ROLE SPECIFICATION

for the position of  WARDEN AND PRESIDENT

with  TRINITY COLLEGE

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Trinity College, The University of Melbourne

Founded in 1872 as the first college of the University of Melbourne, Trinity College is a unique tertiary institution that provides a diverse range of rigorous academic programs for more than 2500 talented students from across Australia and around the world. These programs include:

- The residential College for undergraduate and postgraduate students of the University of Melbourne, both resident and non-resident
- The Pathways School, which encompasses Trinity College Foundation Studies (TCFS), a one-year course which prepares able overseas and indigenous students for undergraduate entry to the University of Melbourne and other leading Australian universities; the Young Leaders Programs for domestic and overseas secondary school students, and various short courses and conferences
- Trinity College Theological School (TCTS), which offers degree and other courses for training and forming Anglican clergy and others, on campus, online, and in parishes

The College celebrates, and is enriched by, the diversity of backgrounds of its staff and students. A Trinity education is characterised by a high level of international engagement and a strong commitment to equity and diversity. An Anglican institution, Trinity welcomes people of all faiths and none. The College has an operating budget of A$40 million and employs around 200 FTE staff and 100 casual staff across 7 campuses in the University of Melbourne precinct.

The Warden of Trinity College is the President and the CEO and is currently held by the 7th Warden, Reverend Professor Andrew McGowan, who announced his resignation after seven successful years in the role in order to take up a leadership role at Yale Divinity School.

In all the educational programs it offers, the College aims to provide opportunities for students – from around Australia, and around the world – which can transform their lives. It aims to do this through offering its students an education that is comparable with the best in the world.

The Residential College

Our residential College is a stimulating environment in which some 300 undergraduate and postgraduate University of Melbourne students live, study, and grow intellectually and personally. Trinity’s resident students enjoy an enhanced university education with strong academic support through small group tutorials, individual mentoring, extensive pastoral care, and a wide range of extra-curricular activities, including student-run clubs and societies. Student life is further enriched by contact with visiting scholars of international repute, while the convenience of living on campus has obvious benefits.

The resident population models that of the University of Melbourne with approximately 25% local metropolitan students, 25% interstate, 25% international and 25% from regional Victoria.

Each year, exceptional scholars and thought leaders visit Trinity and contribute to our intellectual development and aspirations. Previous visiting scholars have included two Nobel Laureates in economics, several Miegunyah Fellows, professors from Harvard, Oxbridge and other leading universities, media dons such as David Starkey CBE, critical theorists such as Terry Eagleton, as well as leading scientists.
The Pathways School
After a 16-month strategic planning process, the Pathways School began in 2014 and encompasses all of Trinity’s existing and future ‘pathway’ programs, both international and domestic. With the largest program, Foundation Studies, now in its 24th year of operation, the College leadership have leveraged this considerable expertise to develop further bridging courses. The Pathways School includes:

- Foundation Studies, an award-winning, one-year course that qualifies 1500 overseas students for undergraduate entry to the University of Melbourne and other leading Australian universities. The course gives students the intellectual and cultural skills necessary for success at university. Widely regarded as a benchmark for Foundation Studies programs in Australia, TCFS courses are academically supervised by the University of Melbourne, which guarantees places to those students – on average, over 85% of TCFS graduates – who achieve the required scores.
- the Bachelor of Arts (Extended), now in its 5th year and boasting an 82% retention rate, is for indigenous students who have not reached the ATAR hurdle for direct entry into the University of Melbourne and includes a foundation year taught by Trinity staff
- the Young Leaders Program, in its 12th year, which includes two large and transformational ‘holiday’ programs in July and December for high school aged domestic and international students

Theological School
The Theological School is an internationally recognised centre for theological education and ministry formation in the Anglican tradition. It was founded in 1877 by Bishop James Moorhouse to train a ‘learned and dedicated clergy’, and now offers courses – on campus, online, and around Australia – for ordination training, lay education, and scholarly exploration of the Christian faith. Theology students at Trinity undertake degree courses of the University of Divinity, which is affiliated with the University of Melbourne.

Alumni
Trinity’s many distinguished alumni – including 36 Rhodes Scholars – have made their mark in academia, business, the professions, church, governments and communities around the world. Today, a global network over 20,000 Trinity College alumni are ‘making a difference’ in almost 60 countries.

Trinity College is strengthened by an inspiring tradition of philanthropy which encourages and expects each generation of Trinity graduates to assist those who follow them. Buildings, teaching positions, and scholarships continue to be made possible by generous benefactors. Trinity offers a wide range of scholarships across all areas of the College. While primarily for students with financial need, some are for students from specific backgrounds.

Strategy Framework
In August 2012, following extensive discussion and consultation with all sections of the College community, the Board approved a Strategy Framework that laid out the College’s core guiding principles, and strategies designed to achieve its stated goals. Trinity has a distinguished history of helping prepare exceptional young people to become outstanding community members. However, the challenge in what is now a global education market is that we are in competition with the world’s best. Building on what Trinity has always done well, we will offer a unique educational experience with a three-part focus for the next decade:
Warden and President
Trinity College, The University of Melbourne

- Offering unparalleled access to exceptional students, no matter where they come from
- Ensuring transformational experiences that inspire students to contribute to the world’s big issues
- Providing extraordinary opportunities for students to make their mark on the world.

Access will be provided through a campaign to raise $25 million in scholarships for students and the creation of the Pathways School—both an opportunity for Trinity to place all of its various ‘pathways’ programs into one dedicated division, and also in order to create new Pathways for a greater diversity of students.

Transformational experiences will be aided by exposing our students to the world’s leading thinkers and scholars from across the disciplines within a Centre for Advanced Studies.

Finally, extraordinary opportunities are provided through connecting our students to the vast global Trinity network, through a new Careers Office and scholarships that aid students to leave Trinity in order to pursue further studies overseas or to create new initiatives that will make a difference in the world.

The strategy is accompanied by an architectural Master Plan, which is currently being reviewed in the light of encouraging progress in fund-raising and construction of a major new education building on Tin Alley, and the Campaign for Trinity, a multi-year fundraising campaign which has raised nearly $20 million in cash and pledges since 2002 and seeks to raise an additional $50 million by 2022.

Success criteria for the 2022 strategy comprises
- An international reputation for our unique three-part educational offering
- A measurably enriched student experience where Trinity students rate their experience as transformational
- A true ‘community of communities’ where each part of the College has its own identity and concrete, mutually beneficial relations with all the other parts
- An appropriate set of facilities that adequately meets functional needs and reflects our reputation for excellence
- An enthusiastic support base including alumni and friends that support our strategic journey.

Role of Warden and President
The Warden and President is the chief executive officer of Trinity College, appointed by and reporting to the Board, which is ultimately responsible to the College Council.

Since the 1870s, the Warden has been the principal public face of the College.

In 2014, the role of the Warden and President is to provide outstanding and effective leadership to the College’s activities, and in particular:
Warden and President
Trinity College, The University of Melbourne

- to ensure that the vision and strategy of the College are put into operational effect, including ensuring an effective framework of planning and accountability to enable delegation of most operational responsibility to other members of the Senior Management Team
- to ensure the effective and efficient management of the College’s significant human, financial, physical, and other resources
- to ensure that Trinity College is an exceptional, high-quality intellectual and cultural activity in Australia
- to ensure that Trinity College makes an outstanding contribution to the wider University of Melbourne, and that all strategic relationships for the College, most especially with the wider community and its other constituent parts, are maintained in good health and flourish
- to encourage generous philanthropic support from alumni and friends of the College
- to ensure that Trinity makes a significant contribution to the future vitality of a balanced and broadminded Anglican Church.

The Warden and President will have considerable commercial acumen in order to lead the management of annual revenue in the order of $40 million. The Warden and President of Trinity College will demonstrate a capacity to build rapport with a wide range of individuals and groups including students, staff, alumni and friends of the College, colleagues in the wider University and community leaders in Australia and overseas.

Governance
The College is an autonomous, self-governing institution, operating under the Trinity College Act 1979, and a constitution made under the Act. Under the College constitution, a 12-member Board meets monthly and exists ‘to administer, manage and control the College and its affairs’.

The Board delegates to the Warden and President, as chief executive officer, responsibility for the operation of the College within the framework of strategy and policy determined by the Board. The Board is committed to supporting and guiding, and is responsible for monitoring the performance of the Warden and President.

The Warden and President is a member of the Board.

The Trinity College Foundation – established in 1983 as the philanthropic arm of the College – is a separate legal entity with its own Foundation Executive Committee. The Foundation is supported by and administered through the College’s Development Office.

The Trinity College Theological School, a department of the College, has its own Management Committee.

Academically supervised by the University of Melbourne, the Foundation Studies curriculum is annually monitored by various academic committees that include University of Melbourne academic staff.

A small number of governance functions are performed by a Council, made up of approximately 40 people representing various stakeholders, which ordinarily meets twice a year.
Senior Management Team and other support
The Warden and President leads the Senior Management Team of the College which also comprises:

- the Dean of the College and Deputy Warden
- the Dean, Pathways School
- the Dean, Trinity College Theological School,
- the Director of Advancement (who is also Executive Director of the Trinity College Foundation),
- the Director of Finance and Administration
- the Chief of Staff and Head, Education Strategy.

The Warden and President is also assisted by an Executive Assistant and Executive Officer.

The Opportunity
The new Warden inherits a college in a very strong position. There is very strong demand for all of the College’s programs and there is real opportunity for the College to grow and to further cement itself as one of the pre-eminent institutions of its type globally.

The opportunities include:

- **Taking the Foundation program to Asia.** Already the program has a strong foothold and by any measure is the outstanding bridging program for Asian students into Melbourne University. But there is a great deal more to be done to facilitate the growth of that program into Asia and beyond.

- **Reinforcing academic excellence at Trinity as a way of life.** Trinity prides itself on its scholarship, but in the medium term aspires to be a location of choice for even more Nobel Prize winners and other leading edge thinkers in the world.

- **Investing in world class facilities.** The Foundation is relatively small and supports a number of scholarships at the moment but the college has the appetite to markedly increase fundraising to both increase scholarships (they do change the lives of those who receive them) and invest in new facilities to increase capacity and make attending Trinity a truly distinctive experience.

- **Connecting better with the community.** Trinity can further improve its relationships with its alumni, with the city of Melbourne and its constituents, as well as federally and also offshore.

The Ideal Candidate
The search strategy is very broad. First and foremost we seek a public face for Trinity, someone with the maturity and standing to be able to represent the college in senior forums. They must have an international perspective on issues and at least a working understanding of global, regional and local trends in higher education.
Candidates could of course emerge from academe, but equally could come from politics, business or professional services. Whatever their background, candidates must have a strong desire to lead a distinctive educational institution.

It will be important that the successful candidate will have run an entity of similar scale and complexity in the past and has done so successfully.

As provided in the College constitution, the Warden should be ‘a communicant member of the Anglican Church of Australia, unless on the recommendation of the Council, the Archbishop of Melbourne determines, in a particular case, that the Warden and President need not be such a communicant member’. It is anticipated that such determination would be made for a communicant member of any Christian denomination recommended by the selection committee for the position of Warden and President.

Critical Competencies

- **Leading strategic thinking.** The Warden must be a bold, visionary, and clear-sighted strategic thinker who can work with the board to develop the College’s Strategy and implement it.
- **Providing commercial leadership.** The College is a small and complex business and the Warden must be capable of managing that business on a day to day basis, making trade-offs to ensure that overall budget and funding targets are being met.
- **Raising funds for investment.** The opportunity for the college is substantial but it does require substantial fundraising of at least A$50 million. It will be important that the successful candidate has led a program and delivered against a large fundraising target in the past.
- **Dealing with stakeholders.** The warden must be capable of working closely and constructively with key stakeholders, for example (but not limited to) senior officers of the University, and of effectively advancing the College’s contribution to and role within the wider University of Melbourne
- **Leading a small and highly capable team.** The new Warden inherits a very capable but diverse team, and must be able to lead and develop that team in harmony with a very well established culture at the college.
- **Working with students.** The Warden must enjoy engagement with students, including having the capacity to assist them to fulfill their potential. Visibility in the college in a role such as this is very important.

Personal qualities
The Warden must have exemplary personal qualities of integrity, intellect, and sound judgment. He or she must be a person of intellectual distinction and high academic standing.

Remuneration and Terms
The appointment is for an initial term of five years, with an option to renew for a further five years though it is anticipated that the successful candidate will wish to seek more senior academic positions some time between the first and second terms.
A remuneration package will be negotiated with the successful candidate, and may include study leave, professional development, accommodation, allowances for interstate and international travel, and entertainment activities.

Location
Parkville, Melbourne.