

Note: This job description does not form part of your contract but is provided for guidance. The precise duties and responsibilities of any job may be expected to change over time. Job Holders should be consulted over any changes to this job description before implementation.

1. JOB TITLE: Head of School

2. REPORTS TO: Pro Vice-Chancellor, Head of College

3. PURPOSE: The Head of School provides academic leadership and strategic direction for the School, supporting and undertaking responsibilities for the PVC Head of College to ensure and enhance the quality of its teaching and research, to plan and develop its staffing and financial resources and oversee the day-to-day management of its academic operations. Heads are key members of the College Senior Management team and assist the PVC Head of College in the management of the College and implementation of its academic activities, sharing programmes, resources, modules and methods of working. Heads are accountable for delivering TEF targets and KPIs and improving institutional performance in the TEF. Heads are responsible for the local performance of their School.

4. PRINCIPAL ACCOUNTABILITIES:

- 4.1 To oversee the management of all courses delivered in relation to teaching and learning quality, including the Quality Assurance of courses, modules and other educational programmes in the School, in line with University and other relevant standards and regulations; and to ensure the continuous development of programmes and staff in order to achieve TEF targets.
- 4.2 To promote and enhance the development of teaching, research, short courses and consultancy in the School's subject disciplines, both by maintaining their own profile in teaching and research and by representing and promoting the discipline internally through cross-School / College working and externally through collaborations, partnerships, conferences, and professional bodies, in the UK and internationally.
- 4.3 To work with the PVC Head of College and members of the College Senior Management team to contribute effectively to the strategic planning and academic development of the College through: the production of robust and imaginative business plans and budgets for the School; identifying and exploiting market opportunities for new teaching, research and third stream activities; translating the wider strategy into the enhancement of the student experience; and working with other Professional Service departments, as required to meet local budget, resource, staff and student performance targets for the School.
- 4.4 To provide interdisciplinary leadership, working with other Heads through the Centre for Teaching Innovation and oversee and ensure the continuous development, renewal and marketing of the academic portfolio of teaching in all subjects within the School, consistent with the national and international marketing strategy of the College and the

University, to provide a viable and attractive learning environment for students and staff, and continuous improvement in the quality of teaching and learning.

- 4.5 To implement effective staff management. This will include; line management of academic staff; recruitment and development of academic staff, ensuring the consistent provision of feedback, guidance and staff development; responsibility for setting workloads and monitoring of performance against clear and equitable standards and University policies; conducting probationary reviews; ensuring an annual appraisal / professional performance review process is in place for all staff in the School; and delivering a positive, engaged and inspiring culture among staff. To be accountable for the performance of staff in the School and to provide accurate and timely information as required, to Professional Services, its administrative and student communications systems.
- 4.6 To deal effectively with problems including equal opportunities, health and safety, disciplinary, grievance and complaints procedures including operation of the student disciplinary procedure as required, working in effective collaboration with Professional Services departments.
- 4.7 To ensure adherence to agreed University and, where appropriate, professional body requirements for all academic programmes developed and delivered by members of the School, the maintenance of professional standards in teaching, research, short courses and consultancy work, and the maintenance of effective relationships with existing and potential students.
- 4.8 To undertake representational duties as required on behalf of the College and University to professional bodies and other external organisations, to promote the reputation and work of the University in the community, nationally, and internationally, establishing and maintaining collaboration and partnerships where appropriate with HEIs, industry and other bodies.
- 4.9 To promote opportunities for effective generation of enterprise (i.e. non-HEFCE) income through short courses, external research income, consultancy and so forth as consistent with University standards, policies and strategy and actively engage with one or more Research Institutes in both research and income raising activities.
- 4.10 To be accountable through full engagement with University systems for the management and development of the learning resources of the School, for workload allocations, room bookings and to maximise space utilisation through a whole University approach to timetabling, in association with the relevant Professional Services teams.
- 4.11 To carry out any other University responsibilities as may reasonably be required by the Head of College from time to time.

5. CONTEXT

The term of office as Head of School is for a period of five years, at which time the position will be reviewed with the possibility of extension for a further two year fixed period. Following completion of the term of office, the postholder will revert to their substantive post and salary. Normally support to transition back to the substantive post will make reference to University policy and practice on sabbaticals, the expectation is for a period of research/sabbatical leave to fully engage with the individual's academic status. The post holder will also normally hold the title of Professor of the University, which is open ended and

this, will be the post holder's substantive post. Whilst a 'Head of School' the salary will be at Level 4, Prof B salary band.

Schools are constellations of programmes and have a common mission and external stakeholders. Schools are variable in size and the make-up of Schools may shift across time as provision ceases in some academic areas and new provision is developed. The location of discipline areas is linked also to the developing Estates Strategy for the University.

The Head of School is an academic leadership role requiring a commitment to and thorough understanding of the main academic disciplines within the School. Heads of School are also responsible for the management of staff and other resources to ensure the quality and effectiveness of the School and its strategic development to achieve the University's and College's strategic goals.

The exact balance between the Headship role, teaching, research and enterprise will be dependent on the size of the School and individual circumstances, but Heads are expected to maintain an input into teaching and their personal research interests for up to two days per week where this can be done without undue negative impact on the leadership and management duties of the role.

The Head is responsible for managing key academic processes and workload allocation, in addition to being the line manager to some or all full-time and part-time (hourly paid) academic staff within the School. The Head is also responsible for relationships with external examiners and other client groups external to the University. The Head must ensure collaborative working with Research Institute Directors (especially on work allocation and research hour's allocation).

The Head is supported in carrying out his/her responsibilities within the College by Professional Services staff, and they will work with Professional Services in the development and provision of excellent services to students. The Head is responsible, working with Course/Group/Discipline Leaders and other senior staff, for the quality of teaching, research and enterprise within the School, and in collaboration with Professional Services, for supporting the development and provision of all services to students and other client groups within the School and external to the University.

A core part of the Head's role is the delivery of the College Plan, particularly as it effects their School. The University operates a devolved management structure and each School and College is responsible for the development and implementation of business and strategic plans to ensure that its income exceeds its expenditure by an appropriate margin. The Head has responsibility to work with their PVC Head of College and the College Executive Group and other key role-holders, such as the Professional Services Directors, to review, develop and monitor operational activities against School and College business plans.

In addition to School leadership and management responsibilities, the Head is expected to take an active and effective role in College and University-wide strategic and operational development, through effective participation in management teams and committees, such as Academic Council, and other standing or ad-hoc project or working groups established from time to time, and to undertake representational duties, nationally and internationally.

Heads of School will also normally have a key role in representing the University and their subject / discipline with professional bodies, research funding councils, and industry groups.

Heads are accountable for ensuring that suitable and sufficient risk assessments are undertaken for the activities for which they are responsible and that measures to control risk

are identified and implemented, and communicated to all affected. Heads must ensure the provision of adequate supervision and training, to include: the responsibility to work with due regard for the health and safety of themselves and others; familiarity with actions to be taken in the event of emergency; and the duty to report accidents and hazards appropriately.

6. SCHOOL SPECIFIC RESPONSIBILITIES

The post holder will be responsible for a School.

The post holder will also work closely with the PVC Head of College, the Associate Heads of College, Research Directors and others to develop and implement College policies and strategies relating to learning and teaching quality and effectiveness, research and international developments, enterprise and knowledge exchange, as well as the development of College infrastructure. Members of the School have a wide range of research and teaching interests and use a variety of methodologies. The Head of School must support this variety and seek to stimulate the development and promotion of research through grants and other funding.

The Head has responsibility for the aspects of the College budget that are devolved to School level, including responsibility for monitoring and containing expenditure within the School cost centre.

7. PERSON SPECIFICATION

7.1 Qualifications.

A first degree, higher degree and an established academic and professional reputation, including a strong record of research or professional practice in an area within the subjects covered by the School are essential. Fellowship of the HEA or equivalent and senior membership of an appropriate professional body and a management qualification are desirable.

7.2 Experience.

It is anticipated that the role holder will be a Professor or equivalent or would meet the requirements to be confirmed as a member of the University's Professoriate at appointment.

Essential experience includes:

- An outstanding and consistent track record of personal achievement in teaching, research and/or practice in their main discipline.
- Evidence of success in achieving student experience outcomes.
- Evidence of the ability to successfully engage, manage and motivate staff, including through proactive and consistent communication strategies and activities.
- Evidence of the ability to plan and execute tough decisions to improve group/department/activity performance outcomes, for example, closing unprofitable programmes or activities, managing poor performing staff and reducing costs.
- Evidence of the ability to think and act strategically, demonstrating proactive business planning in identifying and exploiting opportunities for new courses or the significant development of a discipline.
- A high level of analytical and administrative ability.

- Significant experience of academic administration, such as course leadership, quality assurance, marketing and curriculum development.
- A good understanding of business planning, resource management, and of the issues affecting Higher Education.
- Demonstrable proficiency in IT and information management.

Desirable attributes would include a track record of significant achievement in the following areas:

- Course and curriculum development and the development and introduction of improved methods of teaching and learning.
- Development of inter-disciplinary courses and cross School / College modules.
- Development and management of effective quality assurance procedures, including active involvement in committees and working groups.
- Promotion of research, including the generation of income from sponsorship, research contracts and other sources.
- Management of staff and staffing budgets, including the effective handling of appraisal, staff performance and staff development activities.
- Development of continuing professional development and knowledge transfer programmes in collaboration with business partners, industry and professional bodies, preferably including some international experience.
- Developing business plans, budgets and project plans and successfully managing resources within them.
- Awareness, understanding, and commitment to TEF, REF, NSS, Athena SWAN and other measures of quality and success for the University.

7.3 Aptitudes, abilities and personal qualities

Essential qualities include:

- The ability to lead change by championing a vision, planning and implementing resource allocation, supporting the staff involved, communicating effectively and evaluating success.
- Taking ownership and control and exercising leadership; initiating action and taking responsibility.
- Setting ambitious but realistic goals. Showing commitment to their own personal development and identifying development strategies needed to achieve work and career goals.
- Seeing and contributing to the big picture, showing the way forward so others understand what they must do to align their efforts to university-wide goals
- A collegial willingness to take decisions that might not be optimal for one's own domain but that support the goals of the wider College/University.
- Providing direction, inspiring others and taking responsibility for contributing to and delivering results to achieve the university's vision/goals.
- Fully committed to creating a stimulating learning and working environment, which is supportive and fair, based on mutual respect and trust, and in which harassment and discrimination are neither tolerated nor acceptable.
- Ability to communicate information clearly, with skills in counselling and motivating students and colleagues at all levels, as well as leading and managing staff.