



Heads of School Policy
POLICY HRP 2.1

Relevant UTas Ordinance and/or Rule Reference No.	Ordinance No. 99 (Academic Structure)
Relevant State/Federal Govt. Legislation	University of Tasmania Act 1992 (Tas)
Commencement Date	1 July 2007
Review Date	1 July 2008

POLICY STATEMENT

1 Intent

To describe the role, responsibilities, selection, reward and support of Heads of School.

2 Scope

This Policy applies to:

- Deans of Faculties and other members of the Senior Management Team (SMT)
- Heads of School
- Deputy and Acting Heads of School
- Academic and general staff of Faculties and Schools.

3 Objective(s)

Heads of School are key members of the management structure of UTAS and play a significant role in leadership, strategic planning, innovation and the achievement of the UTAS Mission.

The objectives of this Policy are to:

- clarify the roles and responsibilities of Heads of School;
- describe the processes of their selection and reward; and
- detail the mechanisms provided by the University to support them in their position.

4 Definitions and Acronyms

Acting Head of School means a member of academic staff (usually the Deputy Head of School) who acts as manager of a University School during periods when the Head of School is absent from the University

Deputy Head of School means a member of academic staff, appointed by the Vice-Chancellor to act as the deputy manager of a University School, usually for a period of one or two years

Head of School means a member of academic staff, appointed by the Vice-Chancellor to act as manager of a University School

UTAS means the University of Tasmania.

5 Policy Owner

Deputy Vice-Chancellor (Academic) and Provost

6 Policy Provisions

6.1 Role of Head of School

6.1.1 The prime role of the Head of School is to provide academic and strategic leadership to the School.

6.1.2 The responsibilities of Heads of School are outlined in more detail in Ordinance 99 (Academic Structure) and the Delegations of Authority for Heads of School/Institute/Centre. This Policy should be read in conjunction with those documents.

6.1.3 In fulfilling their leadership role, Heads of School pursue the following objectives:

(a) Building reputation

This will involve:

- helping set a clear vision and goals for the School and the Discipline(s) it is responsible for teaching;
- encouraging and facilitating excellence in learning, teaching; research, research education and professional activities;
- encouraging collaboration with other Schools and other internal academic organisational units as appropriate;
- contributing to Faculty and University strategic planning processes;
- representing the interests of the School in internal UTAS forums; and,
- representing the academic interests of the School, Faculty and UTAS in the wider world and building productive relationships and alliances on a local, national and international level.

(b) Attracting and energising people

This will involve:

- making staff aware of their role in the School, Faculty and wider community by developing and managing effective, transparent and consultative communication processes within their School, for example, induction, performance management and School meetings;
- managing the professional development of all staff;

- promoting the development of high quality units and courses; and, with the support of the Faculty (particularly the Dean) and the appropriate administrative unit(s) of UTAS:
- overseeing and managing student issues including learning support and assessment, consultation, discipline and resolving complaints;
- managing all other human resources issues, including recruitment, selection, staff performance and grievances.

(c) Facilitating the culture and environment

This will involve:

- establishing and maintaining a positive, engaged and collegial culture using an inclusive and participatory management style;
- facilitating planning at the tactical and operational levels in all areas (for example, academic, human resource, finance and infrastructure), and implementing change;
- allocating duties to all staff;
- ensuring effective internal procedures and activities, for example, teaching and assessment practices, post-graduate supervision, and the quality of information provided to students;
- ensuring the internal practices conform to the UTAS policy framework;
- maintaining a fair and equitable environment and a workplace that is free from harassment and discrimination;
- managing the finances of the School within budget guidelines;
- pursuing opportunities to increase external resources; and
- managing School space in an efficient and appropriate way.

(d) Building a resource base

This will involve:

- developing and growing external relationships and sources of funds through entrepreneurial activities.
- developing creative internal relationships to ensure best use of resources
- promoting opportunities where the Head and/or academic colleagues may be involved in identification and generation of resources; and
- identifying, promoting and supporting opportunities for academics to develop productive relationships across disciplines, particularly in theme areas, that have potential to generate resources.

(e) Interacting with communities of interest

This may involve:

- representing the interests and needs of the University and the School to the University's external communities of interest;

- maintaining the School's relationship with the broader professional community;
- representing the School to the external community by developing, promoting and maintaining links with appropriate industry, government, professional and community bodies; and
- seeking opportunities for the School to meet industry and community needs.

6.2 Selection of Heads of School

6.2.1 Heads of School are appointed by the Vice-Chancellor following consultation with the appropriate Dean. The Vice-Chancellor reports the appointment of Heads of School to the University Council.

6.2.2 Deans will identify appropriate individuals for appointment following broad consultation with the School's academic and general staff. Whilst the incoming Head will typically be a senior academic staff member, in all cases the Dean will nominate the staff member best meeting the selection criteria.

6.2.3 Whilst potential candidates will usually be sourced from within UTAS following consultation with the School's academic and general staff, there may be situations where an internal appointment may restrict the School's capacity to achieve strategic changes. Similarly, the University may wish to diversify the academic leadership profile to reflect the gender and cultural profile of the University. In such situations, should resources allow, it may be appropriate for the School or the Dean to put a case to the Senior Management Team to look outside UTAS for a new Head of School.

6.3 Term of appointment

The term of each appointment will be up to five (5) years, subject to a minimum appointment of three (3) years, with the possibility of renewal.

6.4 Reward and recognition

6.4.1 Each Head of School will negotiate a personalised package with the Dean that may include any or all of the following elements:

- (a) salary loading;
- (b) research assistance;
- (c) leave provision; and/or
- (d) teaching assistance.

Further information in this regard should be sought from Human Resources.

6.4.2 Distinguished service as Head of School will be a relevant factor for consideration in future promotion applications.

6.5 Support

The University will:

- (a) provide Heads of Schools with appropriate administrative support, at a level that takes account of School size, complexity, budget and need;

- (b) expect the incoming Head of School to undertake a lower level of teaching duties than other members of the School;
- (c) allow Heads of School to negotiate with the Dean for periods of time per year for research activities;
- (d) expect that all School staff will support the Head of School. In some situations it may be appropriate for the Head of School to share aspects of the leadership role with senior academics. In consultation with the Dean Heads of School should delegate, as appropriate, elements of their responsibilities;
- (e) provide the Head of School with ready access to specialist support from the various administrative units within UTAS;
- (f) provide a professional development and training program to better equip and support them in their role; and
- (g) provide formal mechanisms to foster communication with other senior managers including: an annual retreat; establishing a Heads of School Reference Group and an annual briefing from the Vice-Chancellor.

6.6 Deputy Heads of School

- 6.6.1** Each School will have a Deputy Head of School who is appointed by the Vice-Chancellor following consultation with the Dean and the Head of School. In larger Schools it may be appropriate to have more than one Deputy Head.
- 6.6.2** The Head of School will consult with other School staff in the appointment of the Deputy Head, with proposed Deputies subject to the same selection criteria that apply to Heads of School.
- 6.6.3** The role of the Deputy Head is to be negotiated with the Head of School. Heads of School may delegate tasks while retaining overall authority and responsibility for each area, which provides the Deputy Head with the opportunity to develop skills and knowledge in particular areas and experience a UTAS leadership role.
- 6.6.4** The Deputy Head is the nominated Head of School when the delegated Head of School is absent from the University. In such circumstances (and unless otherwise specified), the Deputy Head exercises all those responsibilities usually delegated to the Head of School.
- 6.6.5** Deputy Heads will be remunerated at the rate of Head of School if they act in that position for a minimum of 30 calendar days accumulated within any twelve month period. Payments will commence once the 30 day condition is met. To facilitate payment, Human Resources must be provided with advice from the Head and Deputy Head to this effect, specifying the period(s) where the Deputy has acted as Head of School.

7 Supporting/Related Documents

- Ordinance 99 (Academic Structure)
- UTAS Delegations Register – Heads of School/Centre/Institute

8 Key Words

- Heads of School
- Academic Structure

Responsibilities

Implementation	Deputy Vice-Chancellor (Academic) & Provost Deans
Compliance	Deans, Heads of School, Deputy Heads of School
Monitoring and Evaluation	Deputy Vice-Chancellor (Academic) & Provost
Development and/or Review	Deputy Vice-Chancellor (Academic) & Provost
Interpretation and Advice	Deputy Vice-Chancellor (Academic) & Provost

Who Needs to Know this Policy?

- All staff

Effectiveness of this Policy

The effectiveness of this Policy will be established by the feedback received from Deans, Heads of School and staff.

Policy History

Policy No.	HRP 2.1
Approved / Rescinded	Approved
Date	11 December 2007
Vice-Chancellor	Professor Daryl Le Grew
Signature	

Date of Review	
Amendment Required	Yes/No
Name of Policy Maker	
Title	
Signature	