Policy Title: Academic Leadership Roles

Policy Owner: Deputy Vice-Chancellor (Academic)

Keywords: Academic Leadership Roles, Associate Dean, Director (Research Institute)

Policy Code: PL164 [hr127]

1. INTENT
To define the Academic Leadership roles at ECU and outline the key principles by which these roles are appointed, remunerated and managed.

2. ORGANISATIONAL SCOPE
All Academic Staff appointed to academic leadership roles at ECU. This policy excludes University Executive appointments.

3. DEFINITIONS

<table>
<thead>
<tr>
<th>TERM</th>
<th>DEFINITION</th>
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</thead>
<tbody>
<tr>
<td>Academic Leaders</td>
<td>Academic Staff who are appointed to an Academic Leadership role defined in this policy.</td>
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<tr>
<td>Line Management Responsibilities</td>
<td>The supervision of staff including performance discussions, approving workloads and leave as per ECU’s policies and guidelines.</td>
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</tbody>
</table>

4. POLICY CONTENT
4.1 Overall Principles
a. The Academic Leadership roles defined by this policy are:
   i. Associate Deans
   ii. Directors of Research Institutes
   iii. Academic Coordinators
b. Academic Leaders contribute to the success of the University through leadership, planning and decision-making in the achievement of its strategic priorities.
c. Through leadership and mentoring, Academic Leaders will provide clear direction and priorities to the academic staff they lead in all areas of work.

d. An Academic Leader who has a substantive position within the University will automatically revert to that substantive position at the conclusion of their fixed-term or earlier.

e. Where a role includes Line Management Responsibilities, an Academic Leader will normally supervise up to 30 staff, unless otherwise negotiated with the Dean.

f. Acting appointments into Academic Leadership roles may be offered for up to twelve (12) months, approved in accordance with the HR Delegations.

g. Where an incumbent is unable, for whatever reason, to carry out the role to which they have been appointed for more than 4 weeks, any available allowance will be not be paid for the duration of that period.

h. As provided at 4.1(d) the University or appointee may choose to end the appointment earlier by providing eight (8) weeks’ written notice, or a lesser period where mutually agreed.

4.2 Associate Dean

The Associate Dean is responsible for supporting the Dean in providing strategic and operational leadership for the core academic activities of a School within a portfolio allocated by the Dean.

A. Recruitment, Selection and Appointment

i. The following Associate Dean Roles are available for appointment within a School:

   a. Associate Dean (Teaching and Learning) – with responsibility for curriculum, teaching and learning;
   
   b. Associate Dean (Research) – with responsibility for research and research training; or
   
   c. Associate Dean (Discipline¹) – with responsibility for leading a cluster of staff within one or more academic disciplines.

ii. An Associate Dean is normally an Associate Professor (Level D), or above. Appointment of a Senior Lecturer (Level C) may be considered in exceptional circumstances.

iii. An Associate Dean may be appointed from within the staff of a School – through an expression of interest process – or recruited externally, as determined by the Dean.

iv. The term of appointment for an Associate Dean can be up to three (3) years.

v. Any offer of a subsequent contract for an Associate Dean appointment must be subject to an appropriate and satisfactory end of contract assessment, to be completed by the Dean within six months prior to the expiry of the term.

B. Accountabilities, Remuneration and Benefits

   i. The mix of academic leadership, teaching and/or research responsibilities will be negotiated with the relevant Dean.

¹ The Discipline nomenclature used will be appropriate to the cluster of disciplines that the role leads within the school.
ii. An Associate Dean role is normally recognised in the range of 20% to 50% of an academic workload, taking in to account the scope and scale of the role within the relevant School.

iii. An Associate Dean will be accountable for a relevant portfolio of responsibilities within the School as determined by the Dean.

iv. Where required, an Associate Dean will undertake line management responsibilities for up to 30 staff.

v. The remuneration package offered to an Associate Dean is outlined in Appendix 1.

vi. Where an incumbent is unable, for whatever reason, to carry out the role to which they have been appointed for more than 4 weeks, any available allowance will be not be paid for the duration of that period (Appendix 1).

vii. An Associate Dean reports to the Dean and may deputise for the Dean as required.

4.3 Director, Research Institute

The Director of a Research Institute is responsible for developing current and future research within the institute to enhance ECU’s research achievements, in alignment with University strategic priorities.

A. Recruitment, Selection and Appointment

i. A Director of a Research Institute is typically appointed at Professor (Level E). Appointment at Associate Professor (Level D) may be considered in exceptional circumstances.

ii. A Director of a Research Institute is initially offered a term of up to three (3) years, renewable subject to satisfactory performance and availability of sufficient external funding to support the research program.

B. Accountabilities, Remuneration and Benefits

i. A Director of a Research Institute undertakes line management responsibilities and allocates and approves academic workloads for staff employed by the Research Institute.

ii. A Director of Research Institute reports to the Dean.

iii. The remuneration package offered to a Director of a Research Institute is outlined in Appendix 1.

4.4 Academic Coordinators

The Academic Coordinator is responsible for supporting the planning, development, delivery and review of a portfolio within a School’s academic or organisational activities. Academic Coordinator role could include responsibility for one or more courses, professional accreditation, international activities, campus coordination, or other strategic or operational tasks.

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2 The Research Institute nomenclature used will reflect the title of the relevant Research Institute
A. Recruitment, Selection and Appointment
   i. An Academic Coordinator is appointed by the Dean and is typically at Senior Lecturer (Level C) level. Appointment at Lecturer (Level B) may be considered in exceptional circumstances.
   ii. The term of appointment of an Academic Coordinator is determined by the Dean.
   iii. The nomenclature available for use in titling an Academic Coordinator includes:
       a. Activity Coordinator (e.g. Practicum Coordinator);
       b. Director, Activity (e.g. Director, International Programs); or
       c. Course Coordinator, Course Name.

B. Workload, Accountabilities and Remuneration
   i. Workloads for Academic Coordinators are negotiated as part of normal workload allocation and should be reflected in the workload allocation approach for the relevant academic work unit.
   ii. Academic Coordinators will not normally undertake line management responsibilities.
   iii. An Academic Coordinator appointed at Level B is entitled to an allowance as outlined in Appendix 1.

5. ACCOUNTABILITIES AND RESPONSIBILITIES

In relation to this policy, the following positions are responsible for the following:

Policy Owner
The Deputy Vice-Chancellor (Academic) has overall responsibility for the content of this policy and its operation in ECU.

Managers
The Dean is responsible for ensuring this policy is adhered to when recruiting, selecting and appointing academic staff to Academic Leadership positions.

Staff
Staff are required to apply this policy when appointed into Academic Leadership roles and to seek guidance in the event of uncertainty as to its application.

6. RELATED DOCUMENTS:

6.1 Other documents which are relevant to the operation of this policy are as follows:
   - Academic Staff Performance Expectations and Outcomes (ASPEO) (HR175) Framework;
   - Acknowledging Successful Performance in Research Excellence (ASPIRE) Framework;
   - Code of Conduct (HR117);
   - Internal Temporary Appointments Policy (HR168);
   - Management for Performance System (MPS) (HR129);
   - Recruitment, Selection and Appointment Policy (HR131);
   - Role Based Development Framework (RBDF);
7. CONTACT INFORMATION
For queries relating to this policy please contact:

<table>
<thead>
<tr>
<th>Policy Owner</th>
<th>Deputy Vice-Chancellor (Academic)</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Enquiries Contact:</td>
<td>Director, HRSC</td>
</tr>
<tr>
<td>Telephone:</td>
<td>08 6304 2937</td>
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<tr>
<td>Email address:</td>
<td><a href="mailto:j.robertson@ecu.edu.au">j.robertson@ecu.edu.au</a></td>
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</tbody>
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8. APPROVAL HISTORY

<table>
<thead>
<tr>
<th>Policy Approved by:</th>
<th>Vice-Chancellor</th>
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<tr>
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<td>28 November 2005</td>
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Appendix 1. Summary of the Remuneration Package Offered to Academic Leaders

<table>
<thead>
<tr>
<th>Leadership Role</th>
<th>Appointment</th>
<th>Length of term</th>
<th>Line Management of Staff</th>
<th>Workload Allocation and Allowance $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Associate Dean</strong></td>
<td>Professor (Level E), Associate Professor (Level D), * Senior Lecturer (Level C)</td>
<td>Initial appointment of up to 3 years. A subsequent contract may be offered subject to an appropriate and satisfactory end of contract review, to be completed a minimum of six months prior to the expiry of the term.</td>
<td>Supervision of no more than 30 staff</td>
<td>***&lt;br&gt;Workload</td>
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<td></td>
<td>50%</td>
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<td>40%</td>
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<td>20%</td>
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<td></td>
<td>Allowance based on % of Professor (Level E)</td>
</tr>
<tr>
<td><strong>Director, Research Institute</strong></td>
<td>Professor (Level E) * Associate Professor (Level D)</td>
<td>Initial appointment of up to 3 years. A subsequent contract may be offered subject to a satisfactory performance and availability of sufficient external funding availability.</td>
<td>Supervision of staff within the Research Institute</td>
<td>***&lt;br&gt;10% of Professor (Level E)</td>
</tr>
<tr>
<td><strong>Academic Coordinator</strong></td>
<td>Senior Lecturer (Level C) or above * Lecturer (Level B)</td>
<td>As required</td>
<td>Not applicable</td>
<td>No additional allowance</td>
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<tr>
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<td></td>
<td></td>
<td>* Level B will receive 3% of Level C.1</td>
</tr>
</tbody>
</table>

* Exceptional circumstances
** Base salary as per the relevant industrial agreement and negotiation on a case-by-case basis depending on the level of appointment
*** All exceptions to the assigned percentage of Professor (Level E) allowance must be approved by the Deputy Vice-Chancellor (Academic).

Where a staff member is temporarily appointed in an acting capacity for a continuous period greater than one month, the Dean may approve the transfer of an appropriate pro-rata cash benefit. In circumstances where no temporary appointment is made the absent staff member can continue to receive such allowance(s).
Appendix 2.

ROLE STATEMENT – ASSOCIATE DEAN (RESEARCH)

Role Summary

The Associate Dean (Research) is a member of the School’s leadership team, developing and implementing research related strategies within the School. The Associate Dean (Research) reports to the Dean, and collaborates across the School and University to drive the research performance of the University. Fostering a collaborative and inclusive School culture, the Associate Dean (Research) develops and implements strategies based on creativity, innovation, sound risk management and forward thinking. The role has a strong focus on enhancing ECU’s national and international research profile. The Associate Dean (Research) also deputises in the Dean’s absence, and demonstrates the University’s values and represents its interests at all times.

In addition to the responsibilities detailed in this role statement, academic staff are expected to achieve and maintain the outcomes expected in the ECU Academic Staff Performance Expectations and Outcomes Framework.

Organisational Values and Expectations

All ECU Staff are guided by the University’s Values – Integrity, Respect, Rational Inquiry and Personal Excellence.

Our staff are required to:

- participate in all ECU, team and individual planning activities, including Management for Performance System (MPS);
- comply with ECU policies and practices in all aspects of their work and conduct; and
- ensure the safety and wellbeing of themselves and others by complying with Health, Safety and Equity requirements.

ECU acknowledges and respects the continuing association with Nyoongar people, the traditional custodians of the land, upon which its campuses stand and programs operate.

Capabilities Required

The role requires the following attributes:

- Excellent scholarly record in relevant discipline;
- Comprehensive leadership capabilities, including experience in leading diverse, collaborative teams;
- Sound knowledge of higher education sector policy, trends, innovations and strategies, particularly in relevant discipline area;
- Demonstrated successful record of obtaining research grants and other funding;
- Capacity to develop and operationalize research strategy;
- Experience in leading change in a complex organisation;
- Demonstrated capacity to build strategic networks and collaborative relationships;
- Capacity to foster a culture of capability building and mentoring.

Role Responsibilities

Reporting to the Dean, the Associate Dean (Research) is responsible for developing and driving research performance and development within the School.
Key responsibilities for the Associate Dean (Research):

- Collaborating with the Dean, develops and implements research strategies for the School;
- Establishes and refines activities aimed at increasing the national and international research profile of the School and University;
- Leads strategic identification and engagement with untapped external organisations / individuals for collaboration and funding;
- Strengthens existing collaborative relationships with internal and external groups;
- Develops the research and research-training strategy and programs of the School;
- Works collaboratively with the Deputy Vice-Chancellor (Research), Research Institutes and other research related areas to ensure quality and promotion of research output;
- Drives the research performance and professional development of the School;
- Translates ECU research strategy and governance requirements into operational outcomes at the School level;
- Deputises for the Dean when required;
- Chairs relevant committees and working groups related to the portfolio.
Role Summary

The Associate Dean (Teaching and Learning) is a member of the School’s leadership team, developing and implementing teaching and learning strategies within the School. The Associate Dean (Teaching and Learning) reports to the Dean, and collaborates across the School and University to drive the teaching and learning performance of the University. Fostering a collaborative and inclusive School culture, the Associate Dean (Teaching and Learning) develops and implements strategies based on creativity, innovation, sound risk management and forward thinking. The role has a strong focus on enhancing ECU’s national and international profile, particularly in the area of teaching and learning and curriculum design. The Associate Dean (Teaching and Learning) also deputises in the Dean’s absence, and demonstrates the University’s values and represents its interests at all times.

In addition to the responsibilities detailed in this role statement, academic staff are expected to achieve and maintain the outcomes expected in the ECU Academic Staff Performance Expectations and Outcomes Framework.

Organisational Values and Expectations

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- ensure the safety and wellbeing of themselves and others by complying with Health, Safety and Equity requirements.

ECU acknowledges and respects the continuing association with Nyoongar people, the traditional custodians of the land, upon which its campuses stand and programs operate.

Capabilities Required

The role requires the following attributes:

- Excellent scholarly record in relevant discipline;
- Comprehensive leadership capabilities, including experience in leading diverse, collaborative teams;
- Sound knowledge of higher education sector policy, trends, innovations and strategies, particularly in relevant discipline area;
- Capacity to develop and operationalize teaching and learning strategy;
- Experience in leading change in a complex organisation;
- Demonstrated capacity to build strategic networks and collaborative relationships;
- Capacity to foster a culture of capability building and mentoring.
Role Responsibilities

Reporting to the Dean, the Associate Dean (Teaching and Learning) is responsible for developing and driving teaching and learning performance and development within the School.

Key responsibilities for the Associate Dean (Teaching and Learning):

- Collaborating with the Dean, develops and implements teaching and learning strategies for the School;
- Establishes and refines activities aimed at increasing the national and international teaching and learning profile of the School and University;
- Critically analyses and develops the current and future teaching and learning requirements of the School;
- Develops and strengthens collaborative relationships internally and externally;
- Works collaboratively with the Deputy Vice-Chancellor (Teaching and Learning) and other related areas to ensure quality teaching and learning outcomes;
- Drives the teaching and learning performance and professional development of the School;
- Translates ECU teaching and learning strategy and governance requirements into operational outcomes at the School level;
- Deputises for the Dean when required;
- Chairs relevant committees and working groups related to the portfolio.
ROLE STATEMENT – ASSOCIATE DEAN (DISCIPLINE)

Role Summary

The Associate Dean (Discipline) is a member of the School’s leadership team, managing a discipline cluster within the School. The Associate Dean (Discipline) reports to the Dean, and manages a specific group of academic staff to deliver high quality academic programs. Fostering a collaborative and inclusive School culture, the Associate Dean (Discipline) guides academic performance and development within a discipline cluster within the School based on creativity, innovation, sound risk management and forward thinking.

In addition to the responsibilities detailed in this role statement, academic staff are expected to achieve and maintain the outcomes expected in the ECU Academic Staff Performance Expectations and Outcomes Framework.

Organisational Values and Expectations

All ECU Staff are guided by the University’s Values – Integrity, Respect, Rational Inquiry and Personal Excellence.

Our staff are required to:

- participate in all ECU, team and individual planning activities, including Management for Performance System (MPS);
- comply with ECU policies and practices in all aspects of their work and conduct; and
- ensure the safety and wellbeing of themselves and others by complying with Health, Safety and Equity requirements.

ECU acknowledges and respects the continuing association with Nyoongar people, the traditional custodians of the land, upon which its campuses stand and programs operate.

Capabilities Required

The role requires the following attributes:

- Excellent scholarly record in a relevant discipline;
- Relevant experience in leading diverse, collaborative teams;
- Capacity to develop, operationalize and review research, teaching and learning programs;
- Experience in leading change in a complex organisation;
- Demonstrated capacity to build strategic networks and collaborative relationships;
- Capacity to foster a culture of capability building and mentoring.

Role Responsibilities

Reporting to the Dean, the Associate Dean (Discipline) is responsible for guiding academic performance and development within a discipline cluster within the School.

Key responsibilities for the Associate Dean (Discipline):

- Leads academic performance in a discipline cluster;
- Contributes to the strategic direction and governance of the School;
- Pursues opportunities to improve discipline teaching, learning and research activities, including cross-discipline collaborations;
- Manages a specific group of academic and sessional staff;
- Accountable for managing staff performance and development.
ROLE STATEMENT – DIRECTOR, RESEARCH INSTITUTE – Subject to review

Role Summary

Reporting to the Dean, the Director of a Research Institute is responsible for developing current and future research within an Institute to enhance ECU’s research achievements in alignment with and University strategic priorities.

The Director continues to pursue their academic work through negotiated involvement in research and research training, as agreed with the Dean.

Organisational Values and Expectations

All ECU Staff are guided by the University’s Values – Integrity, Respect, Rational Inquiry and Personal Excellence.

Our staff are required to:

• participate in all ECU, team and individual planning activities, including Management for Performance System (MPS);
• comply with ECU policies and practices in all aspects of their work and conduct; and
• ensure the safety and wellbeing of themselves and others by complying with Health, Safety and Equity requirements.

ECU acknowledges and respects the continuing association with Nyoongar people, the traditional custodians of the land, upon which its campuses stand and programs operate.

Capabilities Required

The role requires the following attributes:

• Excellent scholarly record in relevant discipline;
• Demonstrated leadership capabilities, including experience in leading diverse, collaborative research teams;
• Sound knowledge of policy, trends, innovations and strategies, particularly in relevant discipline area;
• Demonstrated successful record of obtaining research grants and other funding;
• Capacity to promote and operationalize the research strategy;
• Demonstrated capacity to build strategic networks and collaborative relationships nationally and internationally;
• Capacity to foster a culture of capability building and mentoring.
Role Responsibilities

Reporting to the Dean, the Director of a Research Institute is responsible for developing and driving research performance and development within the scope of the Institute that they lead for the benefit of the School and University.

Key responsibilities for the Director of a Research Institute include:

- Collaborating with the Dean, develops and implements current and future research for the Institute;
- Establishes and refines activities aimed at increasing the national and international research profile of the Institute, School and University;
- Strengthens existing collaborative relationships with internal and external groups;
- Works collaboratively with the Deputy Vice-Chancellor (Research), Associate Dean (Research), Research Institutes and other research related areas to ensure quality and promotion of research output;
- Drives the research performance and professional development of the Institute;
- Translates ECU research strategy and governance requirements into operational outcomes at the Institute level.
ROLE STATEMENT – ACADEMIC COORDINATOR

Role Summary

The role of Academic Coordinator is a leadership role within the School which is responsible for a particular portfolio, such as Courses, Year Group, International Programs, Clinical Programs or Accreditation. The Academic Coordinator manages specified academic programs or activities and provides sound advice to students or staff in relation to the specific portfolio. The Academic Coordinator also promotes a collaborative and forward-thinking culture within the School and University.

In addition to the responsibilities detailed in this role statement, academic staff are expected to achieve and maintain the outcomes expected in the ECU Academic Staff Performance Expectations and Outcomes Framework.

Organisational Values and Expectations

All ECU Staff are guided by the University’s Values – Integrity, Respect, Rational Inquiry and Personal Excellence.

Our staff are required to:

- participate in all ECU, team and individual planning activities, including Management for Performance System (MPS);
- comply with ECU policies and practices in all aspects of their work and conduct; and
- ensure the safety and wellbeing of themselves and others by complying with Health, Safety and Equity requirements.

ECU acknowledges and respects the continuing association with Nyoongar people, the traditional custodians of the land, upon which its campuses stand and programs operate.

Capabilities Required

The role requires the following attributes:

- Demonstrated capacity to build an excellent academic and research profile in relevant discipline;
- Relevant experience in leading diverse, collaborative teams;
- Capacity to develop, operationalize and review academic programs or activities;
- Capacity to lead change in a complex organisation;
- Demonstrated capacity to build strategic networks and collaborative relationships;
- Capacity to foster a culture of capability building and mentoring.

Role Responsibilities

Reporting to the Associate Dean ( Discipline), the Academic Coordinator is responsible for managing specific portfolios, such as Courses, Year Group, International, Clinical Programs and Accreditation.

Key responsibilities for the Academic Coordinator within relevant portfolio:

- Plans, develops and manages the delivery of academic programs in a discipline or course;
- Advises students or staff in relation to the specific portfolio;
- Pursues opportunities to improve discipline teaching, learning and research activities, including cross-discipline collaborations.