Position Description

Head of School

Position Number: Multiple
Position Title: Head of School
Date Written: July 2020

Faculty / Division: UNSW Canberra
School / Unit: Multiple
Position Level: School Executive

ORGANISATIONAL ENVIRONMENT

UNSW is currently implementing a ten-year strategy to 2025 and our ambition for the next decade is nothing less than to establish UNSW as Australia’s global university. We aspire to this in the belief that a great university, which is a global leader in discovery, innovation, impact, education and thought leadership, can make an enormous difference to the lives of people in Australia and around the world.

Following extensive consultation in 2015, we identified three strategic priority areas. Firstly, a drive for academic excellence in research and education. Universities are often classified as ‘research intensive’ or ‘teaching intensive’. UNSW is proud to be an exemplar of both. We are amongst a limited group of universities worldwide capable of delivering research excellence alongside the highest quality education on a large scale. Secondly, a passion for social engagement, which improves lives through advancing equality, diversity, open debate and economic progress. Thirdly, a commitment to achieving global impact through sharing our capability in research and education in the highest quality partnerships with institutions in both developed and emerging societies. We regard the interplay of academic excellence, social engagement and global impact as the hallmarks of a great forward-looking 21st century university.

To achieve this ambition, we are attracting the very best academic and professional staff to play leadership roles in our organisation.

VALUES IN ACTION: OUR UNSW BEHAVIOURS

UNSW recognises the role of employees in driving a high-performance culture. The behavioural expectations for UNSW are below.

- Delivers high performance and demonstrates service excellence.
- Thinks creatively and develops new ways of working. Initiates and embraces change.
- Works effectively within and across teams. Builds relationships with internal and external stakeholders to deliver on outcomes.
- Values individual differences and contributions of all people and promotes inclusion.
- Treats others with dignity and empathy. Communicates with integrity and openness.
OVERVIEW OF RELEVANT AREA AND POSITION SUMMARY

The Head of School is expected to exercise a special responsibility in providing leadership and in fostering excellence in research, teaching, professional activities and policy development within the School, within UNSW Canberra, and within the community, both scholarly and generally.

A Head of School should demonstrate academic excellence, which may be evidenced by an outstanding contribution to research, teaching and the profession.

The Head of School is expected to:
1. Provide strategic direction and academic leadership to enhance the overall performance of research activity, quality of teaching and the student educational experience, and the enterprise culture of the School; and
2. Effectively manage the School's human, financial, physical and administrative resources to support delivery of School goals and priorities.

RESPONSIBILITIES

Specific responsibilities for this role include:

Strategy and Planning
1. Work collegially and constructively with the Rector and Faculty Executive Team to lead the strategic direction of the Faculty.
2. Lead, develop and implement the School’s strategy and plans for research, teaching and learning and community engagement consistent with University/Faculty strategic direction.
3. Define and implement processes to support the strategy.
4. Contribute to planning and implementation of policy and strategic directions of the Faculty and, as a senior manager, contribute to the development of the University.

Student Education Experience and Teaching Performance
1. Lead the design, development, delivery and assessment of teaching programs offered by the School and ensure that the learning resources associated with the programs are consistent with University policy and procedures.
2. Foster a culture of innovation and excellence in learning and teaching and monitor School performance via measures such as myExperience.
3. Implement strategies to attract and retain high calibre students and improve the student education experience by providing timely and accurate information to students and using student feedback to target and monitor quality improvement initiatives.
4. Manage the enrolment planning process to ensure student target numbers are met and regularly review enrolment plans.

Research Performance
1. Enhance the research profile of the School by improving the quality and quantity of research output and aligning to research performance measures including the proportion of research active staff, the quantity and size of research grants and the number of publications and citations.
2. Attract quality research students by nurturing and developing an interest and awareness of research in prospective students, research students and postdoctoral fellows.
3. Establish a research performance culture that fosters and develops research students to improve PhD completion rates.
4. Improve the School’s research leadership capacity including the establishment of appropriate succession planning for key researchers.
Relationship Building
1. Build and sustain excellent relationships with the business, government, professional bodies, community leaders and alumni to ensure the interests of the School are effectively promoted.
2. Lead, facilitate and develop cohesiveness and collegiality in the School and build teams which work co-operatively.
3. Proactively manage and negotiate points of tension between individuals and groups.
4. Establish and maintain effective communication processes within the School including the timely communication of information when changes occur, and provide information on any matter connected with the organisation and work of the School as requested by the Rector.

Operational Management
1. Develop, implement and evaluate a comprehensive operational and improvement plan outlining the School's academic and resource strategy and priorities that ensures that:
   a. University policies, codes and procedures are implemented within the School by establishing appropriate administrative and academic structures;
   b. Annual performance monitoring is undertaken consistent with the University's quality management and improvement framework.
2. Effectively and efficiently manage School resources and develop business measures to assess School performance against agreed objectives and provide regular reports to the Rector on the allocation of agreed resources to support teaching, enterprise, research and engagement.

Financial Performance
1. Achieve the financial performance goals of the Faculty by effectively managing the School's budget and financial resources and align to performance measures such as actual financial performance against budget allocation.
2. Manage the appropriate allocation of financial resources from the general fund budget, and other sources, to deliver on the financial goals of the Faculty.

Staff Management
1. Attract and retain high quality staff through recruitment, retention and development strategies and align to performance measures such as staff turnover and retention rates.
2. Establish a culture that nurtures an interest and awareness of the needs of early career academics, and develop support systems to assist them achieve their career potential.
3. Use contemporary HR practices (team building, coaching, mentoring, career development) to lead and motivate academic and general staff to maximise performance.
4. Ensure timely monitoring and effective negotiation of staff workloads and ensure that all staff understand their responsibilities.
5. Conduct regular performance reviews and provide timely feedback on performance and foster the professional development of staff.
6. Ensure the implementation and development of EEO policies and programs at the strategic and operational level, and foster a culture that supports equity, fairness and ethics in dealing with staff from diverse backgrounds.
7. Ensure that staff health and safety in the Faculty is a key priority at all levels by acting in accordance with University policy and external legal/statutory obligations (e.g. Occupational Health and Safety, industrial, complaints resolution and financial).
SELECTION CRITERIA

1. An outstanding record of research in a discipline, which is expected to be aligned with at least one of the Research Priority Areas of the School, as listed above. This is to be demonstrated by achievement across the following:
   a) Publication
   b) Funding
   c) Research supervision
   d) Leadership of a significant research group

2. An excellent record in university teaching in a relevant discipline, demonstrated by:
   a) Classroom teaching
   b) Course/program development
   c) Leadership

3. Record of effective contribution and achievement in university administration, for example:
   a) Administration at school or faculty level
   b) Leadership in administration

4. Outstanding record of leadership leading to high-quality outcomes that meet strategic goals, extending well beyond the applicants own research group.

5. Strong communication, negotiation and listening skills.

6. Ability to effectively complement the School’s current expertise in research and teaching.

7. A knowledge and understanding of equity and diversity and OH&S procedures and practices.

It is not the intention of the position description to limit the scope or accountabilities of the position but to highlight the most important aspects of the position. The aspects mentioned above may be altered in accordance with the changing requirements of the role.