

VICE-CHANCELLOR AND PRINCIPAL

Information pack







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Cover: Looking across Eastern Avenue from the New Law Building to the Anderson Stuart Building and the Quadrangle

Left (and inside back cover): Spine 3, 2018, concrete, concrete oxide, hematite, artwork on the side of the Carslaw Building by Dale Harding, descendant of the Bidjara, Ghungalu and Garingbal peoples



WELCOME FROM THE CHANCELLOR

Thank you for your interest in the role of Vice-Chancellor and Principal of the University of Sydney, one of Australia's leading universities, recognised globally for its research and education excellence. This position is pivotal in ensuring the ongoing success of our university.

This is the last year of our 2016–20 Strategic Plan, and we have achieved a great deal in that time. There is more information in this pack about our progress, but I am particularly proud of the transformation we have undertaken in our undergraduate curriculum, and the work that has been done to ensure our students can develop the skills and experiences they need to prepare for a rapidly changing world.

We are building a culture of research excellence by investing in research infrastructure, attracting and developing outstanding researchers and developing external partnerships to enable our research to make a difference locally and globally – this has been reflected in our improving international rankings. I have also been gratified to see how, over the last decade, the University has moved from operating as a loose federation of entities to being one institution, working together to the benefit of all.

This is, of course, a challenging time for higher education globally. We have been impacted by, and are responding to, fast-moving trends in the external environment, such as changed expectations among students and employers; an increasingly competitive and expensive research environment; and a dynamic regulatory framework.

The most recent challenge, COVID-19, was unforeseen, although the University already had plans to address a potential financial shock. I am pleased to report that the University's response has been proactive and effective, and – most importantly – has demonstrated the extraordinary commitment



of staff throughout the institution to the wellbeing of our students and to the wider communities we serve.

We are confident in the longer term of a full recovery, but there is no doubt that our financial capacity to achieve our ambitions will be impacted in the short term, and dynamic operational and strategic responses will be needed. The incoming Vice-Chancellor and Principal will, initially at least, be leading the University at a time when major productivity and efficiency endeavours will be required, and when our fundamental delivery model needs to be re-evaluated and reformed.

Each of our five faculties has a clear vision for the strategic directions they wish to pursue, and institutionally we have begun work on reimagining our student experience and our approach to postgraduate education, as well as considering more deeply our role as an Australian university. This work must continue, and we have begun preparation for our next strategic plan.

Thank you again for your interest in joining us at the University of Sydney. In this period of challenge and change, it will be an exciting time to lead this great university to ensure it can sustain and build its world-leading teaching and research and fulfil its aspirations.

Belinda Hudrinson

Belinda Hutchinson AM Chancellor BEc *Sydney*, FCA

ABOUT THE UNIVERSITY OF SYDNEY

As Australia's first university, we have been harnessing the power of education and research to transform the world for more than 160 years. Proud as we are of our history, we are even more excited about our future.

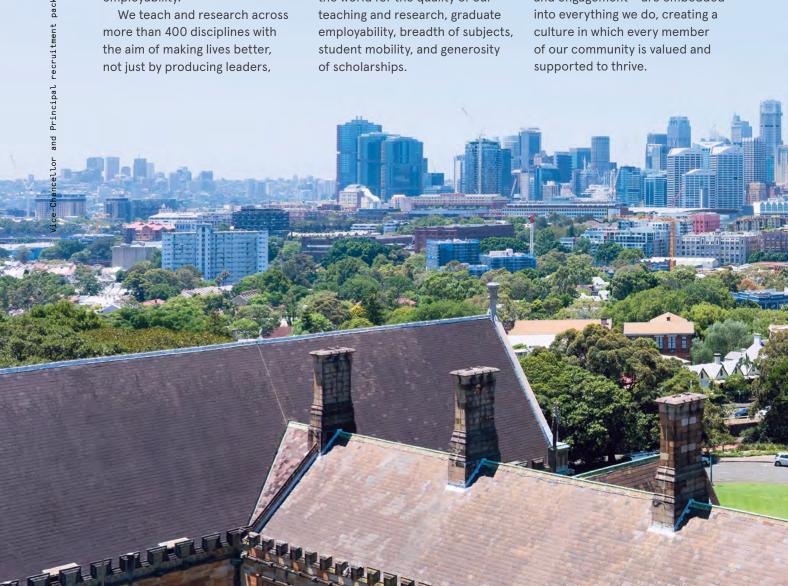
The University of Sydney is one of the world's leading comprehensive research and teaching universities ranked 2nd in the world for impact¹ and 4th in the world for graduate employability.2

We teach and research across more than 400 disciplines with the aim of making lives better, not just by producing leaders,

but by supporting the development of knowledge and innovation with genuine benefit to society.

Year after year, we are ranked among the top universities in the world for the quality of our teaching and research, graduate employability, breadth of subjects, student mobility, and generosity of scholarships.

We are a diverse community of students and staff from more than 170 countries. Our values - courage and creativity; respect and integrity; diversity and inclusion; openness and engagement - are embedded into everything we do, creating a culture in which every member of our community is valued and supported to thrive.



Our rankings

1st

in Australia and 4th in the world for graduate employability²

3rd

in Australia and 42nd in the world in university rankings³

31

of our subjects ranked among the top 50 in the world⁴

2nd

in the world for social and economic impact¹

80th

in the world in academic rankings⁵

100%

of our research ranked at world standard or above



Our teaching

Recognised as leaders in education and student experience, the University of Sydney is ranked 4th in the world and 1st in Australia for graduate employability. Looking ahead to a future of work that will be very different, it is our ambition that our students will complete their degrees with the confidence and ability to think critically, collaborate productively and influence the world.

Over the past four years, we have transformed our undergraduate curricula with our future students front of mind. The reimagined framework embeds all undergraduate degrees with graduate qualities for the 21st century, an emphasis on industry experience and global perspectives and common components to support flexibility and cross-disciplinary learning.

We have created a new high achiever's stream to extend enrichment opportunities, and a new double degree option. Through one extra year of study, students have greater access to advanced coursework and research pathways.

Our courses connect students with industry experts and potential employers through internships and collaborative projects.

We also have the largest global student mobility program in Australia, partnering with more than 250 universities in 40 countries to provide wide opportunities for exchange and study abroad.

We offer our students an unforgettable student experience through a diverse range of community and co-curricular opportunities. Our student union has been the heart of campus life since 1874, organising events and programs through more than 250 student clubs and societies.

Paving the way for the future of our executive education and postgraduate coursework is our first micro-credential, the new Sydney Professional Certificate. We will be delivering more opportunities for mid-career postgraduate education and lifelong learning, high quality online and hybrid models for postgraduate teaching, and shorter-form award and non-award postgraduate programs.

We are also introducing a new coursework component to our PhD degrees – a first of its kind in Australia – and broadening the coursework options for our other postgraduate research degrees to support research capabilities and the success of our students in a changing world.



Our distinctive alumni

Our alumni have achieved remarkable feats and are consistently ranked among the world's most employable graduates. They include Nobel laureates, Pulitzer prize winners, Australian prime ministers, humanitarians, teachers, inventors, medical innovators, and thousands like them who have changed lives all around the world people like Eddie Woo, who is revolutionising the way we teach mathematics; Dr Anna Lau, who is making inroads in the fight against Ebola; Colin Sullivan, who invented the lifesaving CPAP machine; Jack Manning Bancroft, Indigenous mentor and founder of the AIME program; and Marie Bashir, former chancellor of the University and governor of New South Wales.

sydney.edu.au/about-us/famous-alumni

Key statistics

70,401 total student

enrolments

28,231 international enrolments

35,912 undergraduate students

4258 postgraduate research students 21,327

postgraduate coursework students

16:1 student:staff ratio

8790 staff (full-time equivalent)

350k alumni across more than 170 countries



Our research

The University of Sydney is recognised as one of the top research universities in the world. All of our research is ranked at world standard or above in the latest Excellence in Research Australia report, and we are 2nd in the world in the 2020 Times Higher Education Impact Rankings.

These measures demonstrate the success of our 2016–20 Strategic Plan initiatives to triple our investment in research; establish new multidisciplinary initiatives; upgrade our facilities; develop new funding opportunities; and provide mentoring and training to support researchers at every stage of their careers.

We are particularly proud of our 10 multidisciplinary research initiatives, which bring together academics from diverse fields to lead innovation in established and developing areas of strength, while also creating educational opportunities for our students. The University of Sydney Nano Institute, for example, is taking the field of nanoscience to new levels through multidisciplinary projects and dedicated scholarships for students and research fellows.

Research excellence requires the latest technology, which is why we're investing in core research facilities that provide access to high-end infrastructure, along with a range of services to assist researchers with specialist applications. Our facilities include the Research and Prototype Foundry, which offers instruments for the fabrication of devices with features on the micro and nanoscale; Sydney Analytical, with capabilities in material, chemical

and biological analysis; and Sydney Imaging, with a comprehensive suite of preclinical and clinical imaging modalities and a hybrid theatre.

We are also building strategic partnerships with leading corporate, community and government organisations to address authentic issues, and develop products, systems and services at the forefront of business. For example, our multi-year partnership with Microsoft establishes ongoing investment at the Sydney Nanoscience Hub, as Microsoft moves from research to real-world engineering of quantum machines. Meanwhile, our continuing partnership with Qantas is developing flight-planning systems that will help the airline optimise routes, reduce fuel consumption and improve operational effectiveness.

In 2019, we had significant commercialisation activity, with 24 deals closed in 2019 (another 22 are in the pipeline). Highlights include A\$6.5 million in seed funding to commercialise the agricultural robotics inventions of Professor Salah Sukkarieh; and the award of an NIH HEAL Initiative grant of up to \$US4.6 million to Kinoxis Pty Ltd (one of eight University of Sydney spin-off companies created last year), to support the development of a potential treatment for opioid withdrawal. We also launched two new research-based collectives: the Sydney Knowledge Hub, and NSW Public Policy Institute.

Learn more about our research and its impact.

- sydney.edu.au/research

Key statistics

90+

research centres

multidisciplinary research and teaching centres

ARC Centres of Excellence

14 Cooperative Research Centres academic research partnerships in India

Figures correct at April 2020









Our campuses

Located close to the heart of Australia's largest and most international city, our Camperdown/Darlington Campus features a mixture of iconic Gothic-revival buildings and state of-the-art teaching, research and student support facilities.

The University has several other facilities across the state, for example, our farms and research units at the Camden Campus, and clinical schools in hospitals across the city and in rural NSW. Other faculties and schools have their own dedicated campuses, such as the Sydney Conservatorium of Music in the heart of Sydney's CBD, near the Sydney Opera House, and Sydney Dental School in Surry Hills.

The future of our campuses

We are investing in significant infrastructure development to meet the changing needs of 21st century students and staff and keep our work at the cutting edge.

Work is well underway on our new Engineering and Technology Precinct; and the Susan Wakil Health Building, a multidisciplinary facility that will co-locate the faculties of nursing and health sciences near the Royal Prince Alfred Hospital.

Opening in 2020, near the Quadrangle on our Camperdown Campus, the Chau Chak Wing Museum will facilitate better object-based learning and public access to our significant collections of art, antiquities, culture and natural history. Exhibitions will display historic and contemporary art and tell diverse stories from the perspective of Australia's First Nations People alongside the ancient cultures of the Mediterranean, Middle East, China and beyond.

A key focus of the University's next era of strategic growth is western Sydney, where we are working towards the establishment of a large scale multidisciplinary research and teaching campus at Parramatta/Westmead, focusing on areas that address the challenges of disruption at the intersection of technology and the human experience.

The upgraded Westmead Hospital Clinical Precinct will position us at the centre of transformational health services, research and education in western Sydney. To date, we have invested around \$80 million at Westmead, providing new education facilities, upgrades to existing spaces, and a suite of programs and initiatives alongside our partners at the precinct.

For more about campus developments, visit

- sydney.edu.au/building-projects

STRATEGY AND VISION

We are in the final year of the University's 2016–20 Strategic Plan – an aspirational roadmap to achieve our vision of creating and sustaining a university in which, for the benefit of both Australia and the wider world, the brightest researchers and the most promising students, whatever their social or cultural background, can thrive and realise their potential.



Our Strategic Plan aims to position the University of Sydney as the best in Australia and a leading institution globally by enabling a culture of research excellence, delivering a distinctive Sydney education and fostering a culture built on our values. It is centred around the key themes of excellence, engagement and simplification.



As Australia's first university, it is just as important for us to consider our social responsibilities by embracing the world's oldest continuing culture. The Vice-Chancellor and Principal will lead and champion our Indigenous strategy, which aims to further enhance the University's commitment to build on the values of recognising cultural identity, promote engaged enquiry and mutual accountability and increase the participation of Aboriginal and Torres Strait Islander staff and students.

We have made substantial progress across all of our strategic pillars over the past four years; some key achievements are shown on page 11.

The progress we have made over the past five years will lay the foundation for our 2021+ strategic direction, which is currently in development. The Vice-Chancellor and Principal will play a pivotal role in this

journey, leading the University to build on our accomplishments and address new challenges in the context of a rapidly changing world, research environment and job market.

To learn more about our strategic objectives, including how we developed those goals and our progress towards them, visit

sydney.edu.au/strategy

The University of Sydney

STRATEGIC ACHIEVEMENTS

Research



We tripled our funding in research



We signed 20 partnerships with international universities, generating 296 co-invested research projects.



The number of our **highly cited** researchers increased from 6 in 2015 to 17 in 2019.



We strengthened research links with China by establishing a University of Sydney Centre in China.

Education

We simplified our structure with 5 faculties and 3 schools to streamline our disciplinary expertise.

We introduced a new undergraduate curriculum to prepare students for a rapidly changing world.

33% of our students had a global mobility experience.





1000+ of our students enrolled in Industry and Community Project Units, leading to strategic partnerships with leading industry, government and community organisations across the world.

Culture



We received an **Athena SWAN Bronze Award** in recognition of our commitment to the Science in Australia **Gender Equity** initiative.



53% of our executive team are women

50% of our staff were born overseas



INSPIRED

Our INSPIRED philanthropic campaign saw the University become the first in Australia to raise **\$1 billion** from 64,000+ donors, providing:

> \$368 million towards life-changing medical research

> 2000+ scholarships and education initiatives

Infrastructure

We established several major multidisciplinary initiatives, including the University of Sydney Nano Institute, Sydney Policy Lab, Charles Perkins Centre, and the Marie Bashir Institute for Infectious Diseases and Biosecurity.



We transformed our campuses with significant development, including 8 major university buildings and 3 new student accommodation facilities.

HIGHER EDUCATION IN AUSTRALIA

While Australia's educational institutions may be younger than their counterparts in other parts of the world, they are consistently ranked in the top tier for research and education.



Australia is home to a large number of world-leading universities which continue to rank among the world's best in annual reports published by leading bodies such QS, THE and ARWU.¹ Australia has more of the global top 75 universities per capita than the United States, United Kingdom and Canada.²

Our education system is highly popular, with a majority of young adults choosing to pursue tertiary education. Recent OECD data shows an increase to 51% in the number of young Australians with a tertiary degree – up 9% in the last decade and well above the OECD average of 44%.³ This is reflected in Australia's low unemployment and highly skilled workforce.

Australia is also highly rated in the U21 Ranking of National Higher Education Systems, ahead of France, Germany, Norway and Japan.⁴

In Australia, outstanding education is married with world-leading research. The latest ERA report clearly showed that much of Australia's research is

above world standard, particularly at the University of Sydney, where all of our research is ranked at world standard or above.⁵

In terms of publications, Australia accounted for more than 3% of the world's top 10% of most-cited scientific publications in 2016, competitive with Canada, Japan and France. Data on the international movability of scientific authors shows that Australia attracted more researchers than it lost between 2012–16,6 showing the country's strong appeal as a place to conduct quality research.

Institutions in Australia are well-known and highly regarded in a range of subject areas including arts and humanities, medicine, engineering and technology and physical sciences. Sydney and New South Wales are home to eight medical research hubs and 14 major teaching hospitals, in addition to several research centres, and the Sydney Innovation and Technology Precinct.











Images of Australia: Bondi beach; Uluru; Sydney Opera House; Bondi Icebergs outdoor pool; Great Barrier Reef

Australia offers a unique opportunity to engage with Asian, American and European markets. Sydney in particular is a hub of research and innovation activity, showing how industry, universities and government can work together, and a centre of business; around 60% of all Asia-Pacific regional headquarters are in Sydney.

The value of universities is very clear in the Australian context. Universities contribute some \$150 billion7 to the Australian economy; are in the vanguard of Australia's research, development and innovation agenda; constitute an export industry worth \$38 billion annually,8 and provide direct and indirect employment to a quarter of a million Australians.9

Australia has been identified as the third most popular study destination for international students; who also report almost 90% satisfaction scores for their experience here. 10 Almost all of our major cities are cited among the world's most appealing places to study.11

- 1. QS World University Rankings 2020; Times Higher Education (THE) World University Rankings 2020 and Impact Rankings 2020; Academic Ranking of World Universities (ARWIJ) 2019
- 2. Times Higher Education (THE) World University Rankings 2020
- Education at a Glance 2019, OECD Indicators,
- U21 Ranking of National Higher Education Systems 2019, sponsored by Universitas 21
- Excellence in Research for Australia (ERA) 2018 report, produced by the Australian Research Council (ARC)
- OECD Science, Technology and Industry Scoreboard 2017, The digital transformation:
- Deloitte report: The importance of universities to Australia's prosperity, 2015
- Australia's Top 25 Exports, Goods and Services 2018-2019, report by the Australian Government Department of Foreign Affairs and Trade
- Government NSW 'Study NSW' online resource: www.study.sydney/programs/ nswglobalconnections/resources-for-employers
- 10. The UK in the global student market: second place for how much longer? - 2018 report by Professor Simon Marginson, Centre for Global Higher Education, UCL Institute of Education
- 11. QS Best Student Cities ranking 2019



Parramatta/Westmead lands **Camden and Cobbitty** Proposed Parramatta/ **Campus and farms** Westmead Campus 60 km ↑ Sydney Dental School, Westmead Centre - including the Sydney Cumberland School of Veterinary for Oral Health Campus Science; Sydney Institute atory - Clinical School, of Agriculture; and The University of Westmead Hospital ре the School of Life and Sydney School of Clinical School, Westmead Health Sciences **Environmental Sciences** Children's Hospital **Rural campuses** Broken Hill 1150 km ↑ Broken Hill University Department of Rural Health Dubbo 400 km ↑ Sydney School of Medicine (to commence in 2022) Orange 250 km ↑ School of Rural Health Lismore 750 km ↑ The University Centre for Rural Health Narrabri 530 km ↑ I.A. Watson Grains Research Centre Liverpool Plains 360 km ↑ E.J. Holtsbaum Agricultural Research Institute

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POSITION DESCRIPTION

The Vice-Chancellor and Principal is responsible for the overall leadership and management of the University of Sydney, and engagement with the wider community.

Supported by a Senior Executive Team, the role is responsible for shaping and realising the overall aspirations and direction for the University, in close consultation with the Chancellor and other Fellows of Senate, senior leaders and the Academic Board.

The Vice-Chancellor and Principal plays a crucial role externally in representing the University of Sydney, both domestically and internationally, interacting with government, developing philanthropic relationships and influencing the development of higher education in Australia. The role is responsible for providing strong leadership to the University community, setting aspirations and strategic direction that advance the University, and responding effectively to challenges in the external environment.

Key activities and accountabilities

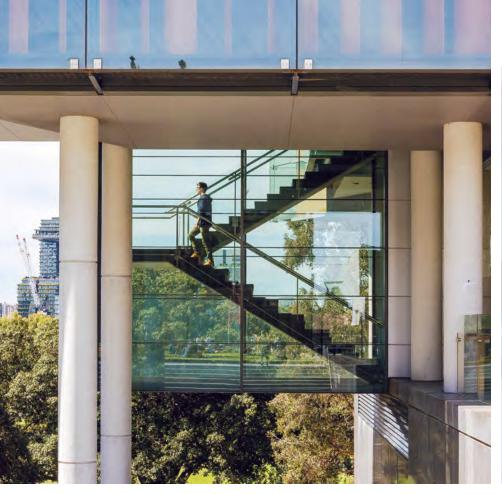
Strategic Leadership

- Set the aspirations and strategic direction for the University of Sydney that builds on existing strengths, honours past successes, and engages and empowers the workforce to ensure the execution of strategic priorities.
- Build on the world-class scholarly reputation and achievements in research and increase the trajectory for further lifting research excellence, for the benefit of the communities that the University serves.
- Build on the recent innovations in education excellence for the University's talented students, to deliver a further uplift in the student learning experience.
- Stimulate a culture of high engagement, commitment and performance in which staff are respected for their contributions and encouraged to reach their full potential.
- Continue to drive world-leading and sustainable teaching and learning, responding innovatively to the changing needs of students, the external environment and the wider community, and equip graduates with the skills to be future leaders.
- Enhance the international reputation of the University of Sydney for high quality research, an outstanding and unique student experience and as a valued partner in the community.
- Ensure a vibrant and inclusive campus experience for all staff and students of the University of Sydney.

External Engagement and Representation

- Play a leading role in the public dialogue on the future direction of universities and help to shape higher education policy in Australia, including through leadership within and beyond the Group of Eight research intensive universities and Universities Australia.
- Effectively promote the University and forge relationships with government, industry, media, professional groups, schools, community organisations and the wider community.
- Play a leading role in the engagement of and collaboration with the University's and external Aboriginal and Torres Strait Islander communities, building on the success of the University's first







strategy, Wingara Mura Bunga Barrabugu, and leading the development and goals of the next strategy, One Sydney, Many People. Enable strategies to increase participation and success of Indigenous students in all aspects of University life.

- Manage and build on the strong relationships with alumni and donors and be responsible for progressing the University's advancement campaigns and philanthropic endeavours to develop attractive streams of income.
- Maintain a strong presence in representing the University to the media to build on its strong reputation both domestically and internationally.

Management

- Build on strategic initiatives to achieve consistent, cohesive University structures, operating models and role profiles, ensure that benefits are delivered and maintained.
- Lead and develop the senior executive leadership team, delegating relevant activities and ensuring a culture of accountability, transparency, and ethical and empathetic decision making.
- Build an environment and culture where the
 University can attract and retain the very best talent
 through the provision of world-class resources and
 sector-leading people and culture strategies.
- Strengthen the operational and financial performance of the University, including

- the further development of delivery models and diversification of revenue streams, and improvements in the efficiency and effectiveness of service delivery.
- Ensure responsible budget management, consistent with the University's strategic priorities and goals and within the financial targets endorsed by the University Senate.
- Ensure that significant organisational risks, compliance and legal obligations are appropriately managed within the University of Sydney (including Work, Health and Safety).
- Ensure the ongoing strategic development of the University's physical and technological resources to enable an exceptional student experience and research environment that is attractive to the highest quality students and staff.
- Ensure that the University of Sydney's policies and actions are consistent with a strong culture of respecting diversity.

Governance

Work collaboratively with the Chancellor and Senate ensuring that Fellows are well informed in a timely manner to facilitate them providing advice and counsel on:

- key University strategic, operational and legal issues
- national and international developments in higher education strategy and government policies.

Qualifications and/or certifications

A recognised higher degree and an outstanding record of scholarship and/or professional standing.

Experience and skills

Criteria

An outstanding track record of inspirational strategic leadership and executive management in a comparable, complex, multi-stakeholder environment.

A proven ability to make decisions with speed, clarity and conviction and to communicate decisions so that the rationale and way forward is well understood and accepted by key stakeholders.

Demonstrated capacity to lead dynamically to deliver an uplift in the performance of a comparable organisation, and to implement change to advance the University's international standing and influence.

A strong intellectual curiosity, and a proven ability to command the respect of scholars, that collectively nurture a culture that encourages academic enquiry and embraces the University of Sydney values.

An ability to relate to all levels of the institution, listening with an open mind to internal and external stakeholders and taking on board constructive advice.

A sound understanding of the challenges, trends and nuances of the global higher education landscape and the ability to navigate relevant policy environments and influence debate at the highest level.

Evidence of strong strategic acumen with regards to people, financial and commercial decision-making. Demonstrated track record of effective decision-making that drives financial sustainability and organisational performance and growth.

An extensive track record of establishing significant and lasting relationships with external stakeholders, including, for example, government, industry, international partners, alumni and the media.

Commitment to, and substantial experience in, fundraising and establishing partnerships with philanthropic donors.

Exemplary personal qualities of authenticity, integrity, resilience, dynamism and judgement.

Exemplary role model for organisational values and ethical standards, demonstrated respect for and commitment to First Peoples and Indigenous knowledges, and commitment and ability to effectively promote diversity and inclusion.

HOW TO APPLY

The University of Sydney will be supported in its global search for this appointment by the executive search firm Perrett Laver. Please contact Perrett Laver if you wish to discuss this role further in confidence.

Perrett Laver

SydneyVC@perrettlaver.com +61 2 8354 4000

For more information and to submit your application, visit the Perrett Laver website, and search by reference number 4684.

www.perrettlaver.com/candidates

Further information on the University's academic areas is available through Perrett Laver and the University's website.

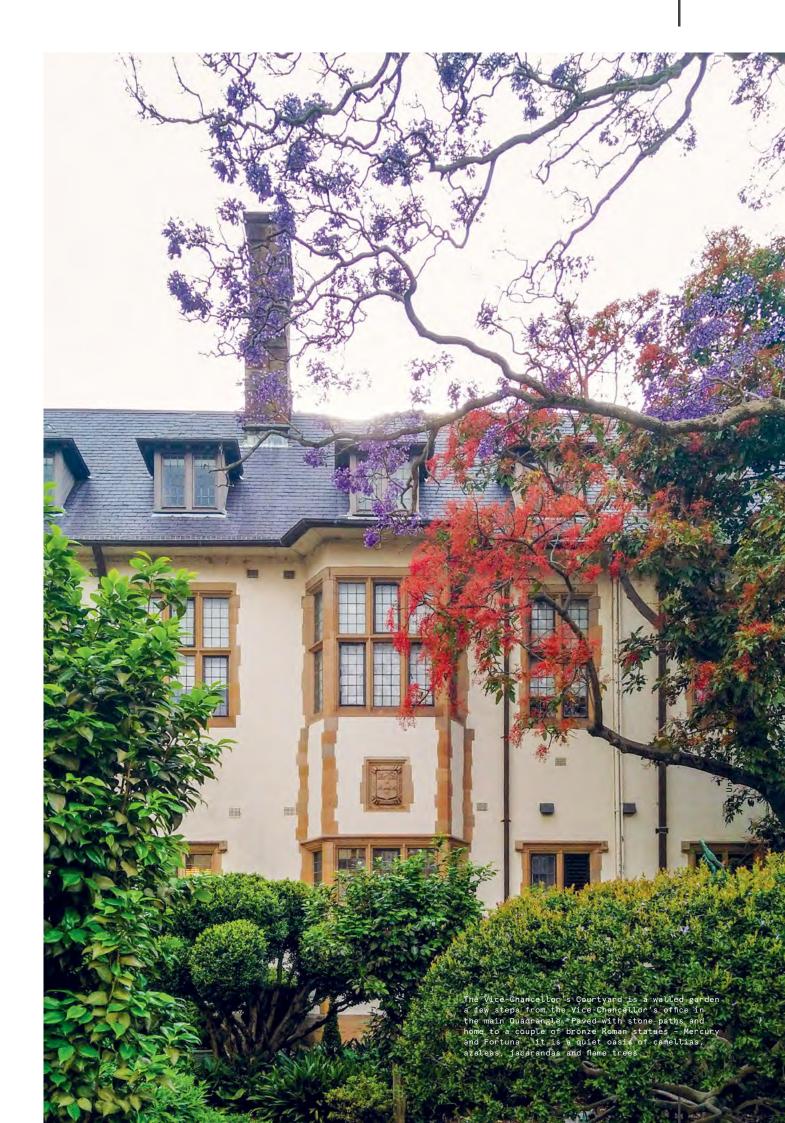
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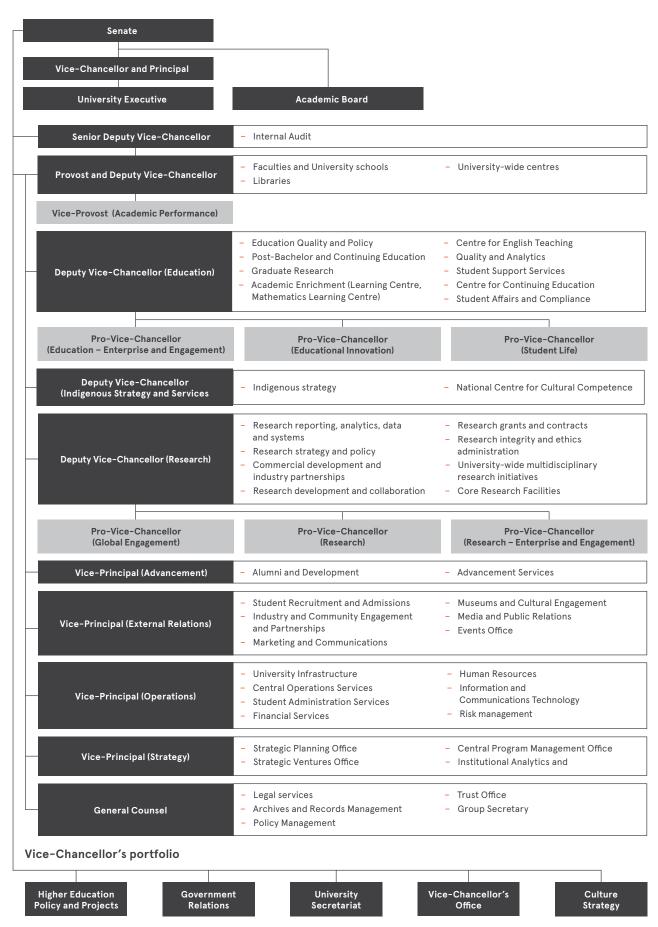
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GOVERNANCE

The University of Sydney organisational structure





USEFUL LINKS

World rankings

- sydney.edu.au/world-rankings

Strategic Plan

- sydney.edu.au/strategy

Careers at Sydney

- sydney.edu.au/jobs

Governance and structure

- sydney.edu.au/organisational-structure

Annual Report

- sydney.edu.au/annual-report

News

- sydney.edu.au/news

Faculties and schools

- sydney.edu.au/faculties

Recruitment Pack

 sydney.edu.au/about-us/careers-at-sydney/ vice-chancellor-recruitment