

Mr Robert Hogan  
3 McLachlan Crescent  
Weetangera ACT 2614

By email: harveyr35@aol.com

17 October 2022

Dear Mr Hogan

### **Right to information application – Appointment of Vice-Chancellor**

I refer to the application for assessed disclosure of information made by you under the *Right to Information Act 2009* (Tas) (“RTI Act”) dated and received on Thursday 11 August 2022, and for which you paid the applicable fee on Thursday 11 August 2022.

Your request for information was on the following terms:

1. *the names of the members of the selection panel that chose Rufus Black as VC of UTAS;*
2. *selection documentation, including - but not limited to - the public advertisement for the VC position, the job description, the selection criteria, interview questions and any assessment tools used (NB - I AM NOT REQUESTING ANY PERSONAL DETAILS HERE. I AM NOT, FOR INSTANCE, REQUESTING THE NAMES OF APPLICANTS, APPLICATIONS, OR CANDIDATE ASSESSMENTS);*
3. *briefs provided to Rufus Black as the incoming or new VC; and*
4. *any requests by Rufus Black for additional briefing material and such briefing material as this gave rise to. I particularly seek any material that may indicate that Rufus Black sought to form his own appraisal of VC Rathjen's plan to move UTAS to the Hobart CBD.*

I am a delegated officer of the University of Tasmania with power to make decisions in relation to applications for assessed disclosure under the RTI Act. I have now come to my decision and outline it below.

#### **1. Background**

On Monday 15 August 2022, noting your request for all correspondence in the matter to be in writing, I wrote to you by email on 15 August 2022 requesting that under Section 13(7) of the RTI Act you negotiate with the University in order to refine or redirect your application for assessed disclosure of information. In relation to the negotiation of the scope you provided a response via email sent on Tuesday 16 August 2022.

#### **2. Scope of the request**

On Friday 19 August 2022 I accepted your application on the following terms:

1. the names of the members of the selection panel that chose Rufus Black as VC of UTAS;
2. selection documentation, including - but not limited to - the public advertisement for the VC position, the job description, the selection criteria, interview questions and any assessment tools used (NB - I AM NOT REQUESTING ANY PERSONAL DETAILS HERE. I AM NOT, FOR INSTANCE, REQUESTING THE NAMES OF APPLICANTS, APPLICATIONS, OR CANDIDATE ASSESSMENTS);
3. briefs provided to Rufus Black as the incoming or new VC relating to the move to the Hobart CBD, including the Hobart City Deal; and
4. any requests by Rufus Black for additional briefing material and such briefing material as this gave rise to. I particularly seek any material that may indicate that Rufus Black sought to form his own appraisal of VC Rathjen's plan to move UTAS to the Hobart CBD.

Noting you have stated that you are not requesting personal details, names of applicants, applications or candidate assessments, these materials have been deemed out of scope and have been removed from materials assessed where this was required.

### **3. Relevant Material**

I have conducted a search of all relevant material that could fall within the scope of the request and taken the following material into account in making my decision:

- All relevant information provided by our Vice-Chancellor's Office and staff of other sections of the University who were formerly involved in the Vice-Chancellor recruitment and/or briefing process;
- The content of the documents that fall within the scope of your request;
- The decisions of the RTI Ombudsman including *Suzanne Pattinson and Department of Education* (August 2022), *Geoffrey Swan v Huon Valley Council* (June 2022), *F and Department of Education* (June 2022), and *Blue Derby Pods Ride Pty Ltd and Department of Natural Resources and Environment* (June 2022);
- The decision of the AAT in *Waterford and the Treasurer of the Commonwealth of Australia (No 1) 11*;
- The decision of the Supreme Court of Tasmania in *Forestry Tasmania v Ombudsman* [2010] TASSC 39;
- The RTI Act (specifically sections 7, 22, 33, 35-39, Schedule 1); and
- The guidelines and manual issued by the Tasmanian Ombudsman under section 49 of the RTI Act.

### **4. Decision**

Schedule 2 and 3 of this letter contain information that can be released in relation to your application.

It is my view that subject to the exempted material outlined below, the information detailed in Schedule 2 which relates to the appointment of Rufus Black as Vice-Chancellor is in the public interest and can be released. It is my view that disclosure of information detailed in Schedule 2 and 3 that would be likely to disclose personal information of a person other than the person making an application under section 13, information generated in the process of internal deliberation, information relating to the business affairs of a public authority, and information obtained in confidence is not in the public interest and will not be released.

This section outlines the reasons for my decision.

## Section 35 – Internal deliberative information

I have considered Section 35 of the RTI Act which states information is exempt information if it consists of an opinion, advice or recommendation, a record of consultations or deliberations, in the course of, or for the purposes of deliberative processes.

Material that I have determined as internal deliberative information includes:

- Internal working documents, pre-decisional considerations, and any documents that are not purely factual information;
- Documents that would disclose the matter and the nature of the consultation and deliberation that took place for deliberative purposes;
- Documents containing recommendations, opinions and advice prior to the making of a final decision; and
- Reports/briefing notes on the findings and outcomes of internal investigations into transformation activities.

For information to be exempt under this section, I must be satisfied that it consists of: an opinion, advice, or recommendation prepared by an officer of a public authority, or a record of consultations or deliberations between officers of public authorities. Once one of those subsections is met, I must then be further satisfied that the information was prepared or recorded in the course of, or for the purpose of, the deliberative processes related to the official business of the University. The outlined exemption above does not apply to purely factual information, a final decision, order or ruling given in the exercise of an adjudicative function, or information that is older than 10 years.

As to the meaning of 'purely factual information' in s35(2) of the RTI Act, In *Waterford and the Treasurer of the Commonwealth of Australia (No 1)* 11 the AAT considered the meaning of the phrase '*in the course of, or for the purpose of, the deliberative processes*'. It adopted the view that these are an agency's '*thinking processes - the processes of reflection, for example, upon the wisdom and expediency of a proposal, a particular decision or a course of action*'.

In consideration of this section, the Ombudsman has recently noted as follows:

*"s35 recognises that there are circumstances in which it is appropriate not to disclose information which shows the internal 'thinking processes' of a public authority, as this can inhibit preliminary discussions or the exploration of alternative options prior to a final decision being made."* (Geoffrey Swan v Huon Valley Council (June 2022)).

'Briefing Notes' are the University's mechanism of providing commercial instructions and briefings to decision makers. Briefing Notes are retained as a record of each briefing and decision. The University considers Briefing Notes to be an integral part of the thinking process of the University and as a consequence the University considers their contents to be prima facie commercial in confidence.

I consider information contained in the documents "Transformation VC Critical Issues brief 03022018 Attachment 1", "Transformation VC Critical Issues brief 03022018", "Commercial Strategy Unit - 2018 Initiatives", and "Attachment A - COO Structure and Priorities" to be conditionally exempt on the basis they are internal deliberative information that were prepared prior to a decision being made and with the sole purpose of informing better decision making.

### **Section 36 – Personal information of a person**

I have determined that there are documents within the information sought that contain personal information of persons other than the applicant, whereby the release of that information would cause their identity to be apparent or reasonably ascertainable, and which may be reasonably expected to be of concern to the third party. This information is therefore conditionally exempt from release under the RTI Act subject to application of the public interest test. This information includes details of other candidates, selection panel members, and details of the professional recruitment agent hired to assist in the selection process, and personal details of other recruitment agents who were not hired to assist in the selection process.

### **Section 38 – Information relating to the business affairs of a public authority**

Information of a business, commercial or financial nature is exempt under Section 38 of the RTI Act where it is information relating to the business affairs of a public authority when engaged in trade or commerce which, if disclosed under this Act, is likely to expose the public authority to competitive disadvantage.

Referring to the Court's decision in *Forestry Tasmania v Ombudsman* [2010] TASSC 39, one way in which a competitive disadvantage may arise is where a competitor acquires information which gives it a negotiating advantage leading to financial detriment. In order to provide space to meet the University's functions, the University is required to compete in a local and national property market. Releasing commercially valuable information such as budgets, valuations and estimated returns which University officers took into negotiations for purchase of property or assets would result in market competitors such as large-scale property investors and other higher education providers having information that they would not ordinarily have access to.

It is my conclusion that the definition of 'competitive disadvantage' is met and information contained in the documents "Transformation VC Critical Issues brief 03022018 Attachment 1", "Transformation VC Critical Issues brief 03022018", "Commercial Strategy Unit - 2018 Initiatives", and "Attachment A - COO Structure and Priorities" is conditionally exempt from release pursuant to Section 38 of the RTI Act.

### **Section 39- Information obtained in confidence**

Information is exempt under section 39 of the RTI Act if it is information that has been communicated in confidence to the University and –

- (1) (a) *the information would be exempt information if it were generated by a public authority or Minister; or*
- (b) *the disclosure of the information would be reasonably likely to impair the ability of a public authority or Minister to obtain similar information in the future.*

In addition to the matters stated above under Section 38 of the RTI Act, I am instructed that the information contained within in the document "*Transformation VC Critical Issues brief 03022018 Attachment 1*" was obtained in confidence from third parties as part of ongoing strategic planning being undertaken by the University. As a result, I consider this information to be conditionally exempt from release pursuant to Section 39 of the RTI Act.

## Public interest

In making my determination I have considered the relevant matters which must be taken into account which are set out in Schedule 1 of the RTI Act, noting that I was not limited in taking only those matters into account. Schedule 2 of the RTI Act sets out those matters which I should not take into account.

In assessing the public interest it is necessary to note that your RTI request relates to two separate topics.

- Questions 1 and 2 of your request relate to the processes followed leading up to appointment of the Vice-Chancellor;
- Questions 3 and 4 of your request relate to briefings provided to the Vice-Chancellor following his appointment in relation to the Hobart City Campus and Hobart City Deal.

I consider the following general considerations relevant to the assessment of public interest in relation to Questions 1 and 2:

- The appointment of Rufus Black as the Vice-Chancellor is not to my knowledge a matter of any controversy or significant public debate.
- Information on the appointment of a Vice-Chancellor of a University is of public significance.
- Information on an individual's appointment is personal information with the potential to cause great individual harm if misinterpreted.
- Due to the significance of the Vice-Chancellor's role within a University and that many officers involved in the recruitment of the Vice-Chancellor may have ongoing roles within the University it may be a barrier to internal deliberative processes if personal opinions expressed during this process and related information were released in full.

I consider the following general considerations relevant to the assessment of public interest in relation to Questions 3 and 4:

- There is a high degree of public interest within certain communities located predominantly in Southern Tasmania in relation to the real and perceived economic and social impacts of the University's Hobart City Campus and Sandy Bay Campus.
- The release of information on decision making surrounding the University's Hobart City Campus and Sandy Bay Campus would contribute to debate on a matter of public interest.
- In order to contribute to public debate and in accordance with the Objects of the RTI Act as set out in Section 3, the University has previously made a decision to disclose a large amount information on the University's Hobart City Campus and Sandy Bay Campus which is available for review via:  
<https://www.utas.edu.au/about/campuses/southern-transformation#faqs>
- Referring to the decision in *Forestry Tasmania v Ombudsman [2010] TASSC 39*, the disclosure of information on commercial arrangements the University enters into would expose the University to competitive disadvantage when dealing in the competitive Tasmanian property, leasing and construction markets. This in turn would give a competitive advantage to private investors who are not subject to the information disclosure requirements of the RTI Act and who also do not provide other public interest outcomes that the University provides to the State of Tasmania including education, public availability of research results and other benefits that the University provides to the public.

- The economic contribution the University to the Tasmanian economy is significant and the University competes in a national market of higher education and research providers. Disclosure of information that may cause commercial damage to the University or to organisations the University does business with may make Tasmania less competitive in comparison to other jurisdictions and therefore may have an adverse effect on or the harm the economic development of the State.

In addition to the above considerations, the parts of Schedule 2 of the RTI Act that I consider relevant to each conditional exemption are stated below.

### **Section 35**

In considering the public interest test in relation to the material that is conditionally exempt under Section 35, I particularly considered:

#### *Factors in favour of disclosure*

- (a) the general public need for government information to be accessible;
- (b) whether the disclosure would contribute to or hinder debate on a matter of public interest;
- (c) whether the disclosure would inform a person about the reasons for a decision.

#### *Factors against disclosure*

- (m) whether the disclosure would promote or harm the interests of an individual or group of individuals;
- (p) whether the disclosure would have a substantial adverse effect on the management or performance assessment by a public authority of the public authority's staff;
- (s) whether the disclosure would harm the business or financial interests of a public authority or any other person or organisation;
- (w) whether the information is information related to the business affairs of a person which if released would cause harm to the competitive position of that person.

On the balance of the above factors, and considering the general factors noted above as they relate to the briefing of the incoming Vice-Chancellor, I consider that it is not in the public interest to release the materials that are conditionally exempt from release under Section 35 of the RTI Act.

### **Section 36**

In considering the public interest in releasing this information I have considered the reasoning of the Ombudsman in *Suzanne Pattinson and Department of Education (August 2022)* including paragraph 84. The personal information of a person in this instance is of an individual who provides a business providing services to multiple Universities. That said, I believe there are factors which differentiate the provision of services in this instance from the services being provided in the Ombudsman's decision in *Suzanne Pattinson and Department of Education (August 2022)*. For example, in this instance the services related to a competitive panel process and releasing such information may hinder the ability to have similar individuals present on future selection panels.

I have assessed the above factors each of the above factors as well as the general considerations noted above and, on balance, I have determined that release of some personal information of a person other than the applicant (as detailed in Schedule 2 and 3 of this letter) is in the public interest. In consideration of the entire circumstances of this information, including that this individual's provision of recruitment services to other Universities by this company/individual is public knowledge, on the balance of the matters I

have considered (including recent decisions of the Ombudsman) I consider it to be in the public interest to release personal information being the name recruitment agent who assisted in the recruitment of the Vice-Chancellor.

As noted in Schedule 3, I have redacted personal details of other applicants, as well as personal details of other recruitment firms/agents who were not involved in the selection of the Vice-Chancellor. It is my understanding that you are not requesting this information and therefore this material is redacted as being 'out of scope'.

Referring to information containing the names of the selection panel, I consider that the individuals who formed the selection panel may perceive this information to be highly sensitive in nature. Participating on a selection panel for a chief officer of an organisation is a role beyond the usual day to day duties of the individual's who formed the selection panel. It is also a role that may in some circumstances have involved real or perceived personal and/or reputational risk for the individual selection panel members.

I have considered the decision of the Ombudsman in *F and Department of Education (June 2022)* in particular noting the Ombudsman's approach of weighing of the factors against the release of personal information against the factors favouring the release and the benefit to be gained from the release of the personal information. In my opinion there is limited benefit to the public in the release of the names of members of the selection panel involved in the appointment of the Vice Chancellor some five or more years prior to the application. On the balance of factors considered above, I have decided that it is not in the public interest to release this information.

### **Section 38**

Similar to my above consideration of the public interest as it relates to Section 35 of the RTI Act, I also consider sections (a), (b) and (c) as relevant factors in favour of disclosure of information which is conditionally exempt under Section 38 of the RTI Act.

I have assessed the release of business affairs of a public authority and determined that release of prices of specific valuations, budget estimates based on which the University went on to engage in negotiations for purchase of property or other assets has the potential to harm the University's ability to obtain cost effective services in a competitive market, which in turn may impact the University's ability to deliver its strategic and core objectives.

I consider sections (m), (p), (s) and (w) as relevant to the question of whether it is in the public interest to not release information which is conditionally exempt under Section 38 of the RTI Act.

On the balance of the above factors, and considering the general factors previously noted above as they relate to Questions 3 and 4 (the briefing of the incoming Vice-Chancellor), I consider that it is not in the public interest to release the materials that are conditionally exempt from release under Section 38 of the RTI Act.

### **Section 39**

Referring to the decision of the Ombudsman in *Blue Derby Pods Ride Pty Ltd and Department of Natural Resources and Environment (June 2022)* I consider sections (a), (b), (d), (f) and (g) to be relevant to the question of whether it is in the public interest to release this information.

- (a) the general public need for government information to be accessible;

(b) whether the disclosure would contribute to or hinder debate on a matter of public interest;

(d) whether the disclosure would provide the contextual information to aid in the understanding of government decisions;

(f) whether the disclosure would enhance scrutiny of government decision-making processes and thereby improve accountability and participation;

(g) whether the disclosure would enhance scrutiny of government administrative processes;

Factors which I consider to favour not releasing this information are:

(n) whether the disclosure would prejudice the ability to obtain similar information in the future;

(s) whether the disclosure would harm the business or financial interests of a public authority or any other person or organisation;

(w) whether the information is information related to the business affairs of a person which if released would cause harm to the competitive position of that person;

(x) whether the information is information related to the business affairs of a person which is generally available to the competitors of that person;

I have determined that release of business affairs of public authority in the form of budgets, valuations and estimated returns which University officers took into negotiations for purchase of property or assets is not in the public interest. The University considers that there is implied and express commercial in confidence within these internal briefings of University decision makers.

The decisions to release the information subject to the redaction of personal information, information relating to internal deliberation, information relating to information obtained in confidence and "out of scope" information, as described above is consistent with the intention to promote the objects of the RTI Act, the exemption provisions, and the application of the public interest test under the RTI Act.

Copies of the information released to you are contained in Schedule 2 and 3 of this letter.

## **5. Conclusion**

In making each of these decisions, I am exercising powers delegated to me by the Vice-Chancellor of the University under section 24 of the RTI Act.

Under sections 43 and 44 of the RTI Act, you have the right to seek a review of my decision. Under section 43, you have the right to seek an internal review within 20 working days from the date this notice is given. The request for such a review should be sent in the first instance to the Vice-Chancellor, as Principal Officer of the University. This may be done by sending your application to [Vice.Chancellor@utas.edu.au](mailto:Vice.Chancellor@utas.edu.au).

Under section 44 of the RTI Act you may, following the completion of an internal review, seek a review of the decision by the Ombudsman. The Ombudsman may be contacted on:

Phone: 1800 001 170

Email: [ombudsman@ombudsman.tas.gov.au](mailto:ombudsman@ombudsman.tas.gov.au)

Yours sincerely

A handwritten signature in black ink, appearing to read 'Simon Perraton', written in a cursive style.

**Simon Perraton**  
Right to Information Officer

**SCHEDULE 1** – factors as listed in Schedule 1 of the RTI Act that must be taken into account in assessing the public interest test

- (a) the general public need for government information to be accessible;
- (b) whether the disclosure would contribute to or hinder debate on a matter of public interest;
- (c) whether the disclosure would inform a person about the reasons for a decision;
- (d) whether the disclosure would provide the contextual information to aid in the understanding of government decisions;
- (e) whether the disclosure would inform the public about the rules and practices of government in dealing with the public;
- (f) whether the disclosure would enhance scrutiny of government decision-making processes and thereby improve accountability and participation;
- (g) whether the disclosure would enhance scrutiny of government administrative processes;
- (h) whether the disclosure would promote or hinder equity and fair treatment of persons or corporations in their dealings with government;
- (i) whether the disclosure would promote or harm public health or safety or both public health and safety;
- (j) whether the disclosure would promote or harm the administration of justice, including affording procedural fairness and the enforcement of the law;
- (k) whether the disclosure would promote or harm the economic development of the State;
- (l) whether the disclosure would promote or harm the environment and or ecology of the State;
- (m) whether the disclosure would promote or harm the interests of an individual or group of individuals;
- (n) whether the disclosure would prejudice the ability to obtain similar information in the future;
- (o) whether the disclosure would prejudice the objects of, or effectiveness of a method or procedure of, tests, examinations, assessments or audits conducted by or for a public authority;
- (p) whether the disclosure would have a substantial adverse effect on the management or performance assessment by a public authority of the public authority's staff;
- (q) whether the disclosure would have a substantial adverse effect on the industrial relations of a public authority;
- (r) whether the disclosure would be contrary to the security or good order of a prison or detention facility;
- (s) whether the disclosure would harm the business or financial interests of a public authority or any other person or organisation;
- (t) whether the applicant is resident in Australia;
- (u) whether the information is wrong or inaccurate;
- (v) whether the information is extraneous or additional information provided by an external party that was not required to be provided;
- (w) whether the information is information related to the business affairs of a person which if released would cause harm to the competitive position of that person;
- (x) whether the information is information related to the business affairs of a person which is generally available to the competitors of that person;
- (y) whether the information is information related to the business affairs of a person, other than a public authority, which if it were information of a public authority would be exempt information.

## SCHEDULE 2 – Information Released

### Question 2:

- As per the Section 16 of the *University of Tasmania Act 1992 (Tas)* the University has a Vice-Chancellor who is the chief academic and executive officer of the University and is appointed by the University Council (“Council”). Council determines the terms and conditions subject to which a person is appointed to the office of Vice-Chancellor and has agreed a selection process to recruit a Vice-Chancellor, approved by Council and involving a specially appointed selection committee and interview panel, chaired by the Chancellor, and including Council members, higher education sector representation, a state government representative, and a commercial sector representative. The Selection Committee’s final recommendation is submitted to Council for approval.
- The document “*2017 Selection Criteria*” contains the information to candidates brochure and selection criteria.
- The vacancy was advertised in the following publications:
  - The Australian, Higher Education Supplement, Wednesday, 2 August 2017
  - The Times Higher Education (UK) on-line
  - The Chronicle (North America) on -line
- There is no record of the interview questions for either the first or second rounds of interviews. At the second round of interviews which were held in person candidates were given advance notice to prepare a 20 minute verbal presentation and following the presentation, the Panel asked questions.
- The Gantt chart contained in the document “*VC Selection Gantt Chart – Final*” outlines the selection process, including various updates through formal and special meetings of Council.
- Noting the applicant has stated that he is not requesting personal details, names of applicants, applications or candidate assessments, these materials have been deemed out of scope and have not been assessed. Candidates were screened by an external recruitment agency which was itself chosen through a competitive selection process. Candidates were screened into three categories A, B and C. For the current Vice-Chancellor further reports were also provided which included probity checks (police, qualifications etc) and referee reports.

### Question 3:

- The documents “Transformation VC Critical Issues brief 03022018 Attachment 1”, “Transformation VC Critical Issues brief 03022018”, “Commercial Strategy Unit - 2018 Initiatives”, and “Attachment A - COO Structure and Priorities” were the briefings provided to the incoming Vice-Chancellor in relation to the campus transformation projects.

### Question 4:

- I have caused searches to be conducted for “any requests by Rufus Black for additional briefing material and such briefing material as this gave rise to” and have not found any information.

### Schedule 3 – Information spreadsheet

| Ref | DOCUMENT  | DATE     | PARTIES/AUTHOR                        | Decision  |
|-----|---|----------|---------------------------------------|---|
| 1   | <i>2017 Selection Criteria</i>                                | 2017     | Vice-Chancellor's Office              | Release in full.  |
| 2   | Attachment A - COO Structure and Priorities                   | 2018     | Office of the Chief Operating Officer | Exempt. S38. Further details described in letter.   |
| 3   | Commercial Strategy Unit - 2018 Initiatives                   | 2018     | Office of the Chief Operating Officer | Exempt. S38, S39. Further details described in letter.  |
| 4   | Information for Candidates- Aug17                             | 2017     | Office of the Chief Operating Officer | Release in full.  |
| 5   | Transformation VC Critical Issues brief 03022018              | 03022018 | Office of the Chief Operating Officer | Exempt. S38, S39. Further details described in letter.  |
| 6   | Transformation VC Critical Issues brief 03022018 Attachment 1 | 03022018 | Office of the Chief Operating Officer | Exempt. S38, S39. Further details described in letter.  |
| 7   | <i>VC Selection Gantt Chart – Final</i>                       | 2017     | Vice-Chancellor's Office              | Redact. S36. Further details described in letter.   |
| 8   | <i>Vice-Chancellor Selection Panel Members 2017</i>           | 2017     | Vice-Chancellor's Office              | Exempt S36. Further details described in letter.  |
| 9   | <i>Vice-Chancellor ad</i>                                     | 2017     | Vice-Chancellor's Office              | Release in full.  |
| 10  | <i>UTAS - VC - Suggested Interview Questions</i>              | 2017     | Cordiner King                         | Redact. S36. Details of an applicant other than the Vice Chancellor. Out of scope for RTI and/or would otherwise be exempt if in scope. |

# University of Tasmania

## Vice-Chancellor and President

### Selection criteria

The University of Tasmania is a distinguished institution of world standing. Its strengths have been forged across 127 years and the institution has been shaped by its place in the world. The University of Tasmania accepts a privileged position as the principal provider of higher education and research in its island home. It is both national and global in outlook, with dynamic campuses in Sydney and operating a strategic agenda of internationalisation. The University's commitment to world-leading research is steadfast, and it is pursuing an ambitious strategy focussed on growth and renewal. It is intent on providing a new model for higher education which will deliver economic and social revitalisation for Tasmania. The University has accepted the challenge of unlocking deep intergenerational issues which impact on educational attainment in Tasmanian society and is committed to its regions, where those challenges are most acute.

The next Vice-Chancellor and President of the University of Tasmania will shape a period of profound change and growth for our institution, which includes major capital programs and curriculum renewal. The Vice-Chancellor will do so with an unwavering commitment to the University's social mission: That education and innovation are keys to increasing productivity and prosperity for Tasmania and its citizens.

#### Scholarship

- A recognised academic leader who has reached a superior level of scholarship.
- The capacity to foster a culture of academic excellence in research, learning, teaching, innovation and community engagement.

#### Leadership

- Outstanding record of effective leadership.
- A commitment to pursuing sustainable growth.
- An effective leader of people, capable of delivering significant change in a highly complex organisation.
- A strategic thinker and planner, with deep understanding of the higher education sector nationally and internationally.

#### Management

- A strong track record as an executive manager in a large, complex organisation, preferably one with sites spread across different regions.
- A commitment to constructive and collaborative relationships with an ability to build a cohesive team culture and engaged workforce.
- A proven record of enhancing processes and systems in a large complex organisational structure through continuous improvement programs.
- A proven record in the implementation of an extensive change agenda.
- Demonstrated commitment to equity and equal opportunity for all stakeholders, especially students and staff.

#### External Relations

- The capacity to build upon the University's national and international standing, raising awareness of its strengths and capabilities with other universities, all tiers of Government, along with business, industry, non-government organisations and community.
- An understanding of government policy in the higher education sector and strategic options in relation to that policy.
- A strong commitment to advancement activities, and the desire to undertake a prominent and sustained role as the public face of the University.
- Strong sense of self-awareness and ability to build constructive and enduring relationships.

# APPOINTMENT OF THE VICE-CHANCELLOR AND PRESIDENT

Information for candidates

At their hearts, universities are about people: what they can become, what they can create and how they can inspire.

Open to Talent: Strategic Plan 2012 onwards

## CHANCELLOR'S INTRODUCTION



At the University of Tasmania we are challenging the role and model of higher education as they are understood in Australia at this time.

During recent years, under the tenure of Vice-Chancellor Professor Peter Rathjen, we have taken enormous strides. We have navigated a period of sustained growth in student numbers. Greater research intensity has driven improvements in our international standing. We have delivered a significant capital investment including centres of research excellence and new student apartments in each of our Tasmanian locations. We are in the process of delivering new, inner-city campuses in Launceston and Burnie. And we are pursuing ambitions of greater global connectivity and increased international student numbers.

More recently, we have picked up another mantle – to embed our University more firmly with our State, and in such a way we help create new social and economic futures for Tasmania and its citizens.

We believe that greater educational attainment and retention in Tasmania will drive increased innovation, productivity and, as a result, greater levels of prosperity. We are doing this through unprecedented levels of partnership with Government along with a new curriculum. This curriculum provides additional pathways for people who may not have considered higher education otherwise, via associate degrees, across the spectrum to four-year embedded honours, providing enhanced experiences and outcomes for our gifted scholars.

It is not clichéd to say we have navigated a transformative period. It also is accurate to say we will approach this next stage of transition with great care, and with an emphasis on the principles of stability and continuity.

All of this sets a scene of remarkable opportunity for our next Vice-Chancellor and President. We require a gifted academic and leader to realise the enormous promise contained in our current strategy, a leader who can remain attuned to changes in higher education nationally and globally, putting their own mark on what will be a stellar period in our 127-year history.

It is with great excitement and enthusiasm we outline this opportunity for you.

**Michael Field AC**  
Chancellor

## OUR LOCATION



Home to half a million people, Tasmania is known for its beautiful landscapes, measured pace of life, and exceptional food and wine. 150 miles south of the mainland, Australia's only island state has 40% of its land reserved as national parks and world heritage wilderness.

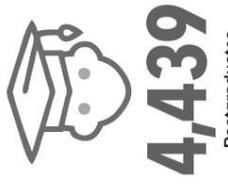
With friendly locals, the cleanest air in the world, and an abundance of flora and fauna that you will only find here, it's no surprise that Tasmania is regularly listed as a top destination by major travel publications. Within a few minutes' drive of any of the state's major cities, you can be walking in the bush, biking down a spectacular mountain trail, or swimming in the crystal-clear water by one of our pristine beaches.

If urban living is more your style, you'll be spoilt for choice with our year-round festivals celebrating music and culture, our lively café and restaurant scene, and of course the artistic endeavours at the world-renowned Museum of Old and New Art (MONA).



Tasmania is a vibrant and diverse state that offers a unique lifestyle. Combining the warm welcome of an island community with a diverse global perspective, it is truly the best of both worlds.

## UNIVERSITY OF TASMANIA FAST FACTS



Earth and Marine  
Sciences  
**(TOP 100)**  
  
Agriculture and Forestry  
**(TOP 150)**  
  
Geography  
  
Environmental Science



**TWO  
AUSTRALIAN  
LAUREATE  
FELLOWSHIPS  
IN 2016**  
Professors Philip Boyd  
and Barry Brook.

**No.1**  
More teaching  
awards than any other  
Australian university.  
2015 Australian Awards  
for University Teaching

## WORLD-CLASS FACILITIES

The University ensures full representation across the state through three campuses within the main regions of Tasmania – Hobart in the South, Launceston in the North and Burnie in the North-West.

In 2006, the University expanded to include two campuses in Sydney – Darlinghurst and Rozelle – which offer nursing and paramedic education in partnership with local hospitals and health services.

The University's strategic plan, Open to Talent, was developed in 2011 through a highly collaborative stakeholder process. Building on the significant achievements of the past, the plan articulates a long-term vision for the University that incorporates a distinctive educational program that responds to the needs of Tasmanians and is defined by the island's demography, geography and economy.

In 2015, the University signed a historic partnership agreement with the Tasmanian Government, setting ambitious 10-year targets to work together and invest in education to improve both access and attainment among Tasmanians, and recognising the University as a primary economic driver for the state.

A bold infrastructure program has recently begun across all three campuses to embed the University within Tasmania's communities. In Hobart's CBD, a major new student accommodation project is now complete, and construction has begun on The Hedberg creative arts complex. A proposal for a \$400 million STEM precinct, also in the CBD, has been

endorsed by Infrastructure Australia as a Priority Project on the National Infrastructure Priority List, noting its importance as a project for Hobart, Tasmania and the nation. The initiative has received support from key State and Federal politicians.

In Launceston and Burnie, new student accommodation is now occupied, and planning is well underway for new campuses at Inveresk and West Park. The University, in partnership with State and Federal Governments, has committed to investing \$600 million in the two campuses over the coming years.

Renewed infrastructure located at the physical heart of our major cities demonstrates the commitment to placing higher education at the centre of statewide rejuvenation. Highly visible buildings that celebrate education and student life can bring an awareness of the University's presence and provide access for the tens of thousands of Tasmanians for whom it has never before been a realistic life choice.

## WORLD-CLASS COURSES

The University of Tasmania has a proud tradition of excellence in teaching, and our staff have been recognised nationally with a significant number of teaching awards.

In 2017, the University began to roll out a reshaped curriculum across undergraduate courses.

Over the next three years, degree programs will be updated to offer students more flexibility, greater choice, and experiential learning embedded in every course.

Highlights of the curriculum renewal project include:

- Two-year associate degrees. Delivered through our University College, these are innovative, industry-relevant courses that provide a stand-alone qualification recognised by employers.
- Reshaped bachelor programs enabling students to tailor their course choices to fit their needs.
- A new, work-focused Applied Honours year to give all students who successfully complete their bachelor degree the opportunity to further hone their skills through work-focused projects.
- Combined degrees which merge the core requirements of two different degrees.
- Greater recognition for high achieving students.

The new curriculum takes full advantage of our unique position as the only university in Tasmania, and will ensure that graduates are equipped with the skills and knowledge required to thrive in a changing world. At the same time, we'll continue to deliver the excellent teaching and personalised support our students have come to expect.



## WORLD-CLASS RESEARCH



The University of Tasmania continues to build its reputation as a leading research-intensive university, ranked in the top 2% of universities worldwide.

Our achievements not only contribute to the University's international standing, but create impact for local partners, broader communities and through purposeful industry and government engagement.

The University enjoys strong partnerships with industry, which contributed 15 per cent of our research income in 2016. We lead the country in the ARC-funded Industrial Transformation Research Program, with the highest combined number of training centres and research hubs, connecting our research with targeted business sectors ranging from maritime engineering to horticulture, from forestry product innovation to food security and through to value chain logistics and mining.

The University is recognised as a global leader in Antarctic, marine and maritime research, hosting the \$24 million ARC Special Research Initiative, the Antarctic Gateway Partnership, and the Federal Department of Environment's \$23.88 million National Environmental Science Program Marine Biodiversity Hub. These strategic investments enable the University to collaborate with partners such as CSIRO and the Australian Antarctic Division. In aggregate, this research is estimated to add \$650 million to the Tasmanian economy.

Our commitment to the state is integral to the University's research programs. Both the Faculty of Health and the Menzies Institute for Medical Research have developed integrated research programs worth more than \$16 million a year. We also work closely with the Tasmanian agriculture industry, primarily through the Tasmanian Institute of Agriculture.



## GLOBAL ENGAGEMENT



The University of Tasmania has recently established a new Global Division in order to further integrate our institution with the world.

We have a long-standing reputation as an outward-looking community that undertakes globally-relevant research across a range of disciplines. We also provide teaching and learning at the highest levels across a broad range of fields that match well with our research expertise. As a result, international students comprise a growing proportion of our student body.

Our focus now is to prioritise the sociocultural enrichment of our university with the lives, experiences and cultural histories of our international students.

At the same time, our domestic students will benefit from exchange programs that enrich their experience through education overseas. We will encourage the development of cultural competence, including proficiency in modern languages

and knowledge of other cultures, thereby enabling more of our graduates to work and live in a global society.

Carefully selected strategic partnerships with organisations and individuals that share our aspirations will bring new impetus to our teaching and research, leveraging resources and ideas.

Being a globally engaged university that attracts staff, visitors and students from overseas is also an important aspect of the expectation from the State of Tasmania and is a central component of our partnership with the Government. The annual influx of more than 5,000 overseas students, plus many academic visitors, to Hobart

and Launceston adds to the vibrancy and economies of these cities.

Through strategic relationships and activities, the Global Engagement Office seeks to enhance the University's reputation as a leader in the areas in which it wishes to be globally renowned, support members of our community who wish to spend time at other institutions, and capitalise on our unique locality to attract scholars from around the world.

In doing so, we will expand our sphere of influence and provide a vibrant and progressive environment for our staff and students.

## PHILANTHROPY AND ALUMNI

attended nearly 150 celebratory events and activities celebrating the achievements of the University.

2016 saw the Advancement Office building on the success of Welcome Home Week and securing two significant philanthropic gifts through the University of Tasmania Foundation.

The largest single individual donation in the University's history, from alumnus Dr David Warren, enabled the University to announce its first permanently endowed chair: the Warren Chair in Astrophysics.

Later in the year, the Ian Potter Foundation awarded the University a grant of \$5 million to help in the construction and fitting out

of the new Hedberg Building, a \$90 million Creative and Performing Arts Centre in Hobart.

2017 has seen the upward trend in philanthropic support for the University continuing. In June, the Tasmanian Community Fund awarded the University \$350,000 to support the work of the Peter Underwood Centre for Educational Attainment: the largest grant ever received by the University from this key statewide organisation.

## STRUCTURE AND GOVERNANCE

### MISSION

The University of Tasmania continues a long tradition of excellence and commitment to free inquiry in the creation, preservation, communication and application of knowledge, and to scholarship that is global in scope, distinctive in its specialisations and that reflects our Tasmanian character. The University will provide leadership within its community, thereby contributing to the cultural, economic and social development of Tasmania.

### VISION

The University of Tasmania will be ranked among the top echelon of research-led universities in Australia. The University will be a world leader in its specialist, thematic areas and will be recognised for its contribution to state, national and international development. The University will be characterised by its high-quality academic community, its unique island setting and its distinctive student experience. University of Tasmania graduates will be prepared for life and careers in the globalised society of the 21<sup>st</sup> century.

### COUNCIL

The University Council is the governing body of the University of Tasmania, as established by the *University of Tasmania Act 1992*.

The Council is chaired by the Chancellor, who is appointed by the members. The current Chancellor is the Hon. Michael Field AC, and the current Deputy Chancellor is Mr Harvey Gibson.

Council makes decisions about policy and planning, makes University legislation and approves policy documents. Council is advised by its committees (Audit and Risk, Built Environment and Infrastructure, Ceremonial and Honorary Degrees, Finance, Remuneration and Nominations), its working parties and (in relation to academic matters) the Academic Senate.

## SELECTION CRITERIA

The University of Tasmania is a distinguished institution of world standing. Its strengths have been forged across 127 years and the institution has been shaped by its place in the world.

The University of Tasmania holds a privileged position as the principal provider of higher education and research in its island home. It is both national and global in outlook, with dynamic campuses in Sydney and operating a strategic agenda of internationalisation. The University's commitment to world-leading research is steadfast, and it is pursuing an ambitious strategy focused on growth and renewal. It is intent on providing a new model for higher education that will deliver economic and social revitalisation for Tasmania. The University has accepted the challenge of unlocking deep intergenerational issues that impact on educational attainment in Tasmanian society and is committed to its regions, where those challenges are most acute.

The next Vice-Chancellor and President of the University of Tasmania will shape a period of profound change and growth for our institution, which includes major capital programs and curriculum renewal. The Vice-Chancellor will do so with an unwavering commitment to the University's social mission: that education and innovation are keys to increasing productivity and prosperity for Tasmania and its citizens.

### SCHOLARSHIP

- A recognised academic leader who has reached a superior level of scholarship.
- The capacity to foster a culture of academic excellence in research, learning, teaching, innovation and community engagement.

### LEADERSHIP

- Outstanding record of effective leadership.
- A commitment to pursuing sustainable growth.
- An effective leader of people, capable of delivering significant change in a highly complex organisation.
- A strategic thinker and planner, with deep understanding of the higher education sector nationally and internationally.

### MANAGEMENT

- A strong track record as an executive manager in a large, complex organisation, preferably one with sites spread across different regions.
- A commitment to constructive and collaborative relationships, with an ability to build a cohesive team culture and engaged workforce.
- A proven record of enhancing processes and systems in a large complex organisational structure through continuous improvement programs.
- A proven record in the implementation of an extensive change agenda.
- Demonstrated commitment to equity and equal opportunity for all stakeholders, especially students and staff.

### EXTERNAL RELATIONS

- The capacity to build upon the University's national and international standing, raising awareness of its strengths and capabilities with other universities, all tiers of government, along with business, industry, non-government organisations and community.
- An understanding of government policy in the higher education sector and strategic options in relation to that policy.
- A strong commitment to advancement activities, and the desire to undertake a prominent and sustained role as the public face of the University.
- Strong sense of self-awareness and ability to build constructive and enduring relationships.



### THE VICE-CHANCELLOR AND PRESIDENT

The Vice-Chancellor and President is the chief executive officer of the University of Tasmania, a world class institution of higher education that delivers research and teaching across four colleges and faculties (Arts, Law and Education; Health, Science, Engineering and Technology; Tasmanian School of Business and Economics) and three specialist institutes (Australian Maritime College, Institute for Marine and Antarctic Studies (IMAS) and Menzies Institute for Medical Research).

The University Council delegates broad powers to the Vice-Chancellor, the managerial and academic leader, to manage the operations of UTAS in conformity with agreed plans, principles and policies.

The Vice-Chancellor is supported by the University's senior executive team.

## FURTHER INFORMATION

Dr Sean Davies, Cordiner King

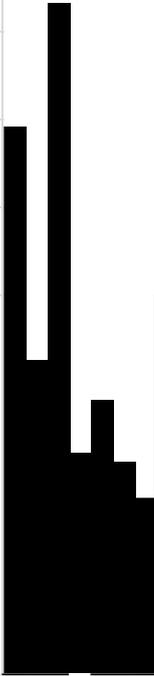
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| Week commencing -----><br>Time | Mon<br>18-Sep | Tue<br>19-Sep | Wed<br>20-Sep<br>3-5pm                     | Thu<br>21-Sep | Fri<br>22-Sep | Mon<br>25-Sep | Tue<br>26-Sep | Wed<br>27-Sep<br>7pm   | Thu<br>28-Sep<br>all day                        | Fri<br>29-Sep | Mon<br>23-Oct | Tue<br>24-Oct                                   | Wed<br>25-Oct                                   | Thu<br>26-Oct | Fri<br>27-Oct |
|--------------------------------|---------------|---------------|--|---------------|---------------|---------------|---------------|------------------------|---|---------------|---------------|---|---|---------------|---------------|
|                                |               |               | Shortlisting candidates (2hr phone hookup) |               |               |               |               | Selection panel dinner | 1st Round interviews (5-6 candidates via skype) |               | VC's farewell | 2nd round interviews (2-4 candidates in Hobart) | 2nd round interviews (2-4 candidates in Hobart) | Hob Show Day  |               |
|                                |               |               | 1  |               |               |               |               | 1                      | 1   |               |               | 1   | 1   | 1             |               |
|                                |               |               | ?  |               |               |               |               | 1                      | 1   |               |               | 1   | 1   | 1             |               |
|                                |               |               | ?  |               |               |               |               | 1                      | 1   |               |               | 1   | 1   | 1             |               |
|                                |               |               | 1  | X             |               |               | x             | 1                      | 1   |               |               | ?   | ?   | ?             |               |
|                                |               |               | 1  | X             |               |               |               | 1                      | 1   |               |               |   |   |               |               |
|                                |               |               | N  |               |               |               |               | N                      | N   |               |               | 1   | 1   | 1             |               |
|                                |               |               | 1  |               |               |               |               | 1                      | 1   | all day       |               | 1   | 1   | N             |               |
|                                |               |               | 1  |               |               |               |               | 1                      | 1   |               |               | 1   | 1   | 1             |               |



The **Selection Panel** comprised of the following members:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



## Vice-Chancellor

(Following the appointment of Professor Peter Rathjen as the next Vice-Chancellor of the University of Adelaide) an outstanding opportunity exist for a visionary and inspirational leader to take up the role as the University of Tasmania's next Vice-Chancellor.

For over 125 years, the University of Tasmania has been at the forefront of discovery and innovation and as the state's only university it sits at the heart of the community playing a vital role in the future prosperity of the state.

The University is set to enter an exciting new era with major plans to redevelop campuses in both Launceston and Hobart creating significant education and research hubs in both of Tasmania's major cities. In conjunction with this transformation project the University has introduced new degree programs designed to attract more students into higher education.

The University of Tasmania is highly regarded for its commitment to excellence in learning and teaching and research. It was ranked in the top 10 research universities in Australia and in the top two per cent of universities worldwide in the Academic Ranking of World Universities. The University's research strengths take advantage of Tasmania's unique characteristics, including its natural environment and geographical location. They lie in the thematic areas of Environment, Resources and Sustainability; Creativity, Culture and Society; Health; Marine, Antarctic and Maritime; and Data, Knowledge and Decision-making. The University has over 35,000 students with campuses in Hobart, Launceston and Sydney.

The successful candidate will champion a high-performance environment which enables research, learning, teaching, innovation and community engagement to flourish and operational targets to be met. The University seeks a recognised academic leader with the capacity to build upon its excellent national and international standing.

Initial enquiries and requests for further information may be directed in confidence to Dr Sean Davies of Cordiner King, executive search consultants, on +61 3 9620 2800 or [unitas@cordinerking.com.au](mailto:unitas@cordinerking.com.au).

Applications close September 1st, 2017.

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Vice-Chancellor

Suggested Second Interview Questions

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September 2017

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Highly Confidential

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**Presentation Follow on Questions (questions will arise from the presentations but a few things that we may want to cover)**

1. As you have indicated in your presentation there is much to achieve and some significant challenges to address. In that overall context what would your immediate priorities be in the first three to six months?
2. Given that you are moving to a new university and a new state and that you will need time to get up to speed how would you go about making sure that momentum is not lost in addressing all the issues you have outlined? (not as relevant for [REDACTED]).
3. Specifically in the context of this discussion what experience, skills and attributes do you believe you will bring?

**Leadership and Management**

4. Inevitably when change is introduced there will be those who are resistant, how do you deal with this group?
5. Can you give us an example of how you have dealt with non-performance or poor performance by a senior staff member?
6. What makes you stress in the workplace (example)? How do you personally deal with stressful situations?

**Financial and Commercial Skills**

7. Universities are large, diverse businesses facing increasing financial pressure. Universities also need to invest in new ways of teaching and engaging as well as in research and staff development. How do you manage these competing financial priorities?
8. How would you track the financial health of the University – what are the two or three key performance indicators you keep (would keep) a close eye on?

**External**

9. What role do you think you have played in the national higher education debate (or more broadly in the higher education sector)?
10. As Vice-Chancellor, how would you divide your time between leading and managing the University internally and dealing with the external dimension?
11. What are the benefits of global engagement for universities? What are your thoughts on the University's global strategy? What changes would you propose?

**Research**

12. Very strong research performance will be a key part of the University achieving its goals. How would you assess the University's current performance?
13. How can the University's research performance be improved? Where are the biggest opportunities?

**Teaching and Learning**

14. What is your assessment of the quality of teaching at the University? Does it need to be improved and, if so, how?
15. What teaching and learning opportunities are being presented by new technologies and how would you take advantage of them?
16. What are the key drivers for ensuring a positive student engagement/experience? How will they change in the next 3-5 years?

**Governance**

17. How would you define the ideal working relationship between the Vice-Chancellor and the Council