UNIVERSITY OF ST ANDREWS

Human Resources

Head of School Job Description

The Head of School provides effective academic leadership, management and strategic direction for the school across learning and teaching, research and academic enterprise so as to provide a high quality academic experience for students and a stimulating environment for the staff. The duration of this role is between *three and five years* in the first instance, which will enable University and School plans and initiatives to be successfully supported and delivered.

The Head of School will be responsible to the Master and work within the policies and procedures agreed by the University centrally.

Please refer to Appendix I for an outline of key skills required for the post of Head of School.

1 **Academic development**

1.1. Provide direction and leadership for the academic development of the School including all programmes and modules therein, and oversight of all associated curriculum development, teaching, learning and research;

1.2. Contribute to the development of the University’s academic direction and reflect the University’s strategy within the School’s academic planning and objectives;

1.3. Understand and influence the external environment in which the School operates; promote the School and its activities regionally, nationally and internationally; develop, encourage and promote appropriate external partnerships and alliances;

1.4. Ensure that the School’s academic direction and priorities are determined in a consultative way that involves all academic, teaching and research staff;

1.5. Develop, implement and monitor the annual and medium-term plans for the sustainable academic development of the School, together with programmes and projects to meet University objectives, including academic, equipment and buildings investment;

1.6. Ensure the implementation of effective and efficient management policies and procedures - in line with those of the University - to control, assure and enhance the quality of the education, supervision and training received by undergraduate and postgraduate students;

1.7. In conjunction with the School’s Director of Research, ensure the implementation of effective policies and procedures for research and its management and the identification, protection and exploitation of intellectual property, in line with University policies and procedures;
1.8. Ensure academic and research staff in the School are aware of the significance and requirements of any upcoming exercise for the REF in conjunction with the School’s Director of Research;

1.9. Ensure a positive engagement of all research active staff with the REF process to optimise the School’s performance with respect to research outputs and impact;

1.10. Promote excellence in teaching, research and knowledge transfer;

1.11. Promote internationally competitive research in the School in conjunction with the relevant research group leaders;

1.12. Facilitate and promote the development of interdisciplinary academic activity;

1.13. Ensure that the School embraces appropriate communication, technological, information and knowledge management developments to support and enhance its teaching, research and management activities and plans;

1.14. Manage quality audits and others forms of external assessment within the School;

1.15. Contribute to setting overall quality assurance and learning and teaching standards within the discipline/subject, working closely with the Vice Principal (Learning & Teaching), the Master and SALTIRE;

1.16. Participate in or chair internal/external committees as required.

2 Staff

2.1. Ensure the effective management of the staff of the School, including implementing University policies and procedures on recruitment, induction, performance, welfare, equal opportunities and health and safety in consultation, where necessary, with appropriate University units;

2.2. To be the first point of contact for welfare matters for all staff within the School and to offer support and guidance to staff within the School;

2.3. Ensure Q6 is fully implemented and monitored with appropriate follow-up action;

2.4. Implement policies and procedures for the initial and continuing professional development of the staff of the School;

2.5. Implement an agreed workload allocation system and use it to allocate duties to promote equitable loads among staff;

2.6. Demonstrate an active commitment to continuing self-development in leadership as well as academic pursuits; undertake training and development appropriate to the role;

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3  **Finance and purchasing**

3.1. Be accountable to the Head of Finance/Master for the financial management, planning, monitoring and allocation of the financial resources that are allocated to the School and ensure that financial decisions involving the School are not to the detriment of the University overall;

3.2. Ensure that the School accounts for its activities in a transparent manner and that the Financial Regulations and Procedures, and Purchasing Procedures are complied with at all times;

3.3. Ensure that value for money is obtained at all times in the use of financial resources by the School;

3.4. Ensure that the School supports its academic objectives within its financial means;

3.5. Work with Finance staff to ensure that financial forecasts, budgeting information and investment appraisals are produced as and when requested. Ensure that all relevant School staff participate in the timely provision of activity-based information.

4  **Structures and policies**

4.1. Have in place an effective and efficient management structure for the School in line with University requirements;

4.2. Be accountable and responsible for ensuring that the School operates in accordance with University policies and procedures;

4.3. In consultation with senior colleagues in the School, engage in annual strategic planning with the Principal’s Office;

4.4. In co-operation with the Director of Estates, ensure that there is proper management of the fabric and physical resources of the School aligned with Estates’ Strategy, keeping the relevant University Officers informed as appropriate.

5  **Health and Safety Responsibilities**

5.1. Have overall responsibility for ensuring effective health and safety management in the School ensuring compliance with both legal and University health and safety requirements;

5.2. Establish effective local health and safety procedures and communicate them with staff;

5.3. Ensure that all appropriate risk assessments are carried out and updated appropriately;

5.4. Ensure that all staff received appropriate health and safety training, in accordance with University policy.

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Appendix I

It is expected that the Head of School will have and continue to develop the following key skills:

1. **Expertise and academic competence**: credibility through depth and breadth of expertise; ability to give professional direction to others; seek and apply best practice;

2. **Intellect, creativity and judgement**: original ideas; creative approach; sound judgement, including ability to admit to own fallibility; encourage ideas, initiative and innovation in others;

3. **Leadership and vision**: clear vision; secure commitment to vision; initiate and manage change; develop achievable plans; earn credibility; inspire colleagues; build and support teams; structure the School; manage risk; accept responsibility; integrity and fairness;

4. **Managing people**: deliver results and resources; develop staff; establish and communicate clear standards and expectations; delegate effectively; make best use of skills; give constructive feedback and respond to feedback from staff; monitor performance; acknowledge and reward good performance; address poor performance; build trust, good morale and teamwork; secure commitment of staff through appropriate involvement and recognition;

5. **Political/environmental awareness**: take account of all ‘stakeholder’ requirements; influence; network; understand and operate effectively within different ‘political’ environments;

6. **Personal effectiveness/self-management**: time, pressure, flexibility, adaptability, commitment to own development.

**Desirable**
- attended the Leadership Foundation Heads of Department Series in Scotland