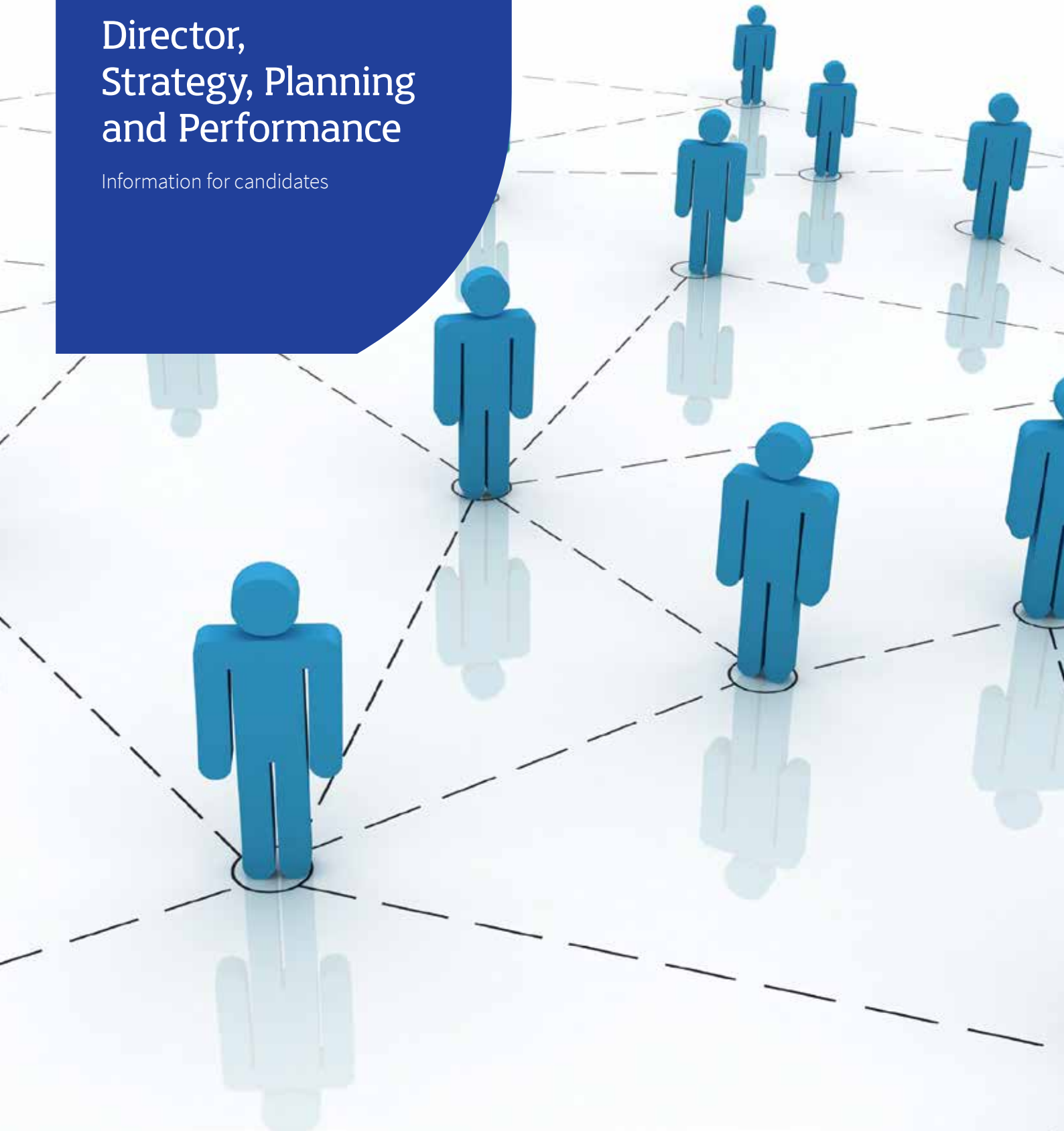




THE UNIVERSITY OF
**WESTERN
AUSTRALIA**

Director, Strategy, Planning and Performance

Information for candidates



Appointment of Director, Strategy, Planning and Performance



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Professor Paul Johnson
Vice-Chancellor

Introduction

On behalf of The University of Western Australia I welcome your interest in the newly created position of Director, Strategy, Planning and Performance, a key strategic leadership role within the University. Providing integrated strategy and planning driven by evidence from reliable and insightful data supported by strategic risk and legal support, the role of Director, Strategy, Planning and Performance is pivotal in UWA achieving its goal of greater international recognition.

The University is now ranked 4th in Australia and has a significant reputation internationally as a result of being ranked 91st in the world by the Academic Ranking of World Universities published by China's Shanghai Jiao Tong University. Our success continues a trend that has seen us leap 36 places globally since 2008, and keeps us on target to reach our longer term goal of reaching the world top 50 by 2050.

Australian universities face greater challenges than ever before in a competitive higher education environment driven by deregulation, innovative application of educational technology, increased pressure from commercial education providers, and reduction in public funding to the higher education sector.

The creation of the Office of Strategy, Planning and Performance is a key strategy to meet these challenges. The new Office under the leadership of the Director will drive our future strategy development and work collaboratively across the Faculties and Divisions to develop enabling strategies and integrated plans that support the University-wide Vision 2020 Strategy.

For the role of Director, Strategy, Planning and Performance, we are seeking an appointee with strategic leadership skills; experience in the development of services to enhance the core business of an organisation; and a demonstrated ability to liaise effectively with a wide range of stakeholders and partners. The Director will demonstrate high-level strategic and creative thinking skills and have experience operating within a complex service delivery environment.

I invite you to consider the exciting opportunities available in this senior leadership position.

Professor Paul Johnson
Vice-Chancellor

The University of Western Australia

A dynamic and progressive institution, The University of Western Australia is a member of the prestigious Group-of-Eight partnership of leading Australian research-intensive universities. It is recognised internationally as an excellent teaching and research university, and a leading intellectual and creative resource to the community it serves.

The University of Western Australia is a high-quality research-intensive university with a broad and balanced coverage of disciplines in the arts, science and major professions. It is Western Australia's oldest university, established in 1911, and currently has a student population of approximately 25,000.

The University has acquired an international reputation for excellence and enterprise and is regarded as one of Australia's best research institutions. Its strong research culture sees it attract high levels of competitive research funding. At the same time the University places great emphasis on high quality in teaching and learning,

and is committed to the development of innovative and responsive programs. It has focused on the teaching research nexus, so that teaching and learning take place in an atmosphere of research scholarship.

The University's high quality teaching and research ensure it remains the university of preference for Western Australia's highest achieving school leavers, as well as attracting high-calibre undergraduate and postgraduate students from around the nation and overseas. The quality of the student population is extremely high by national and international standards.

The University is recognised nationally and internationally for the quality of its academic staff and has strong strategic partnerships with industry, the professions and government. It operates in collaboration with other research intensive universities in Australia and around the world. The University of Western Australia graduates are highly competitive internationally, achieving success in higher study and in wide-ranging fields of employment. Many graduates have risen to prominence in leadership roles in industry, government, education and the professions, in Australia and internationally.



University governance and management

The University's governing body, the Senate, comprises 21 members who reflect the range of the University's stakeholders: members of the community (from a variety of backgrounds, including private industry, public service and the professions) staff, students and graduates.

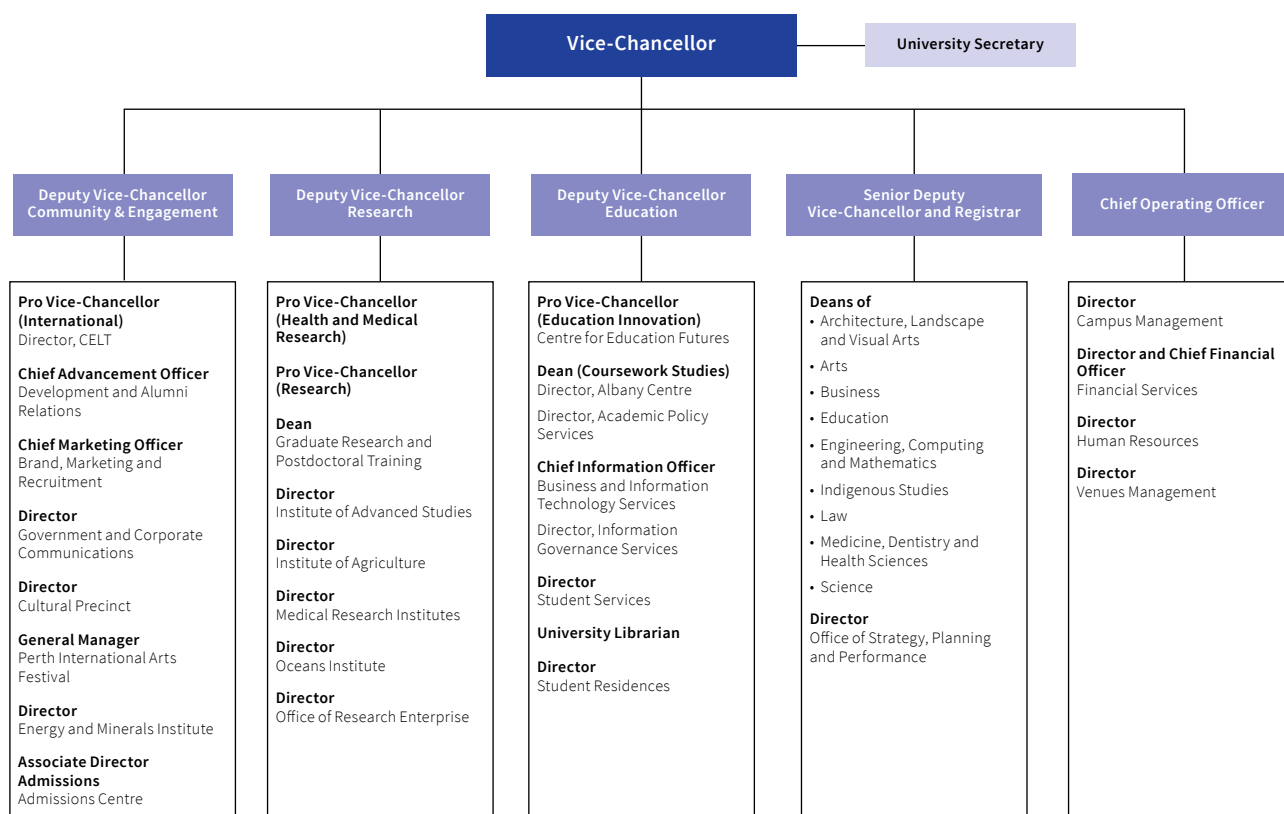
The Senate is chaired by the Chancellor, Dr Michael Chaney. Its key roles are: broad overview of strategic direction in the University; overseeing corporate governance; overseeing management of financial, human and physical resources; performance monitoring; legislative responsibility; and support, guidance and performance monitoring of the Vice-Chancellor.

The Senate has a number of committees which advise it on its key activities and works in partnership with the Vice-Chancellor to maximise the institution's capacity and performance to ensure its fiscal viability.

The University has nine Faculties which are responsible for the general administration of the courses under their governance.

- Architecture, Landscape and Visual Arts
- Arts
- UWA Business School
- Education
- Engineering, Computing and Mathematics
- Law
- Science
- Medicine, Dentistry and Health Sciences
- Indigenous Studies

Management structure





Office of Strategy, Planning and Performance

Strategy, Planning and Performance (SPP) is a newly formed Office reporting directly to the Senior Deputy Vice-Chancellor and Registrar. The Office incorporates the Strategy and Planning, Performance Analytics, Risk and Legal functions of the University.

The Office has been created to develop and deliver the following outcomes:

- A single point of accountability for the University Executive on issues relating to strategy, strategic planning and performance analytics;
- Provision of high-level risk and legal advice;
- Development and coordination of an annual strategy and integrated planning process ensuring strategic alignment across all areas of the University;
- Development of reliable performance data and insightful analysis to drive strategy and planning processes and monitor performance;
- Analysis of sector trends, regulatory impact and competitors;
- Definition of the University's strategic reporting data requirements, and collaboration with the University's Chief Information Officer to promote data governance;
- Collection and submission of the University's statutory and external reporting requirements;
- An integrated and strategically focused risk and legal service to support the University's strategic direction and provide support for decision making;
- Coordination and implementation of equality policy and reporting to ensure the University achieves its goals.

The creation of the Office of Strategy, Planning and Performance is a key initiative to meet the opportunities and challenges the University faces within the higher education sector and deliver on the University-wide Vision 2020 Strategy.

Role, key responsibilities, selection criteria and conditions of employment

Role

The Director Strategy, Planning and Performance will work closely with the Executive to set, monitor and review the University's Strategic Direction and integrated planning process. In addition, the Director will provide overall leadership and direction for Strategic Projects, Business Intelligence, Reporting and Analytics, Strategic Risk, Internal Audit, Insurance and Legal.

Key responsibilities

- In consultation with the Executive develop the strategic direction of the University to ensure its organisational development, sustainability and growth.
- Provide high level leadership for the Senior Deputy Vice-Chancellor and Registrar in developing, managing and championing the significant business case and strategic initiatives of the University.
- Identify opportunities for the University to increase impact, revenue and funding opportunities to support strategies.
- Engage with the Senior Deputy Vice-Chancellor and Registrar to establish the strategic planning themes for the forthcoming year, develop long-term strategy and set performance metrics for approval by the Senate.
- Take a leadership role in the engagement of senior leadership across the University, both central Divisions and Faculties, to align the University to the strategy and integrated plan.
- Develop and maintain strategic and productive working relationships through consultation and networking with a wide range of internal and external stakeholders to achieve organisational objectives.
- Monitor and evaluate the progress of key initiatives against the University's objectives.
- Represent the University in external forums with government partners and industry as required.
- Undertake analysis on strategic options, business cases and initiatives as requested by the Senior Deputy Vice-Chancellor and Registrar including structural changes and reviews of different operational units of the University.
- Lead the overall Strategy Planning and Performance Office in the delivery of best practice outcomes in the following areas:
 - » Strategy development, including (but not limited to) the monitoring of external competitors, market pressures and influences, and the use of performance metrics to understand sources of internal advantage;
 - » The development and execution of University-wide integrated planning processes, ensuring that the University prioritises its resources to achieve strategic goals;
 - » Provision of support and governance to the strategic University projects;
 - » The development and use of sophisticated internal and external reports to drive data-driven analysis in the pursuit of University strategic goals;
 - » Provision of support to the University in the critical areas of strategic and operational risk, legal services and insurance;
 - » Provide a platform for Associate Directors to engage with the Executive when required for strategic matters.
- Provide effective leadership and direction for the Strategy, Planning and Performance Office, to effectively manage its people, finances, administration and other resources.
- Create a high performing team culture, characterised by discipline and process excellence, a culture of continuous improvement and an ongoing focus on providing high quality service to the rest of the University.
- Undertake other tasks as directed by the Senior Deputy Vice-Chancellor and Registrar.





Selection criteria

- A relevant tertiary qualification, preferably postgraduate level, extensive relevant experience, or an equivalent combination of relevant experience and education. Experience in the higher education and/or public sector with a thorough understanding of government policies and procedures will be highly regarded.
- Extensive experience in the development of strategies and/or strategic initiatives including developing measurable plans.
- Exceptional leadership and management capabilities and demonstrated high achievement at an executive level in a large organisation, including proven ability to lead and manage teams in a collegial fashion.
- Extensive experience in strategic and business planning with the ability to manage large and complex projects.
- Demonstrated experience in successfully implementing and managing an efficient business intelligence function and implementing effective systems and processes which support strategic goals.
- Superior demonstrated analytical and problem solving skills and the ability to provide qualitative and quantitative analysis and insights.
- Exceptional written and verbal communication skills including development of business cases and presentation materials in a clear and concise manner.
- Proven ability to develop and maintain positive working relationships with both internal and external stakeholders that are mutually beneficial and support the achievement of business and strategic goals.
- A demonstrated ability to incorporate strategic risk management and equity principles into planning.
- An understanding of contemporary issues facing the higher education sector is desirable.

Special requirements

- Some interstate and overseas travel may be required.
- Significant out of hours work may be required.

Conditions of employment

The appointment will be for a fixed term of five years with the possibility for further periods as mutually agreed, and will be subject to annual performance reviews.

An attractive and flexibly constructed remuneration package will be negotiated and will include:

- Employer contribution to superannuation of 17%;
- Recreation leave of 20 working days per annum;
- Long Service Leave.

Reasonable assistance will be provided for relocation including airfares for the appointee and dependents together with short-term accommodation on arrival.



Western Australia and Perth

The resource rich State of Western Australia is the economic powerhouse of Australia. Western Australia is the principal Australian supplier of natural resources and energy to international partners, including China, India, Japan, South Korea and much of South East Asia. Western Australia’s diverse inventory of minerals and energy, as well as its agricultural and fisheries resources, account for 25 per cent of the nation’s exports and place the State at the heart of Australian economic growth and transformation.

Western Australia and its capital Perth occupy the same time zone as 60 per cent of the world’s population and the nations that promise the greatest economic growth of the 21st century. Western Australia is also Australia’s largest state, covering some 2.5 million square kilometres and 12,500 kilometres of coastline, including some of the most ancient landscapes in the world. The State’s population is matching the rapid growth of the economy and is over two million.

Perth is a cosmopolitan city, with wide ethnic and cultural diversity. The City centre is on the Swan River, 12 kilometres from the Indian Ocean port of Fremantle.

The city enjoys a Mediterranean climate, with more hours of sunshine than any other capital city in Australia. Summers are hot and dry and the winters mild and wet. Perth’s world-famous beaches and rivers, extensive parklands and variety of restaurants and cafes provide a superb living environment. For more information see: tourism.wa.gov.au

Perth is well served with art galleries, theatres and cinemas and is home to the WA Symphony Orchestra, the WA Ballet and the WA Opera. The cultural highlight of the year is the Perth International Arts Festival, founded and owned by The University of Western Australia: uwa.edu.au/perthfestival

Western Australia’s five universities and wide variety of public and private schools, vocational institutions and English language colleges provide quality assured education with flexible study pathways and state-of-the-art facilities. Perth continues to build its reputation as a destination for international students seeking a quality education: studyp Perth.com.au





Applications

Thank you for your interest. If you wish to proceed, the following information will assist you with your application. Refer also to the selection criteria on page 9.

There are no specific application forms to complete. Your application must include the following:

- A covering letter or statement that clearly demonstrates the extent to which you satisfy each of the selection criteria;
- A curriculum vitae providing personal details, qualifications, publications and work history;
- The names, and contact details, including email addresses of three referees who may be contacted for a confidential report. Please note that your permission will be sought before referees are contacted.

If required, The University will sponsor your employment in Australia under the Employer Nomination Scheme.

Lodging your application

An executive search is being undertaken by Crown & Marks in conjunction with public advertisement of the position. Crown & Marks will assist the University to identify a field of candidates and assess the suitability of candidates against the selection criteria.

Electronically – Send your application as an email attachment to:
aparry@crowmarks.com

Please include in the subject line:
Director, Strategy, Planning and Performance

Enquiries and further information

If you wish to discuss the position in confidence, please contact:

Mr Alun Parry

Director

Crown & Marks

Executive Search and Leadership Development

T: +61 2 9225 7400

E: aparry@crowmarks.com

crowmarks.com