

Position Description

Head of School

Position Number: 67093
Position Title: Head of School
Date Written: October 2018

Faculty / Division: Faculty of Engineering
School / Unit: School of Chemical Engineering
Position Level: Senior Appointment

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.

Please refer to the UNSW Behavioural Indicators for the expectations of your career level.



Values in Action
Our UNSW Behaviours



Builds
Collaboration



Embraces
Diversity



Displays
Respect



Demonstrates
Excellence



Drives
Innovation

OVERVIEW OF RELEVANT AREA AND POSITION SUMMARY

UNSW's aspiration is to continuously improve the university's position as a leading research intensive university in Australia and a peer in good standing with the best globally. The strengths of UNSW are built on traditions of the highest academic standards, a record of instigating industry and community partnerships and a history of engaging internationally. The UNSW Strategic Intent reflects the fundamental mission of education, research and community engagement.

The School of Chemical Engineering operates within the Faculty of Engineering and is the critical work unit responsible for delivery of academic priorities of the University and in interactions with students, alumni, industry, government, professional bodies and the community.

Within this complex operating model, the Head of School provides leadership to a group of academic and professional staff who assist in carrying out the work of the School.

The Head of School works collegially with the Faculty and University leadership teams to lead and manage the strategic direction and overall research performance, student education experience and community engagement of the School, Faculty and University.

The Head of School reports directly to the Faculty Dean (or the Dean's delegate) to shape and realise the strategic priorities and performance of the university.

The academic staff of the School report to the Head of School who is supported by the School leadership team which could include a School Manager, Deputy Head of School, Academic Governance Committees, Academic Convenors and Academic Co-ordinators. The School Manager is responsible for the administrative and operational management of the School in collaboration with the Head of School and Faculty Executive Director.

RESPONSIBILITIES

Specific leadership responsibilities for this role include:

- Develop a strategic vision for the School that is aligned to Faculty and University Strategy, and engage staff within the School to realise that vision
- Establish and maintain a collegial, supportive and productive culture within the School
- 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 performance indicators such as Course and Teaching Evaluation and Improvement (CATEI)
 - Attracting high calibre students at the undergraduate and postgraduate level (including higher degree research students) 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 collaborator with academic staff and the Faculty in order to continually meet industry requirements for Australian graduates
- Grow the international presence and reputation of 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
- Ensure that the School is effectively administered including optimising the allocation of resources, operating within budget and meeting relevant legislative and compliance obligations
- Implement the UNSW Health and safety management system within your area of responsibility.

The Head of School and the Faculty Dean (or the Dean's delegate) 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).

SELECTION CRITERIA

- A respected scholar, normally at Professorial level, in an appropriate discipline with an understanding and appreciation of the values and roles of a major research 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 the 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 commitment to the guiding principles and objectives set out in the UNSW Strategic Intent and the ability to articulate these principles and objectives in a variety of settings
- 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
- Ability and capacity to direct and monitor the implementation and effectiveness of the safety management system

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.