

# Terms of Reference

## 1.0 Establishment

1.1 The Executive Leadership Team was established on 1 January 2007 by the Vice-Chancellor as a standing committee of the Vice-Chancellor to provide advice on major strategic and operational matters for the University, including the annual corporate planning cycle, strategic priorities and key performance indicators, and workforce planning.

## 2.0 Function and Responsibilities

2.1 Providing advice to the Vice-Chancellor on matters of strategic and operational significance for the University, the primary role of the Executive Leadership Team is to determine the strategic direction of the University in line with the University's institutional strategic plan as approved by the University Council, and to prioritise operational decision-making in the context of this framework.

2.2 In undertaking these responsibilities, Executive Leadership Team will provide advice to the Vice-Chancellor on:

- 2.2.1 The University's performance and strategic positioning in the context of developments in the national and global higher education, research and innovation environments;
- 2.2.2 Opportunities for strategic partnerships and alliances with key stakeholders across academic, government and industry spheres to advance the objectives of the University's institutional Strategic Plan;
- 2.2.3 Development of the institutional Strategic Plan and review and management of the corporate planning cycle, including the annual corporate plan, setting and monitoring key performance indicators, targets and corporate priorities for the University;
- 2.2.4 Review of the institution's Long Term Financial Plan and associated targets for revenue and expenditure, where appropriate;
- 2.2.5 Significant strategic and operational matters, including strategic asset management and information technology issues;
- 2.2.6 Significant University-wide education and research matters;
- 2.2.7 Establishment of the principles and practices through which the University will manage the sustainability, performance and ongoing development of its workforce;
- 2.2.8 Providing institutional leadership on work health and safety matters, including proactive management and continuous improvement;
- 2.2.9 Management of major institutional change, including consideration of items arising from internal or external reviews of University Colleges, Divisions or units;
- 2.2.10 Review of the strategic and operational risk profile of the University;
- 2.2.11 Matters arising from other University committees or groups, including Academic Senate and its Committees; and the University Health and Safety Committee; and
- 2.2.12 As necessary, any other matter (other than that reserved for University Council or Academic Senate) relating to the strategic or operational management of the University.

2.3 The Executive Leadership Team will act as a conduit as determined by the Vice-Chancellor for University matters progressing to the University Council and its Committees.

### **3.0 Membership**

3.1 The Executive Leadership Team shall consist of the:

- 3.1.1 Vice-Chancellor and President (Chair);
- 3.1.2 Senior Deputy Vice-Chancellor (Academic and Global);
- 3.1.3 Deputy Vice-Chancellor (Engagement and Equity);
- 3.1.4 Deputy Vice-Chancellor (Research and Innovation);
- 3.1.5 Chief Operating Officer;
- 3.1.6 Pro Vice-Chancellors of the University's Colleges;
- 3.1.7 Pro Vice-Chancellor (Indigenous Strategy and Leadership);
- 3.1.8 General Counsel and Chief Governance Officer;
- 3.1.9 other senior executive staff of the University, as invited by the Vice-Chancellor.

3.2 Executive Leadership Team members are expected to attend all meetings and may send delegates only where such delegates are approved by the Vice-Chancellor and authorised to make decisions on behalf of the absent senior executive.

### **4.0 Rights of Audience and Debate**

- 4.1 From time to time and as required, the Vice-Chancellor may invite additional University staff members or external stakeholders to present to or participate in the Executive Leadership Team.
- 4.2 The Vice-Chancellor will invite the President of Academic Senate to attend meetings of the Executive Leadership Team as an observer when matters of academic governance which will progress to Council, are being considered.

### **5.0 Meeting frequency**

5.1 The Executive Leadership Team will usually meet weekly, with additional meetings scheduled by the Vice-Chancellor as required.

### **6.0 Flow of business**

- 6.0 All items for the agenda must be provided to the Secretary of the Executive Leadership Team by the nominated deadline, with late or tabled papers requiring approval from the Vice-Chancellor as Chair.
- 6.1 Where an item is progressing to University Council or its committees, the Secretary of the Executive Leadership Team, in consultation with the University Secretary, will provide advice to members on appropriate scheduling for items to meet relevant Council deadlines.

### **7.0 Quorum**

7.1 For matters which are determined by a vote, the quorum shall be the nearest whole number above half of the membership.

### **8.0 Review of the Committee**

8.1 The Executive Leadership Team shall review its own performance and functions at a minimum every two years.

### **9.0 Servicing of Committee**

9.1 The Executive Leadership Team is serviced through the office of the University Secretary, with support where necessary from the Office of the Vice-Chancellor.

Document History		
Approval Authority	Vice-Chancellor	
Updated	Approved By	Notes
1 June 2026	University Secretary	Administrative amendments to update Membership of the ELT (in line with announcement by VC on 20 February 2026 and SDVCA on 5 March 2026).
13 December 2024	Vice- Chancellor	Amendments to membership. Administrative amendment for removal of Portfolio Resource Allocation / Estate Committee which is no longer in existence.
1 January 2024	University Secretary	Administrative amendment to reflect change of name from “Executive Committee” to “Executive Leadership Team”.
22 June 2020	Vice-Chancellor	
30 September 2013	Vice-Chancellor	
16 June 2012	Vice-Chancellor	
1 January 2007	Vice-Chancellor	First established.