century vibrancy to the original vision. We will embellish our history of integrating the learners and communities through joint participation in art, science, music, gastronomy and broad human endeavour to deliver unrivalled learning and living experiences. Our aim is to provide education for all that flexes to the real life-load of learners, respects knowledge and mobilises technology to equip learners for their futures.

We will broaden and deepen our work with Aboriginal and Torres Strait Islander peoples and knowledges. The UNE approach to discovery will continue to balance acquisition of fundamental knowledge and the resolution of local and global challenges that face humanity.

Our intention is that learning and discovery, which may converge over time, should be a satisfying and enjoyable experience through which each individual is transformed – making them *Future Fit*. Join us!



Our Priorities and Opportunities

The tertiary education sector is entering a time of change and enormous opportunity in Australia. The recommendations from the Australian Universities Accord (released in February 2024) provide a glimpse into what the future of Australian universities might look like. The Accord seeks to enhance the quality, accessibility and international competitiveness of Australian Tertiary Education and UNE is pleased to have already exceeded many of the key priority areas espoused in the Accord, particularly in relation to equity and access, and we intend to build on this success.

The equity and access goals met by UNE compared with the targets set in the Universities Accord are as follows:

- 3.3% First Nations students by 2035 – UNE currently has 4.4% First Nations students;
- 20.2% students from lowest quartile SES backgrounds by 2035 – currently, 20.5% of UNE's students are from this quartile;
- 24.0% regional, rural, and remote students by 2035 – UNE's student body is already 39% regional, rural and remote; and
- maintaining participation rates for students with disability – 17.7% of students at UNE.

UNE's strategic plan, Future Fit, reasserts the University's founding goal to be a leading regional university and captures that legacy in a modern context. Central to Future Fit is a redefinition of UNE's strong focus on student access and success, support for partnerships grounded in a shared knowledge agenda, and a drive for innovation to enable economic growth and social resilience.

We have also identified the following priorities for institutional focus in 2024 and beyond: to increase student load and the quality of student experience, to create an enjoyable, productive and safe work environment for staff, and to focus on critical infrastructure, critical compliance and regulatory obligations.

UNE is proud to have consistently maintained a five-star rating for Overall Student Satisfaction for the past 18 years, as published in the Good Universities Guide (the only university to do so), and has enjoyed considerable success with Australian Awards for University Teaching, winning 46 awards since 2006.

The Role of the Chancellor

The Chancellor is an esteemed and pre-eminent figurehead who is the leader of the University Council which governs the institution.

The Chancellor:

- characterises the value that the University brings to the campuses and places in which it operates, championing the University's staff, students and communities;
- possesses sympathies towards regional cities, towns and people by understanding the challenges that distance from metropolitan areas brings to restrictions in services in the regions;
- understands the role that governance within the Higher Education sector plays, and the opportunities available to sustain future growth and success for the University, and its wider community;
- is a significant contributor to the new landscape of opportunities which the Universities Accord report has offered to Regional Universities in Australia; and
- provides well-measured national and international influence and gravitas, to achieve beneficial outcomes in various engagements and opportunistic situations.

The Chancellor will be responsible for:

- acting as an important public face of the University, promoting the aims and objects of the University, having community influence and forging links with the broader community, companies, and governments; advising and working with the University Council and the Vice-Chancellor and Chief Executive Officer, providing counsel, and encouraging free, trusting, and frank communication on all issues concerning the wellbeing of the University;

- chairing Council meetings, overseeing the development of its agendas and providing leadership to Council so that it can meet its responsibilities and perform its duties as defined in the UNE Act and other compliance obligations including the Higher Education Standards Framework;
- on Council's behalf, annually reviewing the Vice-Chancellor and Chief Executive Officer's performance and remuneration in relation to key performance indicators;
- on Council's behalf, maintaining clear, ongoing oversight of Academic Board and Academic Governance and close liaison with the Chair of Academic Board;
- officiating at Graduation Ceremonies and taking part in other significant University and public occasions;
- advising and working with the University Council and the Vice-Chancellor and Chief Executive Officer, providing counsel, and encouraging free, trusting, and frank communication on all issues concerning the wellbeing of the University;
- together with the Vice-Chancellor and Chief Executive Officer and Chairs of the Committees of Council, ensuring that Council has all the necessary information that it needs for deliberation and decision-making;
- encouraging Council and senior management to work in a cohesive manner to the benefit of the University;
- without specific appointment, exercising the right and membership of any committee of the University;
- determining whether any matter may be brought to the Standing Committee of Council, which in the Chancellor's opinion, requires urgent attention.





UNE's Chancellor

The Chancellor will be an influential person with established networks with national reach dedicated to elevating the University's profile.

A passionate advocate for regional universities, the Chancellor will champion the University's vision, staff, students, research and teaching to government, industry, communities and other key stakeholders in the higher education sector.

The Chancellor will be able to strategically navigate the complexities of higher education while promoting innovation, excellence, equity and academic freedom. The Chancellor will demonstrate a track record of successful leadership.

Outstanding communication skills are essential, as the Chancellor will need to articulate the University's mission effectively while fostering strong relationships with internal and external stakeholders.

A proven ability to secure financial support and engage in successful fundraising initiatives will be highly valued, as will experience in crisis management and maintaining stability during challenging times.

Integrity and ethical judgment are paramount because the Chancellor will lead by example and inspire trust and respect throughout the University community.

The Chancellor will need to be able to satisfy the requirements of the TEQSA fit and proper person obligations and have a clear commitment to ethical behaviour and integrity.

The Chancellor will need to regularly attend the Armidale Campus for meetings, events, and other representation requirements of the role.

The Chancellor is expected to demonstrate the six capabilities identified in the UNE Core Capability Framework, as the Chancellor:

- Shapes and supports Strategy
- Leads and is open to change
- Acts with courage and integrity
- Delivers and achieves results
- Develops and maintains relationships
- Communicates with influence.



The Selection Criteria

Criteria

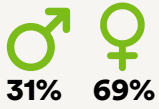
- Demonstrated ability to engage with a wide range of stakeholders including university staff, political and government officials, corporate and business organisations, and representatives, and the university and local communities, fostering strong, positive relationships and partnerships to strengthen University operations, impact, and reputation.
- Appreciation of the regional context of UNE, the importance of regional universities and an ability to understand and engage with the diverse nature of UNE, and its community.
- A strong understanding of the Higher Education Sector including regulatory environment, governance principles, academic governance, trends, risks, and opportunities the Universities Accord report brings to regional universities.
- Eminence in chosen vocation, profession, or community endeavour, and recognised leadership in either the higher education, corporate, government or community sectors
- Proficiency in understanding financial statements, budget, sensitivity analysis and the link to strategic planning.
- Experience leading organisations through change management practices with a proven ability to navigate and communicate with stakeholders, provide support to the Vice-Chancellor and CEO, and embrace and drive innovation.
- Experience as a leader of a complex, large organisation, preferably as a chair of the governing body, member of a governing body or CEO.
- Ability to approve and monitor key performance indicators, risk management, academic quality.
- Experience representing organisations at senior industry and external forums, political and local community events.
- Relevant tertiary qualifications.

In addition, the following criteria will be highly regarded:

- Experience as a member of the Senior Leadership or Governing Body of a Higher Education Provider.
- A graduate of the Australian Institute of Company Directors, or equivalent.

Our Students

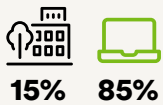
With **23,310 students** studying at UNE, our campus is a vibrant melting pot of diverse cultures, ideas, and perspectives.



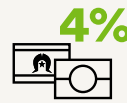
Our mostly mature-aged students comprise of **69% females** and **31% males**.



Over **20%** of our students are from **low socio-economic backgrounds** or **first-in-family** to study.



15% of UNE's students study on campus while **85%** opt for **online learning**.



Over **4%** of our students are Indigenous, bringing their traditions, stories, and wisdom to our campus.



22% of our students are **postgraduates**, diving deeper into their fields of study to become leaders in their communities and respective industries.



We proudly welcome students from around the world, including **Nepal, India, China, Malaysia, the Philippines, Nigeria, Hong Kong, Bangladesh, and Saudi Arabia**.



Our Research

15 5-star rated fields for research excellence in:

- **Agriculture**
- **Land & Farm Management**
- **Animal Production**
- **Ecology**
- **Environmental Science & Management**
- **Evolutionary Biology**
- **Genetics**
- **Geology**
- **Macromolecular & Materials Chemistry**
- **Pure Mathematics**
- **Soil Sciences**
- **Sciences and Zoology**

UNE Council Members

Council Members

Mr James Harris Chancellor

James Harris is a recognised local business owner and has been a grazier in the New England region since 1979. He owns and manages 'Abington' and established Forster of Abington Pty Ltd in 1990. In 2007, James was awarded an Honorary Doctorate of the University, University of New England. James was first appointed to the University of New England Council in 1994.

Ms Jan McClelland AM* Deputy Chancellor

Jan is an experienced Chief Executive, Chair and Company Director. She is a former Director General of the NSW Department of Education and Managing Director of TAFE NSW. She currently chairs boards and committees at national and state levels across a range of industry sectors. Jan was awarded the Honour of Member of the Order of Australia in the 2015 Australia Day Australian Honours for significant service to a range of education, business, social welfare and community organisations, and to public administration.

Official members

Professor Chris Moran* Vice-Chancellor and CEO

Professor Moran is the current Vice-Chancellor & CEO having joined the University in 2022 at a pivotal time for not only UNE but regional universities and for the sector more broadly. He is an experienced and respected university leader with an academic background in agriculture, natural resources and sustainable development.

Associate Professor Jennifer McDonell Chair of Academic Board

Jennifer studied Arts/Law at the University of Sydney graduating with a BA (Hons I), MA (Hons I) and PhD and during this time was the recipient of a number of prizes and scholarships. She has broad teaching experience covering most of the major literary periods, and before coming to the University of New England held full time teaching positions at the University of Sydney (9 years), University of New South Wales (Canberra 3 years) and Macquarie University (1 year).

Members appointed by the Minister

David van Aanholt*

David has close to 30 years' experience in the property and management industry. Prior to establishing his own boutique property group in 2007, he was the Chief Executive Officer (Asia Pacific) of the ASX listed Goodman Group. Before being appointed as CEO (Asia Pacific), David was Goodman Group's Chief Operating Officer.

Mr Ian Gillespie*

Ian has an extensive background in the public and private sectors, holding senior executive positions covering finance, administration, strategy, and general management.

**Members
appointed by
Council**

Ms Megan Aitken*

Megan is a senior executive with extensive experience in the financial services and education sectors in Asia and Australia, in the areas of online education, digital transformation and innovation, marketing and strategic communication.

Mr Russell Evans

Russell Evans is a global technology and media industry executive with considerable experience in digital technology, business strategy, international markets, sales, product & marketing. Russell's executive leadership roles have included Senior Vice President at Dubber, Chief Executive Officer at Wolters Kluwer, General Manager at Veda Advantage, and Managing Director at Hyperion Solutions. Russell also serves as a non-executive director at Make-A-Wish Australia.

Mr Phil Hess

Phil is a senior executive with over 20 years' experience in the financial and legal services industries. He is an Executive Director with Macquarie Group and its Head of Governance.

Mr Col Murray

Col Murray is a retired businessman with a long career in the construction industry. He also owned and operated for sixteen years an eight hundred hectare grazing property at Bendemeer. He also has extensive experience in Local Government, with seventeen years service on Tamworth Regional Council, eleven of which as Mayor.

**Members
elected by
staff**

Dr Onoriode Coast

Dr Coast is a Senior Lecturer in Crop Science and the Higher Degree Research Coordinator for the School of Environmental and Rural Science. As an academic staff member since 2021, he brings to her role on the Council extensive international experience, having worked in universities and research organizations across four continents: Africa, Europe, Asia, and Australia.

Chanel Hopkinson

Chanel is the Manager for Training, Engagement & Careers in the Graduate Research School and has been supporting higher degree research at the University of New England since 2016. Her experience in tertiary education extends beyond UNE, with significant contributions to institutions such as Queensland University of Technology, University of Queensland, and University of Newcastle.

**Members
elected by
students**

Dominic Horneman

Dominic is a final-year Bachelor of Medical Science and Doctor of Medicine student, currently serving as the elected student representative on the Council. His term will conclude in October 2024.

Kristy Sillman

Kristy is a second-year Bachelor of Laws student and the current Chair of the UNE Student Council (UNESC). As the elected student representative to the Council, she brings valuable experience in student advocacy and a solid understanding of governance, having served as the student representative on both the Student Services and Amenities Fee Committee and the Teaching & Learning Committee.

* denotes those council members who form the selection committee.

Calendar

The Chancellor is required to have a regular presence at UNE's Armidale campus in order to develop and maintain the connections and relationships necessary to effectively deliver the requirements of the role, as well as to chair Council meetings and officiate at graduations.

A representative calendar of Chancellor commitments is below:

Graduations

There are 9 Graduation ceremonies over the course of the year at which the Chancellor presides. In 2025 they are: 9 & 10 May; 22 & 23 August; 4, 5 & 6 December. These also often include Occasional Address Speaker dinners.

UNE Council & Council Committee Meetings

As chair of the UNE Council and some of its sub-committees, the Chancellor would be expected to chair the following meetings staggered over the course of the year:

- Six Council Committee Meetings, plus a Special Council Meeting in April to review financial statements.
- Four Remuneration Committee Meetings
- Four Nominations Committee Meetings
- Two Honorary Degrees, Titles & Tributes Committee Meetings

As an ex officio member at UNE Council Committee meetings including the Audit & Risk Committee and Finance & Infrastructure Committee.

External meetings

- University Chancellor's Committee (UCC) – two plenary meetings (plus a dinner the night before)
- Five to six UCC Executive Committees
- Up to two UCC/Universities Australia joint meetings
- Up to two UCC/NSW Vice-Chancellors Committee joint meetings

Conferences

- RACT conference (Regulation of Agvet Chemicals and Tech)
- Universities Australia conference
- Annual National Conference on University Governance (UCC)

Events

Attendance at events. Some examples include:

- Local citizenship ceremonies
- College dinners – there are two rounds per College
- UNE events and dinners e.g. commencement ceremonies, opening conferences (Farming Futures, student summit), alumni donor luncheon and related functions, public lectures (Frank Kitto, law lecture, etc), Wellness Week, UNE sports awards, etc.
- Two Orientation Day events Chancellor investiture ceremonies
- Various local events and dinners

About Egon Zehnder

Egon Zehnder is the world's preeminent leadership consulting firm, sharing one goal: to help people and organizations transform. We know what great leaders can do and are passionate about delivering the best solutions for our clients. As One Firm, our more than 560+ Consultants in 63 offices and 36 countries combine our individual strengths to form one powerful collaborative team. We partner closely with public and private corporations, family-owned enterprises, and non-profit and government agencies to provide a comprehensive range of integrated services: Board advisory, CEO search and succession, executive search, executive assessment, leadership development and organizational transformation.

Our leadership solutions cover individual, team and organizational effectiveness, development and cultural transformation. We work with world-class partners including Mobius Executive Leadership, a transformational leadership development firm. In addition, we have partnered with Paradox Strategies, co-founded by Harvard University Professor Linda Hill, to develop the Innovation Quotient (IQ), a proprietary culture diagnostic.

Our goal is that the work we do contributes to successful careers, stronger companies – and a better world.

For more information, visit www.egonzehnder.com and follow us on [LinkedIn](#) and [Twitter](#)

36
countries

63
offices

560+
consultants

