
Approving authority	Vice Chancellor
Approval date	09 October 2017 (4/2017 meeting)
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Document URL	http://policies.griffith.edu.au/pdf/Position Statement - Head of School.pdf
TRIM document	2017/0000433
Description	This position statement describes the role and responsibilities of the Head of School/Department.

Related documents[Appointment of Academic Managers](#)[Performance Management of Academic Managers Policy and Procedures](#)[Structure and Governance of Academic Groups of the University](#)[Staffing Delegations: Academic Groups](#)[\[Role\]](#) [\[Responsibilities\]](#) [\[Personal Workload and Accountabilities\]](#)

1. ROLE

The Head of School/Department is a key leadership role within the University and reports to the Dean (Academic) unless Council, on the recommendation of the Vice Chancellor, approves otherwise.

The Head is responsible for the performance of the School/Department in teaching and learning, research and external engagement; and for planning and aligning financial and staff resources with the University's strategic objectives.

The Head of School/Department works collaboratively with others including the Group PVC, Deans, Research Centre / Institute Directors, Deputy Heads of School/Department, other Heads of School, Program Directors/Convenors, First Year Coordinators, and academic and administrative support elements in achieving outcomes.

In particular, the Head of School/Department leads a School/Department executive team and works closely with the Deputy Head(s), delegating specific tasks to these managers as relevant and as appropriately approved by the relevant Pro Vice Chancellor.

The Head of School is expected to attend relevant Academic Management @ Griffith leadership development sessions.

2. RESPONSIBILITIES

2.1. Leadership and management of learning and teaching and the student experience

The Head of School/Department is responsible for achieving high standards of quality in teaching and learning as indicated by student feedback (including SET/SEC results), retention rates and graduate outcomes by

- allocating staff and resources for high quality learning and teaching outcomes;
- managing cross campus teaching and the appointment of course and program leadership;
- implementing the University's quality assurance and enhancement processes to ensure the continual improvement of teaching quality;

- ensuring compliance with University and professional accreditation processes and the quality assurance of courses;
- implementing high standards of quality for the support and pastoral care of students including research higher degree students;
- overseeing overall program performance and improvement for programs managed by or aligned with the School/Department, for example, in the light of graduate employment prospects and relevant industry contexts and contributing to Group plans re: program development and profiles;
- ensuring that there is an appropriate School/Department forum for discussion and debate of learning and teaching issues under the auspices of the School/Department Committee or sub-committee;
- implementing and supporting first year advising and orientation activities;
- overseeing the School/Department contribution to marketing of programs in partnership with the Group, External Relations and Office of Student Recruitment; and
- contributing to the development of academic program plans for their School/Department and Group and to the development and implementation of their Group's learning and teaching strategy.

Key collaborations under this heading are with the relevant portfolio Dean, Program Directors/Convenors, other Heads of School/discipline leaders, and First Year Coordinators.

2.2. Leadership and management of research and research training

The Head of School/Department is responsible for:

- building a high quality research culture in the School/Department, including a high quality research training program, in consultation with any relevant Research Centre or Research Institute Directors;
- planning and providing resources including support and workload allocations to enhance this culture;
- ensuring that each staff member has clearly identified research plans and objectives and supporting them to achieve these; and
- contributing to the development of research plans for their School/Department, Group and associated Research Centres / Institutes, and to the development and implementation of their Group's research strategy.

Key collaborations under this heading are with the relevant portfolio Dean and with Directors of Research Centres / Institutes that have research interests overlapping or cognate with their School/Department's research interests.

2.3. Leadership and management of external engagement

The Head of School/Department is responsible for strong engagement with relevant external communities including professional bodies through:

- representing their School/Department to external communities including government departments, professional bodies, international and local communities, relevant to the School/Department;
- representing their School/Department to external business and industry;
- establishing and maintaining advisory boards relevant to the School/Department;
- initiating and maintaining strong relations with relevant graduate employers; and
- initiating and maintaining links with international and local communities.

2.4. Leadership and management of staff and resources

The Head of School/Department is responsible for effectively and efficiently managing staff and resources within allocated budget to achieve high quality outcomes in line with University and Group strategic and operational plans, policies, legislation and other relevant parameters.

In particular, the Head of School/Department provides leadership in the areas of

- equity and diversity;
- a healthy and safe environment;
- student and staff development; and
- fair and ethical business practices.

Specifically in terms of management of staff, the Head of School/Department is responsible for

- recommending to the Group Pro Vice Chancellor on the recruitment, appointment, confirmation and promotion of staff;
- implementing and monitoring the allocation of workloads in accordance with the provisions of applicable EB agreements and other University policies;
- ensuring that quality standards are applied and maintained in the appointment of sessional staff, and that sessional staff attend relevant professional induction and development activities;
- ensuring that mentoring, goal setting and career development arrangements are in place for staff;
- creating a productive work environment that encourages staff engagement and staff satisfaction;
- ensuring that effective staff supervisory and performance reviews are conducted in a timely manner in accordance with policy to achieve the University's objective of high quality staff development and staff performance;
- as relevant, personally conducting performance reviews of staff in conjunction with other staff supervisors; and
- approving or recommending applications for leave in accordance with leave delegations as specified in University policy.

3. PERSONAL WORKLOAD AND ACCOUNTABILITIES

The workload allocation of a Head of School/Department will take account of the time needed for a Head to discharge these duties effectively while maintaining an appropriate research profile. A Head of School/Department will usually maintain a teaching load of at least 25% of a standard teaching load for their School or Department with the level being dependent on the size of the School or Department and negotiated with the Group Pro Vice Chancellor. They will be expected to maintain a research profile, and will be supported in doing so.

The Head of School/Department will formally meet their supervisor each year to review their performance over the previous year and to agree on performance targets for the forthcoming year. In addition to this formal meeting, it is expected that there will be regular and more informal performance conversations during the year.