## Position Description

### Head of School

School of Nursing, Paramedicine and Healthcare Sciences  
Faculty of Science and Health

<table>
<thead>
<tr>
<th>Classification</th>
<th>Senior Leader, Level 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delegation band</td>
<td>Delegations and Authorisations Policy (see Section 3)</td>
</tr>
<tr>
<td>Annual operating budget</td>
<td>$19.5M</td>
</tr>
<tr>
<td>Number of direct reports</td>
<td>11</td>
</tr>
<tr>
<td>Number of indirect reports</td>
<td>80</td>
</tr>
<tr>
<td>Date last reviewed</td>
<td>July 2023</td>
</tr>
</tbody>
</table>
About Charles Sturt University

Purpose
The Wiradjuri phrase *yindyamarra winhanganha* means the wisdom of respectfully knowing how to live well in a world worth living in. This phrase represents who we are at Charles Sturt University – our ethos. 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.

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

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

The overarching aim is to consolidate our institution so that it is demonstrably more resilient and sustainable by the end of the decade.

Goals
To deliver on our purpose and vision, the university has three key goals:

1. Maintain the university’s position in the top five Australian universities for graduate outcomes based on employment and salary.
2. Embed a culture of excellence across all aspects of the university’s operations.
3. Exponential growth in research, development, and innovation income in our chosen areas, delivering high impact outcomes for regional Australia.

Our values
Charles Sturt has a proud history and is fortunate to have an outstanding group of diverse, passionate, and engaged people working with us. Our values of insightful, inclusive, impactful, and inspiring guide our behaviours and ways of working to help us achieve our ethos of creating a world worth living in.

Performance measures
In addition to the principal responsibilities all staff are required to contribute to the success of the university strategy including meeting university’s eight key performance indicators:

<table>
<thead>
<tr>
<th>Our Students</th>
<th>Commencing progress rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Student experience</td>
</tr>
<tr>
<td>Our Research</td>
<td>Research income</td>
</tr>
<tr>
<td></td>
<td>Research quality and impact</td>
</tr>
<tr>
<td>Our People</td>
<td>Engagement</td>
</tr>
<tr>
<td></td>
<td>All injury frequency rate</td>
</tr>
<tr>
<td>Our Social Responsibility</td>
<td>Underlying operating result</td>
</tr>
<tr>
<td></td>
<td>Community and Partner Sentiment</td>
</tr>
</tbody>
</table>
Faculty of Science and Health

The Faculty of Science and Health is a dynamic and diverse Faculty with teaching and research expertise. The Faculty unites a broad profile of professional and industry aligned courses and our graduates are highly sought after, making a strong contribution to our regions and globally. With proven capability in the natural, physical, animal and health sciences we are delivering on our vision to enhance the scientific capability of Australia and its regions, responding to the health and well-being of our communities, and having a global impact. Our students are taught in excellent facilities which can be accessed across our campus footprint, and we have strong on-campus, online learning and work-integrated learning capabilities. As a leader in contemporary strategic and applied research the Faculty of Science and Health prepares future researchers through our higher degree research program and provides scientific solutions to current regional, national, and global challenges both independently and in collaboration with our research institutes.

The Faculty is made up of five Schools:

- School of Agricultural, Environmental and Veterinary Sciences
- School of Allied Health and Exercise Sciences
- School of Dentistry and Medical Sciences
- School of Nursing Paramedicine and Healthcare Sciences
- School of Rural Medicine

We are the home of Three Rivers University Department of Rural Health, the Biosecurity Training Centre and the University Enterprises in Veterinary Practice, Dentistry and Oral Health, the Community Engagement and Wellness Centre, the Charles Sturt Winery as well as having a close relationship with the Charles Sturt farm.

Further information on the Faculty of Science and Health may be found here - https://science-health.csu.edu.au/home

School of Nursing, Paramedicine and Healthcare Sciences

The School of Nursing, Paramedicine and Health Care Science is a well-established, multi-campus, school that delivers a cognate profile of undergraduate and postgraduate courses. The School is renowned for Nursing, Midwifery, Paramedicine, and Indigenous Mental Health and the synergies across the school provide a unique and special learning and scholarly environment. The school has a well established reputation in providing high quality education programs and is a leader in online health professional education. The school has long standing affiliations with a number of health care providers across Australia, and academic staff have significant expertise in teaching and research related to primary health care, chronic health conditions, midwifery, mental health nursing and Indigenous health.
Reporting relationship

This position reports to: Executive Dean, Faculty of Science and Health
This position supervises: Associate Heads of School, Course Directors, School Executive Support Officers

Key working relationships

- Faculty Leadership Team
- Research Institute Directors
- Executive Directors and Directors of Divisions
- Industry and professional organisations
Position overview

The Head of School is an integral executive leadership position accountable for the performance of the School in learning and teaching, research impact and financial and resource management. The Head of School develops and delivers strategic and operational plans and ensures alignment of the School with the overall strategic direction of the University and Faculty. The Head of School develops a high functioning workforce through workforce planning, delegation across leadership roles, performance development, and ensuring safety and well-being of staff.

The Head of School seek opportunities for the growth and development of the School by developing and fostering linkages and relationships with industry, government, the professions, and community.

As a senior member of staff, the Head of School contribute to the overall leadership and management of the Faculty and strategic development of the University and works positively in relationships across the university.

Principal responsibilities

- Lead and manage the School aligned to the University’s vision and strategy.
- Lead the School 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, maintain and develop a successful course profile, create a positive student environment, research impact and collaboration, community engagement and service.
- Effectively manage the finances of the School to remain within the budget provided including applying strategies to optimise the efficiency of operation while ensuring quality and outcomes.
- Effectively build and lead a team including Associate Heads of School and Course Directors to meet the leadership requirements of the school and to solve more complex problems and issues.
- Develop the profile and standing of the School at both a national and international level through networks and relationships.
- Actively engage with government, industry, public sector organisations, professional bodies and community groups fostering relationships to generate business and to benefit the School, Faculty and University.
- Facilitate collaboration with the other Schools, Faculties and Divisions to promote the School success and to contribute to the overall leadership and management of the university.
- Plan, recruit and manage a workforce profile aligned to the teaching and research needs of the school including managing the effective distribution of workload.
- Motivate and maintain the confidence of staff by building a culture that balances high performance with a safe, positive, and productive work environment within the Schools and related enterprises.
- Ensure governance, academic risk management, professional accreditation and operational frameworks are actively managed to ensure compliance with relevant legislation, University policy, professional accreditation requirements and higher education standards.
- Develop and maintain a culturally safe environment for staff and students.
Key result areas

In support of the principal responsibilities and the university's eight key performance indicators (listed on page 2), this position will be accountable for the following:

<table>
<thead>
<tr>
<th>Key Result Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership</strong></td>
<td>Provide effective leadership and implement programs to drive staff engagement and support staff through innovation and change initiatives while sustainably managing resources.</td>
</tr>
<tr>
<td><strong>Research</strong></td>
<td>Build capacity and capability for impactful research outcomes through staff support and partnership engagement.</td>
</tr>
<tr>
<td><strong>Students</strong></td>
<td>Lead the development and deliver of sector leading courses that attract and retain students.</td>
</tr>
<tr>
<td><strong>Students</strong></td>
<td>Ensure a quality student learning experience and successful outcomes.</td>
</tr>
</tbody>
</table>

Role-specific capabilities

This section comprises capabilities from the Charles Sturt Capability Framework identified as essential or critical for success in this role.

<table>
<thead>
<tr>
<th>Capability Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus on service</strong></td>
<td>Strive to meet the needs and exceed expectations of our students, communities and colleagues (performance focus, quality outcomes, student welfare, equity and conduct).</td>
</tr>
<tr>
<td><strong>Live our values</strong></td>
<td>Uphold the Charles Sturt University values daily in our own behaviours and interactions with others.</td>
</tr>
<tr>
<td><strong>Adapt to change</strong></td>
<td>Explore the reasons for change and be willing to accept new ideas and initiatives.</td>
</tr>
<tr>
<td><strong>Network</strong></td>
<td>Bring people together and build relationships that deliver desired benefits and outcomes.</td>
</tr>
<tr>
<td><strong>Influence</strong></td>
<td>Create compelling arguments to persuade others and promote ideas that add strategic value.</td>
</tr>
<tr>
<td><strong>Lead and supervise</strong></td>
<td>Set directions and standards, delegate, motivate, empower, develop others, recruit talent.</td>
</tr>
</tbody>
</table>

Physical capabilities

The incumbent may be required to perform the following.

- Work in other environments beyond your base campus, such as other campuses.
- On occasion drive a vehicle distances up to 500km per day within the terms of the university's Driver Safety Guidelines.
Selection criteria

Applicants are expected to address the selection criteria when applying for this position.

Essential

A. A higher degree, preferably at doctoral level or equivalent professional experience and standing, in a cognate discipline relevant to the School.

B. Demonstrated experience developing and leading teams and staff in a higher education or similar setting to deliver excellent teaching, professional accreditation, student experience, and the development of significant research productivity and quality.

C. Demonstrated high level leadership and management proficiency, including experience in strategic alignment and planning, financial management, workforce planning and support, and implementing change in a complex and uncertain organisational setting.

D. Demonstrated capacity to analyse and interpret information and data from a range of sources relevant to the tertiary education sector, for the purposes of influencing quality improvement and decision making.

E. Demonstrated ability to effectively manage complex situations and solve problems using conflict resolution techniques and accessing support when necessary.

F. Demonstrated ability to develop and manage effective liaison with external organisations (including professional bodies) to build cooperative working relationships and partnerships that deliver tangible benefit.

G. Sound knowledge of governance principles, including risk management, quality improvement and workplace culture and health and safety with demonstrated ability to integrate and implement these principles.