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## POSITION DESCRIPTION

# Head of School

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Position Level	School Executive
Faculty/Division	UNSW Canberra (ADFA)
Position Number	Multiple
Original document creation	March 2023

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## Position Summary

The Head of School role is the key integration point between the UNSW 2025 Strategy's strategic priorities of academic excellence, social & industry engagement and global impact, and the delivery of those priorities through the work of our staff and students and engagement with key external stakeholders. Primarily this is achieved through integrated strategic planning, fostering an environment in which innovation and creativity can thrive, people centred leadership, and sound management of resources.

The Head of School reports directly to the Deputy Rector to shape and realise the strategic priorities and performance of the School.

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.

## Accountabilities

Specific accountabilities for this role include:

### Strategy

- Develop a strategic vision for the School that is aligned to the UNSW S2025 strategy, the UNSW Canberra strategy and the faculty plan, and engage staff within the School to realise that vision.
- Contribute to the delivery of the UNSW Canberra strategy and faculty plan, providing strategic advice on external engagement, research and educational priorities as examples.

- Lead and influence industry engagement and research to facilitate the development of sustainable industry supported collaborations that lead to innovative technological outcomes.

### ***Academic Excellence***

- Drive the overall academic performance of the School in meeting the University's objectives, specifically through:
  - Providing a valuable student education experience by fostering a culture of innovation and excellence in teaching that is aligned to UNSW education performance indicators.
  - Attracting high calibre students at the undergraduate and postgraduate level (including higher degree research students), and life-long learners, consistent with the University's target student numbers.
  - Enhancing the research profile of the School by improving the quality and quantity of research output including the proportion of research active staff, the quantity and size of research grants, the number and quality of publications and appropriate measures of impact such as citations.
  - Developing new programs and courses in collaboration with academic staff and the Faculty in order to continually meet industry requirements for global graduates.
  - Identifying new opportunities to collaborate with education, research and industry partners, and pursue where deemed feasible by the University.
  - Growing the international presence and reputation of the School.

### ***Leadership***

- Establish and maintain a collegial, supportive and productive culture within the School.
- Attract and retain staff of the highest quality to enable the strategic vision of the School to be achieved.
- Build the capability of staff within the School through effective talent management and succession planning strategies supported by regular communication, quality performance conversations, coaching and addressing barriers to high performance.
- Build and sustain excellent relationships with external stakeholders such as potential students and high schools, potential employers of students, donors, alumni, the community, business, and government to ensure the interests of the School are effectively promoted and advanced.
- Pursue and support equity, diversity and inclusion objectives and policies.
- Lead direct reports by setting clear expectations and goals, establishing KPIs, giving regular feedback on progress and facilitating effective career development conversations.
- Be an active member of the UNSW Canberra Faculty Leadership Team, including promoting and representing the School both internally and externally.

### ***School Management***

- Take responsibility for devolved School budgets and comply with University financial requirements.
- Influence income and expenditure to enhance financial sustainability.
- Ensure the School meets agreed key performance measures including those related to education, research, global impact and social engagement.

- Ensure that the School is effectively administered including optimising the allocation of resources, operating within budget and meeting relevant legislative and compliance obligations.
- Lead School based committees and boards and contribute to Faculty and University committees as required.
- Oversee compliance and quality assurance management consistent with requirements under the University's Risk Management Framework, including Work Health and Safety.
- Align with and actively demonstrate the [UNSW Values in Action: Our Behaviours](#) and the [UNSW Code of Conduct](#).
- Ensure hazards and risks are identified and controlled for tasks, projects and activities that pose a health and safety risk within your area of responsibility.

The Head of School together with the Rector and Deputy Rector will agree on specific performance targets annually as part of the UNSW Senior Staff Performance Review, including targets relating to leadership responsibilities and expectations in relation to the Head of School's own research and teaching (if applicable).

## Skills and Experience

- A respected scholar, normally at a Professorial level, in an appropriate discipline with an understanding and appreciation of the values and roles of a major university operating in an international context.
- The energy and resilience needed to deal with the challenges and opportunities offered by an ambitious university.
- A breadth of academic vision and intellectual enthusiasm that encompasses the range of disciplines within the School.
- Capacity to articulate a strategic vision for the School and the ability to lead and manage change to achieve that vision.
- A strong, proactive and energetic leader who can motivate high performance from diverse groups of people across the School.
- Outstanding communication and interpersonal skills including the ability to encourage staff to achieve their best and to have difficult conversations with under-performing staff where necessary.
- The representational skills to effectively take the School forward in a variety of internal and external forums.
- The ability to manage budgets effectively and according to school and faculty strategic priorities.
- A strong sense of equity, fairness and ethics to ensure a safe, diverse and respectful working environment which supports high performance and the development of staff.
- A capacity to build and maintain effective collaborative partnerships within and external to the School to support the mission and objectives of the School, Faculty and of the University
- An understanding and commitment to UNSW's aims, objectives and values in action, together with relevant policies and guidelines.
- Ability and capacity to implement required UNSW health and safety policies and procedures.

## **Pre-employment checks required for this position**

- Verification of qualifications
- Criminal History Check
- Identification Check
- Australian Work Rights Check

### **About this document**

This Position Description outlines the objectives, desired outcomes, key responsibilities, accountabilities, required skills, experience and desired behaviours required to successfully perform the role.

This template is not intended to limit the scope or accountabilities of the position. Characteristics of the position may be altered in accordance with the changing requirements of the role.