



Charles Sturt  
University

# Information for applicants

Position:

Head, School of Policing Studies

Faculty of Business, Justice and  
Behavioural Sciences



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## Message from the Vice-Chancellor and President

Thank you for your interest in the role of Head, School of Policing Studies at Charles Sturt University. We are a highly distinctive institution in both Australian and global settings. At 34 years of age, we are a relatively young institution with roots in regional Australia that has rapidly grown to service students and communities across Australia and the world.

Charles Sturt University is set to undergo a decade of great transformation that will see the university characterised by these key elements:

- An uncompromising drive towards excellence in every aspect of its operations.
- A strategic re-positioning of teaching, learning, research and engagement.
- A cementing of our position as Australia's pre-eminent rural and regional university.

The overarching aim is to transform our university so that it is more resilient and dynamic, with a strong reputation for excellence.

Charles Sturt needs a seasoned, energetic yet grounded and passionate individual who can help us achieve our strategy.

I hope you will consider this significant and exciting role.

A handwritten signature in black ink that reads "Renée Leon". The signature is fluid and cursive.

**Professor Renée Leon PSM**  
Vice-Chancellor and President



# Our university

## Our values

We are a university of the land and people of our regions. True to the character of regional Australia we have gumption, we have soul and we collaborate with others.

We develop holistic, far-sighted people who help their communities grow and flourish.

Acknowledging the culture and insight of First Nations Australians, Charles Sturt University's ethos is described by this phrase from the Wiradjuri people, the traditional custodians of the land of our original campuses.

## Yindyamarra winhanganha

which means 'the wisdom of respectfully knowing how to live well in a world worth living in'.

This phrase embodies who we are at Charles Sturt University. It comes from traditional Indigenous Australian knowledge, but it also speaks to the vision of the university – to develop and spread wisdom to make the world a better place.

Derived from our ethos, our values are to be insightful, inclusive, impactful and inspiring. By living these values, we want to make this a world worth living in.

These values are the principles and aspirations that guide our decision-making and underpin our ways of working. As a university we strive to understand people and the world, to embrace our differences and recognise the strength and value of working together, to make a difference in society through the work we do and to lead for a bright and sustainable future.

## Accredited Employer of Choice

Charles Sturt University was awarded an Employer of Choice for Gender Equality (EOCGE) citation from the Commonwealth Workplace Gender Equality Agency (WGEA) in 2019, 2020 and 2022.

The WGEA EOCGE citation is designed to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces.

The EOCGE program aims to recognise leading practice in addition to the compliance standards with the Workplace Gender Equality Act 2012, and participation in the program is voluntary.

The citation is recognition of the hard work we have put in and the great things we do at Charles Sturt University to promote gender equality, over and above that required by legislation. Charles Sturt was also awarded the Australian LGBTQ Inclusion Award 2021 – AWEI Bronze Employer.

We achieved this through meeting criteria related to leadership, learning and development, gender remuneration gaps, flexible working and other initiatives to support family responsibilities, employee consultation, preventing sex-based harassment and discrimination, and targets for improving gender equality.

In 2018, the university released its Workplace Gender Equity Strategy 2018-2022 and we were also among the first Australian higher education institutions to be awarded the Athena SWAN Bronze Institution Award.



Derived from our ethos, our values are to be insightful, inclusive, impactful and inspiring. By living these values, we want to create a world worth living in.



## About Charles Sturt University

Established as a multi-campus institution in 1989, Charles Sturt University is today the largest university in Australia located outside a major capital city.

Currently enrolling around 40,000 students from every state and territory and from more than 120 countries around the world, Charles Sturt University has an annual turnover of A\$576 million and assets valued at A\$1.7 billion.

Our campuses are located in Albury-Wodonga, Bathurst, Canberra, Dubbo, Goulburn, Orange, Parramatta, Port Macquarie and Wagga Wagga. We also have a regional study centre in Wangaratta. The broad geographic spread of our campuses allows us to serve the distinct needs of diverse communities. The university employs around 2,000 permanent staff.

Critical to the success of Charles Sturt University has been the balanced strategic development of all our campuses through multi-nodal delivery.

Charles Sturt University has eschewed the traditional hub and spoke model of multi-campus universities, promoting the role of multi-nodal delivery to enable us to offer common curriculums on multiple campuses, and aggregate student demand across multiple geographic regions. This model has allowed us to deliver a broader range of courses with a high level of quality at each of our campuses, and to grow our geographic reach over many years.

With more than 34 years of experience leading and innovating online education in Australia, Charles Sturt offers the most comprehensive range of programs of any university.



We're #1 in Australia for grads who get jobs. 85% of our undergrads get full-time employment within 4 months of graduating.\*

\* The Good University Guide 2022/23\*



We're #1 in Australia for undergraduate starting salaries. Our grads earn a median salary of \$64,100\*

\* The Good University Guide 2022/23\*



We're proud to be Australia's first carbon neutral university. Plus, we're in the top 2 per cent of universities worldwide for climate action.

\*Times Higher Education Impact Rankings 2022\*

Charles Sturt University has three faculties: Arts and Education; Business, Justice and Behavioural Sciences; and Science and Health. Faculties operate across campuses and are responsible for developing and delivering courses and conducting research. Leadership across the three faculties have common roles and work collaboratively where shared interests and outputs prevail. Schools and centres within these faculties are largely discipline-based and carry responsibility for the delivery of subjects. Administrative and academic support services are provided by a centralised administration team in each faculty. In addition to the administrative teams, specialist service divisions and offices operate across the university's campuses.

Internationally, we deliver programs in collaboration with higher education institutions in Europe and Asia. Our 7,500 international students hail from more than 120 different countries. We have more than 100 academic partnerships in more than 40 countries facilitating research, course delivery, cultural exchange, student and staff exchange, and a diverse range of other education activities.

Charles Sturt University offers one of the most comprehensive range of programs of any university or private higher education organisation. Many Charles Sturt University courses are offered through online learning, with more than 60 per cent of our students enrolled online. Our reputation has been built on the breadth of our offerings, our expertise in online delivery, and in particular being the largest online provider of postgraduate courses in Australia.



Today, more than 70 per cent of our professional programs are delivered in areas of identified national and regional labour market skills shortages. We are routinely ranked significantly above national and international benchmarks by our graduates for performance in work-integrated learning, with almost 50 per cent of our students required to undertake fieldwork as part of their studies and a further 25 per cent offered the option.

We engage in strategic, applied research that focuses on significant issues. Our key drivers are quality and excellence with an emphasis on the creation of new knowledge for the advancement of fields of study and enhancement of society in general.

We seek to make an impact on a regional, national and global level by contributing to the economic, social and environmental sustainability and wellbeing of these communities.

We are also a national and international leader in the development of collaborative pathways between vocational and higher education.

About one-third of Charles Sturt University students enrol based on a vocational qualification. This strategy has been essential to expanding opportunity for students, particularly those in locations distant from a university campus.

Charles Sturt University has nurtured a particular commitment to the development of the professions and workplace skills in Australia through work-integrated learning. We deliver one of the most comprehensive offerings of professional programs in the country, focusing particularly on areas of critical labour force need in Australia's regions.

Through our network of campuses, and in close association with industry, the professions and government, Charles Sturt University continues its commitment to maintaining a course and research profile to meet the needs and aspirations of our rural and remote communities and contribute to the enrichment of rural and remote Australia.

We are committed to expanding higher education opportunities for rural, remote and First Nations students. We're achieving this by providing enhanced local study options in a comprehensive range of professional fields. We also support the growth and development of regional labour markets, and conduct research that addresses fundamental issues raised by industry and communities in our regions. The full-time employment rate for Charles Sturt University graduates eclipses the national university average, and we will continue to strive to provide opportunities for rural, regional and First Nations students that would not otherwise be available.

We believe the university's success in attracting national and international students strengthens the programs we are able to offer our regional communities. Charles Sturt University's regional location enables us to make a distinctive national and international contribution to research in fields such as communication, creative industries, education, humanities, Indigenous Australian studies, Islamic studies, library and information studies, social work and human services, and theology, as well as support national priorities by sustaining and growing critical regional labour markets.

# Our strategy

The Charles Sturt University Strategy 2030 will guide our 10-year journey towards a vision to be Australia's leading regional university, advancing the careers of our students, inspiring research excellence and driving regional outcomes with global impact. Our four strategic focus areas are:

- students
- research
- people
- social responsibility

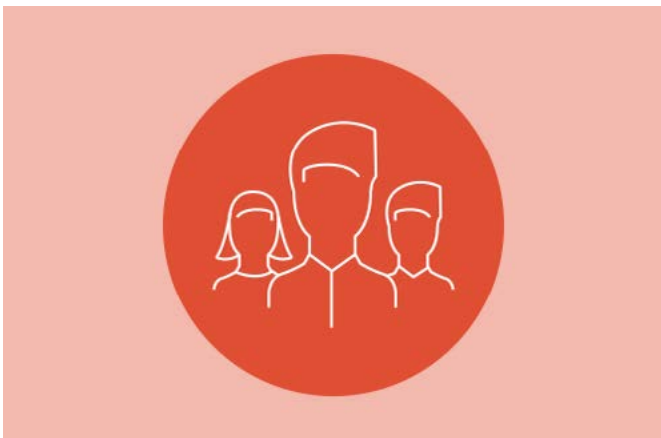
We provide the knowledge, skills, attitudes, habits and professional networks for a meaningful life and successful career.



**Students:** Connecting our students with the knowledge and wisdom to shape the world.



**Research:** Collaborating with our partners on research with impact.



**People:** Supporting, empowering and inspiring our people to deliver excellence.



**Social responsibility:** Engaging regionally and globally to drive sustainable prosperity.

# Historical timeline

Charles Sturt University has been built on a tradition of excellence in teaching and research spanning more than 100 years, with the first enrolment of students at the Bathurst Experiment Farm in 1897. Formed progressively through the merger of regional institutions in south-western and western New South Wales, Charles Sturt University was formally incorporated on 19 July 1989, under the Charles Sturt University Act 1989.

## 1989

Charles Sturt University established by an Act of Parliament, merging the former Mitchell College of Advanced Education and the Riverina-Murray Institute of Higher Education. Interim Board of Governors meets for the first time and announces appointment of the inaugural Chancellor, David Asimus AO.



## 1990

Former Riverina-Murray Institute of Higher Education principal, Professor Cliff Blake AO, appointed as inaugural Vice-Chancellor.

## 1991

Charles Sturt University Coat of Arms unveiled. The Cedars historic property purchased in Albury and refurbished as Albury-Wodonga campus administrative centre.



## 1992

The Charles Sturt University chancellery, the Grange, opens at Bathurst campus.

Agreement signed to partner in Australian Graduate School of Police Management, based at Manly, Sydney.

Charles Sturt University-TAFE centre opens in Dubbo.

## 1993

Land purchased at Thurgoona to expand Albury-Wodonga campus.

Transfer of the Robinson Education Centre site in Broken Hill to Charles Sturt University by the University of New South Wales.



## 1996

Charles Sturt University signs with Study Group Australia, initially establishing Charles Sturt University Study Centres in Melbourne and Sydney, and more recently in Brisbane.



## 1997

Charles Sturt University named University of the Year, for success in educating first-in-family university students.

HSC Online launched.

New offices and library opened at Manly.

## 1998

Establishment of former Goulburn College of Advanced Education precinct as a university campus with the signing of a contract with New South Wales Police Service to provide policing education.

Establishment of a new campus in Canberra, Australian Capital Territory, to house the Charles Sturt University Australian Centre for Christianity and Culture in partnership with the Diocese of Canberra and Goulburn.

## 2001

Vice-Chancellor Cliff Blake AO retires and the university's second Vice-Chancellor, Professor Ian Goulter AM, is appointed.

Official opening of Dubbo campus.



## 2002

Chancellor Dr David Asimus AO retires and the university's second Chancellor, Lawrie Willett AO, is appointed.



## 2005

Establishment of new campus in Ontario, Canada.

Transfer of Orange campus by the University of Sydney (formerly Orange Agricultural College) to Charles Sturt University.

First intake of veterinary science students.



## 2008

Indigenous Education Strategy launched.

Charles Sturt University Green environmental office established.



## 2009

First intake of dental science students.

## 2011

University rebranding, including replacement of crest with new logo, a motif of Sturt's Desert Pea.

Vice-Chancellor Ian Goulter retires and Professor Andrew Vann is appointed as the university's third Vice-Chancellor.



## 2012

Opening of Port Macquarie campus.



## 2014

Chancellor Lawrie Willett AO retires and Dr Michele Allan is appointed as the university's third Chancellor and first female in the role.



## 2015

Opening of a regional study centre in Wangaratta in northern Victoria.

## 2016

Move to three faculties: Faculty of Arts and Education; Faculty of Business, Justice and Behavioural Sciences; and Faculty of Science.

## 2018

Charles Sturt University announces Joint Program in Medicine to be delivered in partnership with Western Sydney University from 2021.



## 2019

The university celebrates its 30-year anniversary and officially launches the new Charles Sturt University brand.

## 2020

Modified our learning and teaching practices by moving our courses and subjects online in response to COVID-19.

## 2021

Professor Renée Leon is appointed as the university's fourth Vice-Chancellor, replacing Professor Andrew Vann.

# Position information

## School of Policing Studies

The Charles Sturt University, School of Policing Studies located at the Goulburn New South Wales Police Academy is Australia's leading University provider of police recruit-level training.

The School and the NSW Police Force have formed a unique partnership to design, develop and deliver tertiary courses in policing. The partnership is an important strategy in the development of police recruit training in NSW. The resources of both a large residential police academy and a responsive and progressive university have been brought together to provide balanced and innovative services in police recruit-level training and education.

Courses on offer include the Associate Degree in Policing Practice (ADPP): entry-level associate degree course into the NSW Police Force and the University Certificate in Workforce Essentials (UCWE): enabling course which is a mandatory pre-entry level requirement for those aspiring to pursue a career in the NSW Police Force, including entry into the ADPP. The subjects have been designed in extensive consultation with police, the justice community and academics. This ensures subjects are vocationally relevant and up to date, producing ethical and professional graduates ready for a rapidly changing police and community environment. Many of the academic staff are either former domestic or international police officers or expert practitioners in policing-related disciplines such as communications and ethics. This gives the school a strong practical teaching focus.

## Reporting relationship

The Head, School of Policing Studies reports to the Executive Dean, Faculty of Business, Justice and Behavioural Sciences, and supervises the following positions:

- Associate Head, School of Policing Studies
- Business Manager
- Curriculum Manager, Associate Degree in Policing Practice (ADPP)
- Manager, University Certificate in Workforce Essentials (UCWE)
- Teaching Academics
- School Professional Staff

## Key working relationships

In addition to those positions noted above, the Head, School of Policing Studies will work closely with:

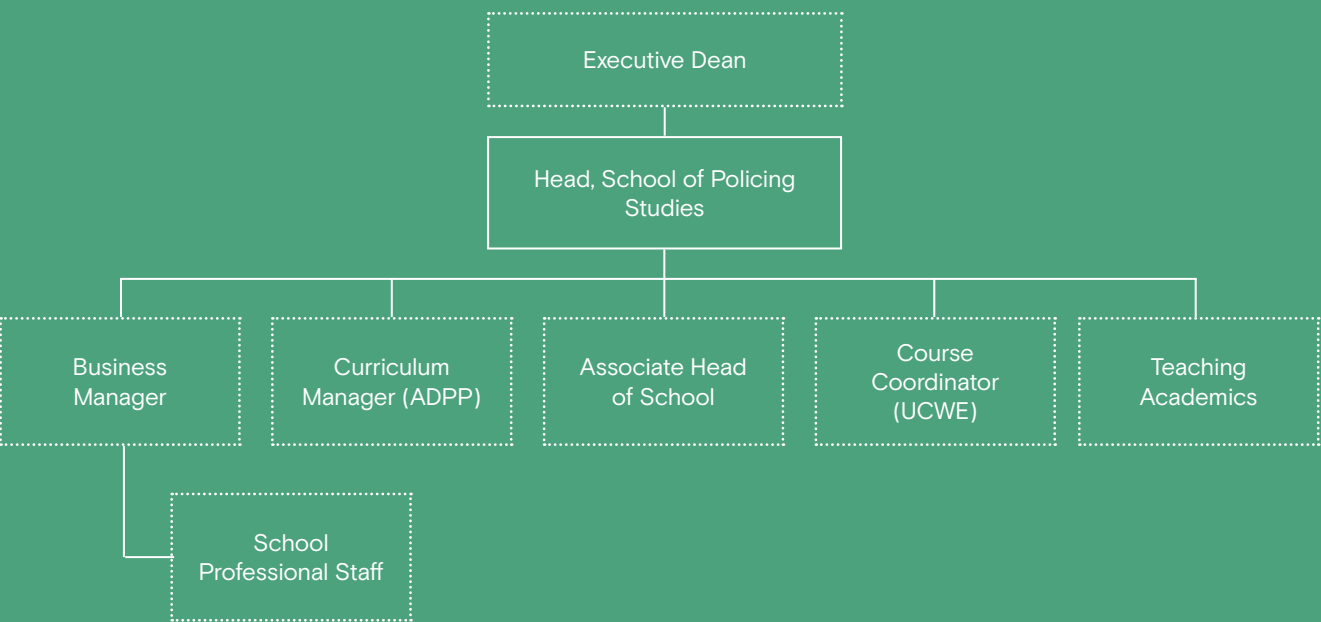
### Internal Stakeholders

- Deputy Dean
- Associate Dean (Academic)
- Faculty Leadership Team (FLT)
- Faculty and School staff
- Divisions of Charles Sturt

### External Stakeholders

- Principal NSW Police Academy

## Organisational structure



## Position overview

The Head of the School is accountable to the Executive Dean for the performance of the school in learning and teaching, and financial and resource management. The Head of the School will lead and manage the school ensuring all areas are operating efficiently and cohesively to provide a positive contribution to the mission and values of the Faculty and University. The Head of the School is expected to provide the guidance and leadership required to allow the school to deliver high-quality learning and teaching and meaningful community engagement.

As a senior member of staff, the Head of the School will be required to contribute to the overall management of the faculty and strategic development of the University.

## Principal responsibilities

- Lead and manage the school in a manner consistent with the mission of the University and that ensures the school contributes positively to the realisation of the University's strategic plan.
- Responsible to the Executive Dean for developing and maintaining of the relationship with the New South Wales Police Force.
- Take a leadership role in tendering for the New South Wales Police Force Constable Education Program Contract.
- Lead the school's planning process ensuring the development, implementation and review of plans of both a strategic and operational nature that develop and deliver high-quality learning and teaching, a positive student experience, and collaboration, community engagement and service.
- Effectively manage resources to achieve strategic priorities and meet budget targets at the school level.
- Actively foster and develop productive relationships with relevant government, industry, public sector organisations, professional bodies and community groups.
- Promote high performance in a collegial and constructive work environment.
- Promote the development of an innovative teaching and learning culture within the schools. This will include the development of an industry-informed curriculum and the delivery, evaluation and continuous improvement of the delivery of all school-related subjects and courses.

- Provide leadership and management of teaching and learning and the student experience to ensure achievement of a high standard of quality in teaching and learning as indicated by student evaluations, retention rates and graduate outcomes.
- Ensure governance, academic risk management and operational frameworks are in place to support compliance with relevant legislation, University policy, professional accreditation requirements and higher education standards.
- Identify, investigate and assess enterprise risks, taking necessary actions as appropriate to mitigate risks.
- Develop and maintain a culturally safe environment for staff and students.
- Develop the profile and standing of the school at both a national and international level.

## Performance measures

In addition to the principal responsibilities, senior leaders will be required to contribute to the success of the university strategy and will be accountable for:

### Leadership

Provide effective leadership and implement programs to drive staff engagement and support staff through innovation and change initiatives.

### Academic quality

Oversee teaching quality of the subjects delivered by the school so as to facilitate student performance and progression.

### Staff development

Identify the development needs of staff within the school and foster a community of excellence.

### Partners

Oversee the delivery of the NSW Police Force contract partnership for the delivery of courses in line with the agreement and higher education standards framework (HESF).



# Selection criteria

## Essential

- A. A Masters or PhD in a discipline relevant to police education in an Australian context.
- B. Demonstrated success in the leadership and management of teaching and learning development and delivery of an excellent student experience, which might include the development and implementation of strategies to grow student load and improve student retention, innovative curriculum design and delivery.
- C. Proven ability to effectively lead and develop academic and professional staff, operate within set budget parameters and deliver identified performance outcomes.
- D. Demonstrated experience in academic management and accreditation processes and standards with leadership, strategic planning, financial, human resources, and decision-making skills required for the effective management of a multi-disciplinary program.
- E. Comprehensive knowledge of the tertiary education sector, including the political and policy landscape, university governance, academic and administrative processes, and sustainability.
- F. Demonstrated ability to develop and manage effective liaison with an external organisation to build cooperative working relationships in the management of a significant partnership that delivers tangible benefit.
- G. Sound knowledge of equal employment opportunity and equity principles, as well as workplace health safety principles with demonstrated ability to integrate and implement these principles at both the strategic and operational levels.

## The successful applicant will be subject to a:

- NSW Police Force Professional Suitability Check;
- Baseline Vetting; and
- National Police check/s.

# How to apply

Applicants are expected to apply online addressing each of the selection criteria and provide a full curriculum vitae detailing qualifications, full employment history and relevant achievements.

For further information, please contact:

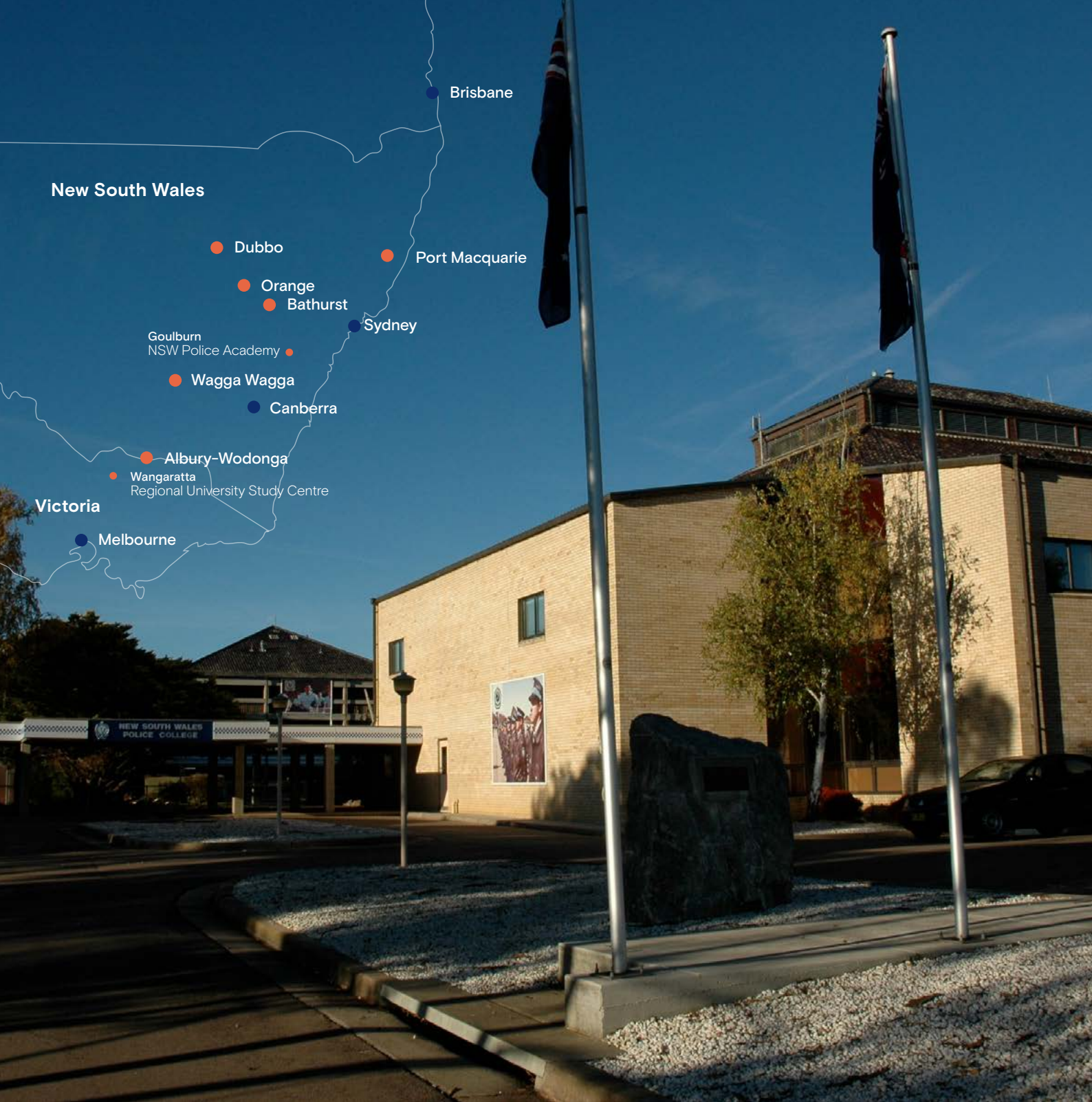
**Professor Lewis Bizo**  
Executive Dean  
Faculty of Business Justice and Behavioural Sciences  
Phone: +61 492 470 065  
Email: [FOBJBS-Exec-Dean@csu.edu.au](mailto:FOBJBS-Exec-Dean@csu.edu.au)

Application close at 11pm, Wednesday 24 May 2023.









## Locations

The position of Head, School of Policing Studies will be based at Goulburn.

A relocation package will be available to the suitable candidate.

### Goulburn

Goulburn is a regional NSW city in the Southern Tablelands and home to over 21,000 residents. Just a quick hour drive from Canberra and 2 hour drive from Sydney, Goulburn exudes regional charm, with its motto “country life with a city heartbeat.” The town features colonial architecture, great shopping and endless adventures on your doorstep.

The NSW Police Academy is situated on 40 hectares in the southern highlands close to the centre of town. On-campus facilities include a simulated courtroom, police station and scenario village; a comprehensive library; and an advanced driver training facility 5kms out of town.



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→ [csu.edu.au](https://csu.edu.au)

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