

Accountability Statements - Senior Management

February 2024 - Document expired as senior management accountabilities and responsibilities are captured in their employment contracts and position descriptions, supported by the new [Capability Framework](#) and the work underway to update all position descriptions. Approved by University Council Resolution CNL188/7.

Section 1 - Purpose

(1) This document sets out the accountabilities of executive and senior managers in relation to the achievement of the Charles Sturt University's mission.

(2) These accountability statements underpin a range of Charles Sturt University (the University) processes such as: selection and recruitment; targeted leadership development programs; formal performance management systems and reward systems; and workforce planning, including career development and succession planning.

(3) They are aligned with the University leadership expectations and capabilities of the University Leadership and Management Development Framework which are:

- a. The University expects its leaders and managers to be: Collaborative; Accountable; Responsible; Rigorous; Evaluative; Team focused.
- b. The University expects its leaders and managers to be capable of: Articulating a vision; Building consensus; Engaging in critical scrutiny; Thinking about 'real quality; Maintaining commitment to their ongoing personal and professional development.

(4) This document relates to the following executive and senior roles:

- a. Vice-Chancellor
- b. Deputy Vice-Chancellor
- c. Pro Vice-Chancellor
- d. Executive Dean
- e. Executive Director
- f. Middle Manager

(5) Accountability Statements for other senior Academic Leadership (including Associate Deans, Head of School, Executive Director, Research Institute, Associate Head of School) are contained in the [Academic Institutional Leadership Position Appointments Policy](#).

Section 2 - Accountability Statements

Part A - Vice-Chancellor

Assigned Responsibilities

(6) The assigned responsibilities for the position of Vice-Chancellor at Charles Sturt University (the University) are prescribed in the [Charles Sturt University By-Law 2005](#), Part 2 (17) (1) and (17) (3). These are set out below.

(7) The Vice-Chancellor is responsible to the Council for:

- a. the day-to-day management of the University and, in particular, for:
 - i. the academic, administrative, financial and other business of the University;
 - ii. the general supervision of all persons in the service of the University; and
 - iii. the welfare and discipline of the students of the University;
- b. promoting the interests of the University; and
- c. furthering the development of the University.

(8) The Vice-Chancellor may, without specific appointment, exercise the right of membership of any committee of the University (other than a committee of the Council) and may, if they wish to do so, preside at any meeting of such a committee at which the Chancellor or Deputy Chancellor is not presiding.

Specific Responsibilities

(9) The Vice-Chancellor is responsible to the University Council for:

- a. the ongoing implementation and review of the University Strategy 2007-2011 to secure the University's future as the premier university for inland Australia;
- b. keeping the Chancellor and Council fully informed on critical and agreed matters within the University;
- c. providing leadership in the development and performance of the University academic functions and related student activities;
- d. providing effective management and supervision of the administrative, financial and other activities of the University including the determination of priorities for the effective allocation of resources and the physical development of the institution;
- e. establishing management processes and monitoring systems which lead to the successful management of risk and which ensure legislative compliance;
- f. providing leadership in the external relations of the University, locally, nationally and internationally by promoting and enhancing the University and the Australian university system through effective participation in the activities of external bodies, the performance of other representative roles and contributing to community debate;
- g. increasing the percentage of the University income from sources other than government;
- h. achieving high levels of performance by staff and fostering a positive organisational culture; and
- i. ensuring that sound, contemporary employment principles operate within the University. In particular that the management, recruitment, training and development of staff are based on employment equity principles and that the University remains committed to the pursuit of social justice and the provision of equity of access and opportunity.

Part B - Deputy Vice-Chancellor

(10) A Deputy Vice-Chancellor is accountable for:

- a. managing change by anticipating and responding to developments within the external and internal environment that may impact on the University;

- b. leading and guiding the setting of the University's mission, values, priorities and objectives;
- c. leading and guiding the development of policies and strategies that contribute to the achievement of the University's mission, values, priorities and objectives;
- d. aligning organisational activities with the University's mission, values, priorities and objectives through consultative planning and the management of performance;
- e. leading and promoting the development of a strong, responsive and accountable market/client focus;
- f. fostering the University links into business, industrial and research communities;
- g. providing leadership and support for the development of staff, including the recognition of emerging talent;
- h. participating in the Performance Management Scheme;
- i. assisting in ensuring equity and occupational health and safety within the University; and
- j. leading in accordance with the University's leadership expectations and capabilities of the University Leadership and Management Development Framework.

Part C - Pro Vice-Chancellor

(11) A Pro Vice-Chancellor is accountable for:

- a. managing change by anticipating and responding to developments within the external and internal environment that may impact on the University;
- b. leading and guiding the setting of the University's mission, values, priorities and objectives;
- c. leading and guiding the development of policies and strategies that contribute to the achievement of the University's mission, values, priorities and objectives;
- d. aligning organisational activities with the University's mission, values, priorities and objectives through consultative planning and the management of performance;
- e. leading and promoting the development of a strong, responsive and accountable market/client focus;
- f. providing leadership and support for the development of staff, including the recognition of emerging talent;
- g. participating in the Performance Management Scheme for executive staff;
- h. assisting in ensuring equity and occupational health and safety within the University; and
- i. leading in accordance with the University leadership expectations and capabilities of the University Leadership and Management Development Framework.

Part D - Executive Dean

(12) An Executive Dean is accountable for:

- a. managing change by anticipating and responding to developments within the external and internal environment that may impact on the University or a Faculty;
- b. leading and guiding consultative planning and the management of performance to set and implement Faculty objectives and strategies that align with the University's mission, values, priorities and objectives;
- c. leading and guiding the development and implementation of policies and procedures that contribute to the achievement of the University's mission, values, priorities and objectives;
- d. managing the finances of a Faculty within the terms of the approved budget, and actively pursuing ways to increase University income and contain expenses at the Faculty level;
- e. developing an international focus for a Faculty and building links into business, industrial and research communities;
- f. leading and guiding the management and regulation of course development, program delivery and quality assurance within a Faculty;

- g. ensuring that courses, subjects and higher research degrees within the Faculty are administered in accordance with the University's academic regulations and accountabilities;
- h. deploying staff and Faculty resources effectively;
- i. providing leadership and support for the development of staff within a Faculty, including the recognition of emerging talent in the areas of research, teaching and administration;
- j. participating in the Performance Management Scheme for executive staff;
- k. ensuring equity and occupational health and safety within a Faculty;
- l. contributing to the overall management of the University, as part of the senior management team; and
- m. leading in accordance with the University leadership expectations and capabilities of the University Leadership and Management Development Framework.

Part E - Executive Director

(13) An Executive Director is accountable for:

- a. managing change by anticipating or responding to developments within the external and internal environment that may impact on the University or a Division;
- b. leading and guiding consultative planning and the management of performance to set and implement Divisional objectives and strategies that align with the University's mission, values, priorities and objectives;
- c. leading and guiding the development and implementation of policies and procedures that contribute to the achievement of the University's mission, values, priorities and objectives;
- d. managing the finances of a Division within the terms of the approved budget, and actively pursuing ways to increase University income and contain expenses at the Divisional level;
- e. developing a responsive client focus within a Division;
- f. leading and guiding the management and regulation of the quality and delivery of services to a Division's clients and stakeholders;
- g. deploying staff and Divisional resources effectively;
- h. providing leadership and support for the development of staff within a Division;
- i. participating in the Performance Management Scheme;
- j. ensuring equity and occupational health and safety within a Division;
- k. contributing to the overall management of the University, as part of the senior management team; and
- l. leading in accordance with the University leadership expectations and capabilities of the University Leadership and Management Development Framework.

Part F - Accountability Statement for Middle Manager

(14) A Middle Manager (i.e. a Director or Manager) is accountable for:

- a. managing change by anticipating and responding to developments within the external and internal environment that may impact on a Section;
- b. leading and guiding consultative planning and the management of performance to set and implement a Section's objectives and strategies that contribute to the achievement of a Division's objectives;
- c. managing the finances of a Section within the terms of the approved budget, and actively pursuing ways to increase University income and contain expenses at the Section's level;
- d. ensuring the implementation of a responsive client focus at the Section's level;
- e. leading the management and regulation of the quality and delivery of services to a Section's clients and stakeholders;

- f. managing the staff and other resources of a Section effectively;
- g. providing leadership and support for the development of staff within a Section;
- h. participating in the Performance Management Scheme;
- i. ensuring equity and occupational health and safety within a Section;
- j. contributing to the overall direction, leadership and management of the Division, as part of the management team; and
- k. leading in accordance with the University leadership expectations and capabilities of the University Leadership and Management Development Framework.

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Unit Head	Maria Crisante Executive Director, People and Culture
Author	Adam Browne
Enquiries Contact	Division of People and Culture +61 2 63384884