

# Role Statement Chancellor

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**Department:** Governance and Compliance

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**Location:** UniSQ Toowoomba

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**Approval:** Council

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**Date of Approval** 22 June 2026

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## 1. Scope of the Role

As the Chair of the Council of the University of Southern Queensland, the Chancellor is a leader of the University and its ceremonial head. The Chancellor leads the University's governing body, the Council, in inspiring the University to achieve its stated objectives and making the best possible decisions for the sustained success of the University. The Council oversees the University's strategic direction, approves the financial plan, oversees the management of risk and ensures that appropriate plans are in place to achieve the University's goals.

The Chancellor exemplifies the highest standards of governance, integrity and ethical conduct and sets the tone for the culture of the University. Along with the other members of Council, the Chancellor is expected to actively demonstrate the values and behaviours expected of all University members: respect, integrity, and excellence. The University's culture is built around relationships and community, mutual respect, diversity and inclusion, and a strong commitment to ethics and integrity, collaboration, creativity and innovation, and the Chancellor plays a leading role in demonstrating commitment to this culture at all times.

The [University of Southern Qld Act 1998](#) provides the authority for the establishment of the position of Chancellor. Section 30 of the Act prescribes:

- (1) There is a chancellor of the university.
- (2) The council must elect a chancellor whenever there is a vacancy in the office.
- (3) The person elected need not be a member.
- (4) The person elected must not be a student or a member of the university academic staff or general staff.
- (5) The chancellor holds office for the term, not longer than 5 years, fixed by the council.

## 2. Authority and Responsibilities

The Chancellor's authority and responsibilities are derived from:

(a) The [University of Southern Qld Act 1998](#) establishes:

- the Council and the basis of delegations (sections 7 -11);
- the Chancellor as an Official Member of Council (section 13);
- a member of Council's function and obligations (section 26A);
- the Chancellor as Chair of Council (section 27(1)); and
- the position of Chancellor and the Chancellor as an Officer of the University (section 30).

(b) The Council has made and does make delegations to the Chancellor:

- a general delegation, to act executively on behalf of Council when the Council itself is not meeting;
- specific delegations, in some instances jointly with other officers, for specific purposes.

In addition to these, other responsibilities follow from Commonwealth and Queensland legislation and various codes of practice concerning the operation of universities in Australia.

The Chancellor must, as reflected in section 26A of the [University of Southern Qld Act 1998](#):

- act honestly and in the best interests of the university;
- exercise reasonable skill, care and diligence; and
- disclose to the council any conflict that may arise between the member's personal interests and the interests of the university; and
- must not make improper use of their position as a member, or of information acquired because of their position as a member, to gain, directly or indirectly, an advantage for the member or another person.

The Chancellor must comply with the University's policies covering conduct and integrity, including the [Code of Conduct](#) and must continue to satisfy:

- eligibility requirements for Council membership as set out under eligibility requirements for Council membership as set out under section 23 of the Act;
- the fit and proper person requirements specified by TEQSA.

## 3. Duties and Roles

### 3.1 Head of Council and Ceremonial Head of the University

The Chancellor has a responsibility to represent the Council at all times in the public arena and, as appropriate, to support the Vice Chancellor in advancing the University's interests in the public arena.

The Chancellor is the official reference point on Council matters for State and Federal Ministers, the Queensland Auditor General, the Crime and Corruption Commission (CCC) and the Queensland Ombudsman. Such references include matters relating to the appointed membership of Council, the University's annual statutory audit and reporting processes, and complaints and issues concerning the Council that have been referred to the CCC or the Queensland Ombudsman from any source.

The Chancellor may also be approached as a reference point for a range of student, staff and community inquiries/complaints; however, these will usually be management issues and would properly be referred to the Vice Chancellor or another authority in the first instance in accordance with relevant policies.

The Chancellor is the recipient of a range of institutional and community invitations to represent the University and participate in organisational activities. Such contacts are valuable activities for progressing the community reputation of the University.

### 3.2 Presiding at Graduation Ceremonies

Presiding over graduation ceremonies is a key ceremonial role for the Chancellor though, should the need arise, this may be delegated to the Deputy Chancellor or another officiating officer. The Chancellor is also the host for Honorary Award ceremonies which are held annually.

### 3.3 Chair of Council Meetings

The Chancellor presides at Council meetings, including overseeing agenda setting and approval to circulate the unconfirmed minutes.

In line with accepted governance practice, the Chancellor also has responsibility for:

- providing leadership and ensuring the efficient and effective operation of the Council in the performance of its governance role and in achieving its various objectives;
- promoting and reinforcing an understanding amongst Council members of the role of Council and its Committees, the role of individual Council members and the distinction between governance and management;
- ensuring there is timely, accurate and relevant information to assist Council members in the performance of their duties and transparent decision-making;
- ensuring there is adequate support and resourcing provided for the functioning of Council and its committees;
- encouraging open, respectful debate and discussion, and fostering a sense of cooperation and cohesiveness amongst members of Council and its committees;
- overseeing the conduct of Council performance evaluation and member peer review processes; and
- providing direction to the University Secretary in their role as Secretary to Council and/or Director,

Governance and Compliance, as required.

### **3.4 Committees of Council**

The Chancellor is a member of each Committee of the Council, with the exception of the Academic Board. The Chancellor may attend Academic Board as an observer.

The Chancellor is currently the Chair or a member of the following Committees:

- Audit and Risk Committee – member
- Chancellor’s Committee - chair
- Finance and Facilities Committee – member
- Honorary Awards Committee – chair
- Nominations Committee - chair

It is the Chancellor's responsibility to ensure that the committees of Council work effectively and that the membership of committees makes best use of the skills, expertise and experience of the Council's membership and, if required, co-opted members.

### **3.5 Supervision of the Vice-Chancellor**

The Vice-Chancellor is appointed by Council, with the Chancellor responsible for the supervision of and advice to the Vice Chancellor. This requires the Chancellor to keep in touch with the general activity of the University and to develop an ongoing appreciation of the vision, leadership and performance of the Vice Chancellor from a number of perspectives, both internal to the University and external in the wider community. This is achieved by active contact with a range of staff, general business and community contacts, and regular personal communication between the Chancellor, Vice Chancellor, Council members and other University staff.

The relationship between the Chancellor and Vice Chancellor is similar to that between the chair of a board of directors and the chief executive officer. As such, there is a need to develop a close and effective working relationship built on mutual trust and respect. Regular communication between the Chancellor and Vice Chancellor, face-to-face, by phone or email, or other means, is essential to maintaining a positive and productive relationship.

The Chancellor conducts the Vice Chancellor's annual performance review which includes the University's performance against key performance indicators. Input from the Deputy Chancellor and the chairs of Council's committees is also considered, along with input from members of the Vice-Chancellor's Executive if and as required by the Chancellor. The Chancellor reports the performance to the Chancellor's Committee, which is delegated by Council to determine the Vice Chancellor's annual salary increase in accordance with the Vice Chancellor's employment contract. The Chancellor also counsels the Vice Chancellor based on the feedback from the annual performance review process.

### **3.6 Matters Requiring Specific Action by the Chancellor**

When a matter is brought to the attention of the Chancellor that involves the actions or conduct of a member of Council, or a co-opted member of a Committee of Council, or the Vice-Chancellor, the Chancellor will normally be required to take appropriate action. In some instances, the matter may involve referral to an external body or agency to meet statutory reporting obligations. The matter may also be referred to the University in their role as Secretary to Council, the Director, Governance and Compliance, the Chief People Officer, and/or an external investigator for help in evaluating the matter and advice on how to proceed with it.

In instances where the Vice-Chancellor has declared a conflict of interests and is the sole decision-maker, then the Chancellor may become the decision-maker subject to specific policy requirements and legal advice. Where an appeal of a decision of the Vice-Chancellor is permitted under University Policy, or where a matter involving the Vice-Chancellor is referred to the Chancellor by the Crime and Corruption Commission, the Chancellor will be required to hear such an appeal, seek resolution and report on their actions.

### 3.7 Certifications

The Chancellor may be required to certify reports or documents on behalf of the University, the Council or a committee of Council, including:

- minutes of meetings of Council and its Committees which they have chaired;
- Annual Report – covering letter to Minister inserted into the Report;
- Annual Financial Report – certification of the Management Certificate;
- testamurs conferring Higher Education Awards on graduates;
- honorary awards; and
- special acknowledgements and awards.

The Chancellor is also responsible for authorising the distribution to staff of a report on each Council meeting, as well as other ad hoc communiques with staff and students.

## 4. Eligibility for the Role

In accordance with the provisions of Section 30 of the [University of Southern Qld Act 1998](#), the person elected as Chancellor must not be a student or a member of the University's academic or general staff. However, the person elected as Chancellor need not be an existing member of Council. The Chancellor holds office for a term fixed by Council, of not longer than five years but they can be re-elected.

The Chancellor must be free of any interest, including financial interest, with the University at the time of appointment or at any time during the term of office that could give rise to a conflict of interests. Section 39D of the [University of Southern Qld Act 1998](#) gives Council the power to remove the Chancellor from office for misconduct or failure to comply with the Chancellor's statutory duties.

## 5. Qualities and Experience

The qualities and experience to carry out the role of Chancellor successfully include the following:

- Having extensive experience in organisational governance, leadership and the chairing of bodies such as large boards.
- Being influential and respected by government, business and community at the highest levels with extensive networks and exhibiting the capacity to present issues and lobby effectively on behalf of the University.
- Having the capacity for strategic thinking and envisioning and articulating the future of the University in national and international higher education contexts, as well as being an exceptional communicator with the capacity to persuade, manage dissent, inspire and lead.
- Being personally committed to the statutory objectives, mission and values of the University, its role in its regions, and to the importance of and the opportunities provided by university education.
- Having a reputation for integrity and probity and a respected public profile.
- Being able to engage with the University community at all levels and willing to be involved in University life and events.
- Being able to commit substantial time to carrying out the duties of Chancellor on an ongoing basis for the term of the appointment.

## 6. Conditions and Benefits

As with all Council members, the Chancellor will :

- be remunerated as determined by Council and set out in the [Council Remuneration Policy](#) and the [Council Remuneration Schedule](#);
- receive reimbursement for reasonable and legitimate expenses of office;
- be provided with such legal and financial advice as may be necessary to enable the discharge of fiduciary duties;
- be covered by Directors and Officers insurance, which provides protection against claims made by third parties against Council members.

## **7. Evaluation of Performance**

Council will seek to continuously improve its performance and that of its committees, through regular reflection, feedback and evaluation. Council will assess its performance, including the performance of its members, including the Chancellor, and its committees on an annual basis through self-assessment surveys. In line with the requirements of the [Higher Education Standards Framework](#), at least once every seven years, an independent external party will review the Council and its committees, which may extend to other areas as determined by the Council, including individual member performance.

## **8. Review of Role Statement**

Council will review this Role Statement on a biennial basis.

## Modification History

Date	Source	Details
22 June 2026	Council	Initial version