

This information is provided to inform the University Community of the attributes, competencies, values, and behaviours that enable Councillors to be effective contributors. Elected members will be provided with relevant training, induction and mentoring.

Competencies and Behaviours for Council Members

Required behaviours and values of all Councillors

(1) All Councillors are required to model the following behaviours and values:

1. Integrity – always puts the University's interests before personal interests and always acts ethically and honestly, in accordance with relevant Codes of Conduct, and with appropriate confidentiality;
2. Courage and engagement – acts independently, asks questions and is prepared to challenge and address difficult issues in an open and respectful manner;
3. Interpersonal skills – works well in a group, is inclusive of others, listens well and communicates clearly but tactfully;
4. Broad thinking – able to rise above the detail and focus beyond operations;
5. Analysis and insight - is able to get to the crux of the issue quickly and can identify opportunities and risks at an early stage; and
6. Energy and capacity – has the capacity and the willingness to put in the work required to effectively discharge the responsibility of a member; is an active contributor to discussions; and is an enthusiastic participant in University activities.

Required generic competencies of all Councillors

(2) All Councillors are required to have the following competencies:

1. Corporate governance – has a clear understanding of the responsibilities of a councillor, gained through relevant previous board experience and/or professional training. Understands the delineation between the role of the Council and the role of management;
2. Strategic expertise – is able to understand and enunciate the strategy of the University and review it through constructive questioning and suggestions;
3. Financial Literacy – is able to comprehend and constructively interrogate high level income statements, balance sheets and overall University finance reports;
4. Risk management – understands the principles of effective risk management, the key areas of risk to the University and the processes in place to mitigate those risks;
5. Stakeholder communication – knows the value and the principles of effective communication and is able to represent the University well with key stakeholders and strategic partners;
6. Networking – has extensive personal networks and can utilise them well for the benefit of the University; and
7. Creativity and innovation – able to understand a complex business in a changing and challenging environment and contribute new ideas.

Required specialist competencies of at least one Councillor

(3) The Council must consist of at least one Councillor with the following specialist competency, and all competencies must be represented in the Council as a whole:

1. Finance - professional qualifications and appropriate high level management experience (ie. CFO in a large corporation or company). Able to direct/drive the finance function (in conjunction with the Resources Committee and Vice Chancellor);
2. Human Resources - rich, practical experience in organisational restructure and cultural reform in large, complex organisations;

3. Domain expertise within tertiary education - contemporary knowledge and experience at a senior executive level within the tertiary sector;
4. Technology/eLearning - high-level skills in new technologies relevant to education and the infrastructure and/or eLearning environments of a university;
5. Organisational development - has sufficient experience and expertise gained in a complex business environment to be able to contribute viable new ideas to the University, and suggest ways to shape and improve proposals presented to the Council across most aspects of the University's activities (including commercial operations, marketing, people management and systems and processes);
6. Industry/Community connection – to provide in depth networks contributing information to expectations of, and opportunities for, employment and research across the University; and
7. Knowledge of the student experience – in-depth knowledge and understanding of the staff and student experience and the staff requirements to deliver an outstanding experience for students.

Required attributes across Council member group as a whole

(4) The following attributes are required across the Council member group as a whole:

1. Gender diversity, including compliance with all applicable gender diversity requirements

Desirable attributes across Council member group as a whole

(5) The following attributes are desirable across the Council member group as a whole:

1. Ethnic diversity;
2. Age diversity; and
3. Outstanding candidature