Those who lead give sight to those who follow; those who follow give life to those who lead.

We seek an exceptional academic leader to lead the School of Sport and Recreation at Auckland University of Technology (AUT), here in New Zealand.

AUT’s School of Sport and Recreation is a renowned institution with a rich history of designing innovative programmes and supporting athletic pursuits through scientific research. The school caters to various communities and industries. It encompasses academic and research areas that merge physical activity and movement with urban and rural environments, climate change, health and wellbeing.

The School of Sport and Recreation is the top-ranked sports sciences school in Aotearoa New Zealand, among the top 41 universities worldwide, with a five-star rating for sports-related subjects. Our courses are developed through cutting-edge research and collaboration with leading industry partners. We have several departments and areas of focus, including Coaching, Health and Physical Education, Outdoor Education, Physical Activity and Nutrition, Sport and Exercise Science, and Sport Leadership and Management. Solid relationships with community and industry groups inform our teaching programmes and research.

The successful candidate will have a proven ability to collaborate with internal and external stakeholders to achieve excellence and equity in education and research. They will have a strong record of academic leadership and/or senior management experience. AUT is committed to enacting Te Tiriti o Waitangi and has recently published a university-wide strategy, Te Aronui.

The successful candidate will be able to demonstrate a clear vision with respect to how the enactment of Te Tiriti o Waitangi will inform their leadership style, and they are encouraged to inform themselves of our new faculty strategy (refer to page 12 of this handbook).

They will be socially engaged with a demonstrated ability to implement learning and teaching initiatives and ensure the delivery of quality programmes and student support services. Additionally, they need to be able to identify strategic and business development opportunities by partnering with relevant industries, professions, or institutions at the local and international levels to support the faculty’s strategy and business plan and the University’s strategic and operational goals.

The Head of School, Sport and Recreation is a key member of the strategic and quality decision-making faculty leadership team. Faculty leadership comprises four schools (Clinical Sciences, Public Health and Interdisciplinary Studies, Science, Sport & Recreation), Associate Dean positions in Research, Teaching & Learning, Postgraduate Research, International and Engagement, Strategy and Planning, Māori Advancement, Pacific Advancement, the Faculty Registrar and the Finance Director.

The successful candidate will actively contribute to the entire leadership team, promoting knowledge and resource sharing within and across the faculty. They will also participate and engage in broader leadership within the group and the University.

If you possess the necessary skills to lead the School of Sport and Recreation and take it to greater heights of excellence and achievement, I would be delighted to receive your application.

Professor Brett Cowan
Pro Vice-Chancellor and Dean of the Faculty of Health and Environmental Sciences
AUT (Auckland University of Technology) is dynamic and vibrant with a hugely diverse body of students, staff, and partners. As one of the world’s top 50 young universities and New Zealand’s newest, AUT is the university of opportunity where all students with talent and potential have the chance to succeed. We have a clear vision expressed through our new Te Tiriti Responsiveness Framework and the cornerstone Ki Uta Ki Tai Student Success Plan which will ensure a shared, cohesive approach for the University to achieve its commitments and ambitions for student success, inclusion and belonging. We are a socially driven university with equity and excellence central to our purpose and actions, and we offer a stimulating teaching and research environment with strong connections to government, business, and industry. AUT has more than 27,000 students and over 4,000 staff based primarily at our three Auckland teaching campuses.

In financial terms, AUT had a total revenue of NZ$415 million in 2022. Of this total, NZ$200 million came from government grants, NZ$166 million from student-derived revenue, and NZ$50 million from research and other income. For further information on the University’s financial position, please refer to the 2022 Annual Report.

AUT has undergone significant growth and change in 23 years, but one core characteristic from our 128-year institutional history remains; opportunity. AUT is student centred, community-minded, and partnership-oriented. And as the first university to have a presence in South Auckland, the AUT South Campus is a prime example of this. The campus serves a community that has traditionally been under-represented in university education. With close to 4,000 students studying there, the University is focused on increasing student numbers in this growing and dynamic part of Auckland.

In terms of university leadership, AUT has a governing council comprising appointed and elected members. The AUT Council is chaired by the Chancellor, and the Vice-Chancellor is an ex-officio member.

The two primary managerial decision-making bodies of the University are the Academic Board and the Strategic Leadership Team. The Academic Board comprises representatives of the professorate and other senior academic staff and is currently chaired by the Vice-Chancellor, Professor Damon Salesa.

The Strategic Leadership Team has a membership of senior leaders and budget holders across the University including the Vice-Chancellor, Deputy Vice-Chancellor Academic and Deputy Vice-Chancellor Research.

Supporting the Vice-Chancellor and the two Deputy Vice-Chancellors are the Deans of each of the five faculties who are also Pro Vice-Chancellors. These are:

- Pro Vice-Chancellor, Dean, Faculty of Business, Economics and Law
- Pro Vice-Chancellor, Dean, Faculty of Design and Creative Technologies
- Pro Vice-Chancellor, Dean, Faculty of Culture and Society and Dean, Faculty of Māori and Indigenous Development - Te Ara Poutama.
- Pro Vice-Chancellor, Dean, Faculty of Health and Environmental Sciences

The faculties and their constituent schools are listed on this page.

The University also has four Pro Vice-Chancellors independent of the faculties, each with critical pan-university responsibilities. These are:

- Pro Vice-Chancellor International
- Pro Vice-Chancellor Learning and Teaching
- Pro Vice-Chancellor Māori Advancement
- Pro Vice-Chancellor Pacific

On the administrative side, the University has two Assistant Vice-Chancellors and two Group Directors, each leading major operational areas. These are:

- Assistant Vice-Chancellor Corporate, Governance and Legal
- Assistant Vice-Chancellor Finance and Infrastructure
- Group Director Strategy and Planning
- Group Director People and Culture

The five faculties are as follows:

**Faculty of Business, Economics and Law**
- Te Ara Pakihi, Te Ohanga Me Te Ture
- Business School
- Law School
- School of Economics

**Faculty of Culture and Society**
- Te Ara Kete Aronui
- School of Education
- School of Hospitality and Tourism
- School of Language and Culture
- School of Social Sciences and Public Policy

**Faculty of Design and Creative Technologies**
- Te Ara Auaha
- School of Art and Design
- School of Communication Studies
- School of Engineering, Computer and Mathematical Sciences
- School of Future Environments

**Faculty of Health and Environmental Sciences**
- Te Ara Hauora A Pūtaiao
- School of Clinical Sciences
- School of Public Health and Interdisciplinary Studies
- School of Science
- School of Sport and Recreation

**Te Ara Poutama**
Faculty of Māori & Indigenous Development

The University’s students are distributed across a full range of qualifications with 16% enrolled at postgraduate level, 79% at undergraduate level (bachelor’s degrees) and 5% at diploma and certificate level. AUT has over 1,000 doctoral students and more than 60 research centres. We undertake international research in a wide spectrum of fields across the 16 schools at the University, with projects ranging from biotechnology, epidemiology, rehabilitation, artificial intelligence and data science to human nutrition and metabolism, communications and economics, amongst others, and we have award-winning academics in these fields.

Our student and staff populations are diverse and multicultural. A large proportion of our students are Māori, and we have the largest proportion of Pacific students in New Zealand. Over 12%, are international students, with numbers dramatically affected by border closures associated with COVID-19, and more than 50% of AUT’s academic staff were born overseas. This reflects the diversity of Auckland; around 40% of the city’s residents were born outside New Zealand.

AUT’s growing reputation, both in New Zealand and overseas, is evident in our rankings. We are ranked in the top 1% of universities worldwide as assessed by Times Higher Education (THE). We are also ranked 94th in the world for international outlook, making us first in New Zealand for this indicator. We are rated a five-star university by Quacquarelli Symonds (QS), and many of our subject areas are world-ranked too.
AUT DIRECTIONS TO 2025

The overall direction and progress of AUT is determined by the University’s strategic plan, AUT Directions to 2025, which can be summarised as follows:

OUR MISSION
Great Graduates

OUR VISION
To be a university known for the desirability of our contemporary education, built on our commitments to:

- Research – Discovery and application of knowledge for wellbeing and prosperity
- Distinct Contribution – Building our position as New Zealand’s University of Technology
- Learning & Teaching – Creating exceptional learning experiences
- Engagement – Responding to our place in the world
- Vibrant Community – Being a place where people love to work and learn

OUR CULTURE

- Open-minded – We are open-minded, curious and questioning
- Collaborative – We are welcoming, collegial, collaborative and respectful of others
- Courageous – We think critically, listen carefully and speak courageously
- Purposeful – We are achievement-orientated and dedicated to the success of our students and stakeholders

OUR VALUES

- Tika – Integrity
- Pono – Respect
- Aroha – Compassion

In support of the AUT Directions to 2025, the Vice-Chancellor has set out five strategic priorities to progress our commitments. These are:

- Advancing our Te Tiriti commitments
- Advancing excellence and equity in education and research
- Advancing our environmental and financial sustainability
- Supporting student success
- Maturing the University’s systems and processes
Te Aoronui – AUT’s Te Tiriti Framework

AUT has undergone a transformational journey towards aligning with Te Tiriti o Waitangi. The founding document of New Zealand, Te Tiriti o Waitangi (Te Tiriti) establishes the basis for modern Aotearoa New Zealand society. It is an agreement between representatives of the British Crown and rangatira (chiefs) and their hapū (sub-tribes), named after the place in the Bay of Islands where the Treaty was first signed on 6 February 1840. Fundamentally, Te Tiriti governs the relationship between Māori – the tangata whenua (indigenous people) – and everyone else. It ensures that the rights of both Māori and tauwhi (non-Māori) are protected.

As a Crown entity, AUT has a duty to actively promote and protect Tiriti rights and develop education settings that reflect Māori-Crown relationships. AUT plays a critical role in shaping Aotearoa New Zealand. To ensure a thriving Aotearoa New Zealand for all, we need to acknowledge and redress the enduring harms of colonisation and racism, and all forms of discrimination by creating an environment in which tangata whenua succeed alongside tangata Tiriti and to ensure that we understand how we work together to achieve that. Te Tiriti o Waitangi guides us in this work. AUT has a role and responsibility to support the aspirations of Māori – the tangata whenua (indigenous people) – and everyone else. It ensures that the rights of both Māori and tauwhi (non-Māori) are protected.

AUT’s Te Tiriti Framework is a confident response to our commitment to Te Tiriti o Waitangi, which seeks to enable all of our university community to give life to Tiriti honouring actions. The vision of the framework is to see a culture within AUT that views Te Tiriti as an opportunity to grow and prosper as a university; providing a strategic foundation for faculties and schools, and central service units to support the formulation of strategic and operational plans to enhance positive outcomes for Māori and the wider AUT whānau.

Visit Te Aronui for more information.

PACIFIC AT AUT

Auckland is the largest Polynesian city in the world, and AUT aspires to be the university of opportunity for Pacific peoples. Out of all the universities in New Zealand, AUT has the largest proportion of Pacific students (17%). We strive to increase the participation and success of Pacific peoples across all academic disciplines through programme development, university preparation programmes, student support, scholarships, community outreach and university research.

AUT’s commitment to Pacific peoples is underpinned by the appointment of a Pro Vice-Chancellor Pacific, a role that champions and supports continuous improvement across the University regarding Pacific participation, academic and research outcomes. To achieve this, the Office of Pacific Advancement under the direction of the PVC Pacific, has a dedicated team within the University that maintains and facilitates initiatives of importance to Pacific communities.

Pacific research and researchers are a critical part of AUT’s current and future research plans. Pacific research is diverse and ranges across the faculties. Last year we had important Marsden success, with Pacific-led projects being funded, and this emerging research sits alongside established projects such as the landmark Pacific Islands Families (PIF) Study, which has been tracking the health and psychosocial development of 1,398 Pacific children born at Middlemore Hospital in Auckland at the start of the new millennium.

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AUT has the largest proportion of Pacific students in New Zealand, and they are supported from entry through to research degrees. The UniPrep programme, for example, transitions students into AUT, working with high schools in South and West Auckland to empower and support their transition to university. It acts as a gateway to study options across all AUT’s faculties and campuses and includes a mix of academic workshops, team-building activities and university life experiences. More than 75% of participants are Pacific people. From a postgraduate position, we provide scholarships for Pacific doctoral students and support Māori and Pacific early career academics through our staff programme Eke Tangaroa.

The Office of Pacific Advancement also empowers Pacific students to take an active role in their success through extracurricular programmes such as the Oceanian Leadership Network (OLN) comprising 200 current students from different faculties; schools; and campuses across AUT; OLN students develop their own successes through leadership opportunities and through service to others.

In New Zealand, Pacific communities are underrepresented in our universities. AUT has made special efforts to address this, and the establishment of the South Campus in Manukau – which has the largest populations of Pacific peoples in one place worldwide – is a tangible expression of this commitment. The South Campus is also a research and innovation centre engaged with, and relevant to, Pacific communities.

Visit Pacific at AUT for more information.
The School of Sport and Recreation is a leader in its field with a long heritage of developing innovative and creative programmes and supporting sporting endeavour through scientific investigation.

The school is the top-ranked human movement and sport sciences school in New Zealand, and the QS World University Rankings place the school in the top 41 universities in the world with a five out of five stars for sports-related subjects. Our courses are developed through world-leading research and input from top industry partners. There are a range of departments/discipline foci within the school including Coaching and Youth Development, Health and Physical Education, Outdoor Education, Physical Activity and Nutrition, Sport and Exercise Science, and Sport Leadership and Management.

The school has a range of national and international relationships including key roles in the development of elite athletes and high performing individuals, sport systems, community, organisations, and the built and natural environments. Sport, exercise science, physical activity and nutrition, coaching, outdoor learning, and physical education are all acknowledged as key elements of health and wellbeing.

The school includes departments of coaching health and physical education, physical activity, nutrition and the outdoors, sport and exercise science, and sport leadership and management. Close relationships with community and sector groups inform the development of teaching programmes and research within the school. AUT Millennium is our world-class sports training and research facility located close to the North Campus. Close links between educators, researchers, athletes and community make this school a vibrant and innovative leader in this sector.
The Faculty of Health and Environmental Sciences makes a critical contribution to transforming the wellbeing of the people of Aotearoa New Zealand.

The purpose of this section is to inform the candidate of key factual, relational, strategic, and opportunity issues relating to the Faculty of Health and Environmental Science (FHES). For a deeper examination of FHES and its constituent schools please consult the web links provided.

FHES is the largest faculty with Auckland University of Technology. At the present time the Faculty has c. 6,500-7,000 equivalent full-time students (EFTS), c. 440 academic staff, and c. 150 allied staff spread across four Schools (Clinical Sciences, Science, Sport and Recreation, Public Health and Interdisciplinary Studies). Of the four schools, Clinical Sciences stands out as significantly larger than the others with c. 300 staff and c. 3,800 EFTS, whilst the other schools have c. 60-90 staff and c. 600-900 EFTS each.

The faculty has a presence on all AUT campuses within Auckland (City, North and South Campus) as well as in specialist facilities and satellite locations around the country (notably AULT Millennium, North Shore, Auckland). It offers a wide range of educational programmes, from undergraduate to doctoral level, and serves the broad areas of health, sport, and science. The synergies between these areas of expertise inform curricula, educational practice, supervision, and research initiatives which constantly evolve to respond to new and emerging challenges, workforce, policy and community needs. The faculty is strongly connected with a wide range of external stakeholders (government, industry, service providers, and communities) within Aotearoa and internationally. There is a symbiotic relationship in many parts of the faculty between university and industry/community and hundreds of student placements and work in learning opportunities are provided annually. The faculty actively influences policy, practice and scholarly/research discourse.

The faculty and university are committed to enacting policy, practice and scholastic/research discourse. The faculty is led by a Dean, and a leadership team comprising Heads of School and Associate Deans who have responsibility for key strategic areas, including Māori advancement, research and innovation, learning and teaching, international and engagement, and postgraduate research.

The School of Sport and Recreation – Te Kura Hākinakina
Further detail on page 10.

The School of Clinical Sciences – Te Kura Mātai Haumanu

The School of Clinical Sciences provides the most extensive range of undergraduate health professional programmes in the country, producing graduates who work in 11 health professional groups. These include counselling, midwifery, nursing, occupational therapy, oral health, paramedicine, perioperative (anaesthetic) technicians, physiotherapy, psychotherapy, physiotherapy and podiatry.

The school is committed to helping Te Tiriti-lead and supports graduates who are ready to take their place in a Te Tiriti based health system.

All programmes have a significant clinical experience component, and the students work closely with industry partners to ensure they experience high-quality learning opportunities. Educational approaches include the use of simulation and virtual reality, and increasingly incorporate innovative education methods and pedagogy which reflect the needs and worldviews of the students who come to AUT.

The majority of programmes are accredited through their regulatory bodies under the HPCA Act. The school works closely with partners in Te Whātu Ora, Te Aka Whai Ora, Ministry of Health, community and iwi partners to ensure we provide services and graduates who meet the needs of the community.

The school has a strong postgraduate department offering a range of qualifications that can be completed with a research or by-paper focus. Professional registration to practice in psychology and psychotherapy require postgraduate study and accredited programmes are offered for these pathways. In addition to the standard PhD the school also offers the Doctor of Health Science (three courses and a 240-point thesis). This is the largest professional doctorate programme in Aotearoa New Zealand. Many of the staff at the school are leaders in their profession both nationally and globally, and this expertise informs our programme design and the learning journeys of students.

This school makes a significant contribution to the allied health care and disability support workforce. It leads in the range, extent, and flexibility of undergraduate and postgraduate pathways for the health and disability sector of Aotearoa New Zealand.

The School of Public Health and Interdisciplinary Studies – Kura Poheko O Nga Marau Akoranga Hauora

The School of Public Health and Interdisciplinary Studies is the focal point for interdisciplinary learning and practice within the faculty. The school’s focus recognises that issues of the world are commonly complex and require interprofessional ways of working, and that promoting health is key to the wellbeing of individuals, their family or whānau, and the wider community. Administratively the school has four departments (Public Health, Interdisciplinary, Emergency Management and Disaster Risk Reduction, and Hauora Māori (Māori Health)) and one research institute comprising five research centres (see Research section below).

Courses that provide common and shared elements of undergraduate and postgraduate programmes from across the faculty reside in this school. This includes four large Year 1 undergraduate courses that attract 1600-2400 students and require a range of innovative pedagogical approaches. The school offers an undergraduate degree in health science, specifically designed for students to pursue a qualification covering individualised innovative or unconventional combinations of courses. In addition, the school offers programmes and pathways of study across undergraduate and postgraduate levels in public and environmental health, health management and leadership, case management, emergency and disaster risk management, violence and trauma, as well as the Te Ara Hauora Māori. Courses are being developed in Pacific health.

The school has significant local, national, international connections, particularly in the Hauora Māori, Pacific health, public health, health leadership and disaster risk management and development spaces. Researchers within these disciplines of the school have won national and world-class expertise and have attracted millions of dollars in external income. The school has strong and growing master’s degrees and PhD programmes, including international students, with particular current strengths in Māori public health and disaster and risk reduction/emergency management.

The school is presently engaged with external experts to actively reviewing its curricula and research activities. While it is premature to be definitive about the results of the review it is likely that there will be a range of exciting changes and innovations to support Aotearoa’s recent health reforms and the commitment at AUT and beyond to climate change action and sustainability.
The School of Science - Te Kura Pūtaiao

The School of Science comprises four departments: Environmental Science, Biomedicine and Medical Diagnostics, Chemistry, and Food Science and Microbiology, and offers programmes from pre-degree courses to undergraduate and postgraduate programmes (some of which are delivered overseas in conjunction with other institutions). The school recently introduced a brand-new science curriculum which had been in development for two years. The new curriculum has three elements: a common core (including Māori science and knowledge, science and society and work in learning opportunities); a major element (studying a major subject made up of eight individual courses) and a minor/elective element (studying a minor subject made up of four individual courses and elective individual courses within the school or across the University). Majors include: Analytics, Biological Science, Biomedical Science, Chemistry, Environmental Science, Food Science, Marine Science, Mathematical Modelling, with minors offered within the above subjects and other areas such as Biodiversity Conservation, Earth System Science, Geospatial Science, Pharmaceutical Formulation, Biochemistry, Molecular Genetics, Environmental Sustainability and Microbiology. The school is the only provider in the North Island of an accredited clinical degree programme in Medical Laboratory Science.

The school has strong connections with national, international and local agencies and industries focusing on applied and translational research that aims to solve local and global health, nutrition, and environmental challenges. The school has developed strong working relationships with a range of external partners including the Department of Conservation, Ministry of Primary Industries, Ministry of Business Innovation and Employment, the National Science Challenges, Crown Research Institutes, aquaculture and agriculture industries, food industries and organisations and the Medical Sciences Council.

Researchers within the school have world-class expertise across the disciplines and have attracted millions of dollars in external income. Training laboratories include the AUT Roche Diagnostics Laboratory which has state-of-the-art medical and biomedical testing machinery; the only Roche Diagnostics Laboratory in New Zealand which has state-of-the-art medical and biomedical testing machinery. Laboratories are accredited by professional regulation agencies to ensure that graduates meet the criteria to register and practice in Aotearoa New Zealand.

RESEARCH

Research is a faculty priority, ensuring that learning and practice are informed by current and evidence-based knowledge and expertise. Postgraduate programmes of study and supervision are led by experts in their field and students are supported to develop new projects or engage with existing work. The value of integrating research into practice and learning is reflected in the structure that sees research centres embedded within the teaching schools of the faculty.

Specific research expertise takes place within designated centres, groups, networks, and institutes:

- Faculty of Health and Environmental Sciences hosted:
  - Te Kākano Research Network - Wellbeing through Physical Activity and Sport

School of Sport and Recreation:

- Sports Performance Research Institute New Zealand (SPRINZ)
- The Human Potential Centre (HPC)
- Traumatic Brain Injury Network
- Child and Youth Health Research Centre

School of Clinical Sciences:

- Centre for Active Ageing
- Centre for eHealth
- Centre for Interdisciplinary Trauma Research
- Centre for Midwifery and Women's Health Research
- Centre for Person Centred Research
- Child and Youth Health Research Centre
- Health and Rehabilitation Research Institute (HRRI)
- National Institute for Stroke and Applied Neurosciences (NISAN)
- National Centre for Interprofessional Education and Collaborative Practice
- Traumatic Brain Injury (TBI) Network

School of Science:

- Centre for Food Science
- Aquaculture Biotechnology Research Group
- AUT Living Laboratories
- Drug Delivery Research Group
- AUT Roche Diagnostics Laboratory
- Blue Economy Cooperative Research Centre
- AUT Lab for Cephalopod Ecology and Systematics
- MāSci Rōpū - Māori and Indigenous Science

School of Public Health and Interdisciplinary Studies:

- National Centre for Interprofessional Education and Collaborative Practice
- National Institute for Public Health and Mental Health
- Taupua Waiora Centre for Māori Health Research
- Centre for Migrant and Refugee Research
- Centre for Pacific Health and Development Research
- Child and Youth Health Research Centre
- Gambling and Addictions Research Centre
- Centre for Migrant and Refugee Research
- Centre for Pacific Health and Development Research
- Gambling and Addictions Research Centre

ACCREDITATION & RECOGNITION

The faculty’s accreditations, rankings and ratings signal internationally comparable programmes and research, and strong connections with relevant sectors, agencies, employers and professions.

Professional regulation

Many of the programmes of study offered by the faculty are accredited by professional regulation agencies to ensure that graduates meet the criteria to register and practice in Aotearoa New Zealand.

Health professional programmes:

- Medical Sciences Council (Anaesthetic Technology and Medical Laboratory Science)
- Dental Council
- Midwifery Council
- Nursing Council
- Occupational Therapy Board
- Paramedic Council
- Physiotherapy Board
- Podiatrists Board
- Psychologists Board
- Psychotherapists Board
- Medical Sciences Council

Other accreditations and sector relationships:

- Physical Education New Zealand
- High Performance Sport New Zealand
- Department of Conservation
- Ministry of Primary Industries
- Ministry of Business, Innovation and Employment
- National Science Challenges
- Crown Research Institutes

Partnerships:

- District Health Boards
- Roche Pharmaceuticals
- Ko Awatea
- High Performance Sport New Zealand (HPSNZ)
- NZ Olympic Committee (2 years)
The faculty’s partnership with Māori and Pacific Peoples

A diverse workforce that reflects the communities it serves is critical to achieving health equity for Māori and Pacific peoples. Strategically, AUT has prioritised improving its engagement with Māori and Pacific peoples. Establishing the South Campus in Manukau is a tangible reflection of AUT’s commitment to providing accessible tertiary education to the largest populations of Māori and Pacific peoples globally. The South Campus offers faculty courses, including midwifery, paramedic science, public health, and sport and recreation.

Taupua Waiora Māori Research Centre is an integral part of AUT’s commitment to providing accessible tertiary education and is followed by a diverse workforce that reflects the communities it serves. In addition, they are available for students in our degree programmes, including nursing, occupational therapy, oral health, physiotherapy, podiatry, and sport and recreation. Taupua Waiora develops and teaches teaching and learning experiences for students. In addition, Taupua Waiora Māori Research Centre is an integral part of AUT’s commitment to providing accessible tertiary education and is followed by a diverse workforce that reflects the communities it serves. In addition, they are available for students in our degree programmes, including nursing, occupational therapy, oral health, physiotherapy, podiatry, and sport and recreation.

Our vision and mission:

He taihitu: Ka huri mātou i ngā hinengaro mā te whakatutū i te tahu, mā te whakahāngai i te rangahau me ngā taumaturanga ki te hauora, ki te huringa ahuarua, ki te hākinakina, me te maitainga taiaro, e tutuki ai te whāinga kia totiu, kia tūhonohoni kōtū taitoa me ō tātou hapori.

The strategy pictogram centres Te Tiriti o Waitangi for all faculty activities. The eight segments of the pictogram speak to relational interactions and connectedness between staff and students, personalised lifelong learning, development of the future and present workforce, improving our systems and processes and using data smartly with help with decision making, equity for all, increasing local, regional and global relevance, and moving towards ever more collaborative endeavours. The faculty strategy complements our Vice-Chancellor’s five pillars (Te Tiriti o Waitangi, excellence and equity in research and education, student success, financial security and sustainability, and systems for success) and also supports and informs the University’s Long-Term Academic and Capital Plan, which will shortly be launched and be active for 2023, possibly continuing into 2024.

About the Business Plan

Our Faculty Business Plan 2022–2025 is built around the Faculty Strategy and the strategic themes of the Vice-Chancellor and sets out priorities for the next three years. The Business Plan flushes out the main strategic areas speaking to actions and priorities that:

- Uplift the leadership confidence and capability of our Māori staff
- Invest in systems and processes that improve equity
- Further improve the effectiveness of our teaching and learning and increase student retention and success
- Celebrate international students and staff
- Further improve the holistic experience of our postgraduate community
- Address our financial base and its sustainability into the future

Innovate in our teaching and research space to increase the faculty’s attractiveness to future students, funders and collaborators and achieve tangible impacts for our communities and society

Moving forwards

Over the year, we will further communicate critical aspects of the strategy and business plan and the respective associate dean portfolios (Māori Advancement, Teaching & Learning, Research, PG, and International), aligning with the strategy and business plan. All documents and communications related to the strategy and business plan are found on AUT’s intranet site (Tuia).

Everyone is welcome to submit any comments or suggestions related to faculty strategy, and you are thanked for your contribution.
We are seeking a Head of School to provide outstanding academic, administrative and people leadership to the School of Sport and Recreation. You will work closely with our incoming Faculty Dean and play a critical part in achieving the strategic objectives of AUT, the Faculty and the School. You will be comfortable communicating with different groups from diverse disciplines and will lead a team of approximately 75 (FTE) deeply committed and resilient School staff. The School is currently in a strong position. You will continue the progress made, whilst embracing space for your creativity of thinking and academic innovation to enable the School to move to the next level as we tackle societal challenges with a transdisciplinary lens.

Key focus areas include:
- Lead further development of a School culture focused on excellence, innovation and equity in teaching, research, service, industry and community outreach, and other academic contributions.
- Advocate for the School and realise its potential for an increased external profile and brand, both domestic and international.
- Increase School alignment and participation with University and Faculty strategic objectives, while driving greater interdisciplinary thinking and collaborations.
- Ensure higher levels of student retention whilst increasing the School’s international and domestic student enrolments.

POSSESSION DESCRIPTION

<table>
<thead>
<tr>
<th>TITLE OF POSITION</th>
<th>SERVICE AREA</th>
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<tbody>
<tr>
<td>Head of School/Tumuaki Kura</td>
<td>Faculty of Health and Environmental Sciences</td>
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<th>REPORTS TO</th>
<th>LAST REVIEWED</th>
<th>SALARY BAND</th>
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<tr>
<td>Dean/Tumuaki</td>
<td>August 2023</td>
<td>Head of School Allowance plus base academic salary</td>
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</table>

PURPOSE

The Head of School is a senior academic leadership role which enables the school to achieve excellence and equity in education and research, and supports implementation of the University's strategic and operational goals. AUT recognises and respects the importance of Te Tiriti o Waitangi and its centrality to the mission and work of the University.

KEY RELATIONSHIPS

**EXTERNAL**
- Government, business and the public
- Relevant professional and/or industry organisations
- Relevant funding agencies
- Relevant community partners
- Academic institutions in New Zealand and overseas
- Prospective and enrolled students and alumni

**INTERNAL**
- Dean, Deputy and Associate Deans
- School leadership team and staff
- Program Directors
- School Manager/Coordinator
- Faculty Registrar
- Faculty Finance Manager
- HR Business Partner
- Other Heads of School
- AUT Central Divisions
- Other Faculty and University colleagues
KEY ACCOUNTABILITIES

<table>
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<tr>
<th>RESPONSIBILITY</th>
<th>EXPECTED OUTCOMES</th>
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</table>
| Strategic leadership     | • A clear vision and strategic direction are implemented to ensure the activities of the School enable delivery of the University strategic and operational plans  
  • Environmental scanning and analysis of emerging trends and competitor moves underpinning at School level  
  • Specific objectives are developed to enable the attraction, retention and success of talented staff and a viable student cohort  
  • Opportunities that enhance the School are identified and pursued through an active contribution to the development of marketing and engagement plans  
  • The reputation and credibility of the School is proactively managed                                                                                                                                 |
| Operational leadership   | • The School contributes to the future viability of AUT by effective and efficient management of staff, budgets and facilities  
  • The School’s operational activities are managed according to University policy, procedure and guidelines  
  • The School’s financial performance meets expected goals  
  • Workloads are appropriately managed and allocated fairly while aiming to ensure financially viable staff:student ratios                                                                                                                                 |
| Academic leadership      | • Equity and excellence are ensured in all teaching and research  
  • The School’s pedagogical practices and learning design are innovative, future orientated and inspirational  
  • The School’s courses, curriculum and teaching activities meet student demand, are high quality, support student success, and are efficiently delivered  
  • Research capabilities and profile of the School are progressed and enhanced  
  • The School’s research is impactful and informs its teaching  
  • Academic staff are supported to be productive and to do high quality research, as reflected in publications, postgraduate supervision and success in obtaining external research funding  
  • The Head of School’s own academic activities, where undertaken, are exemplary                                                                                                                                 |
| People leadership        | • Capability is built and sustained within a culture that maximises the diverse capabilities and strengths of staff to best advantage  
  • Individual and team capability is developed and sustained to achieve exceptional outcomes and to support career advancement and succession planning  
  • Regular individual development (e-map) conversations build clarity on expectations and support staff to meet their individual career goals  
  • Performance and behavioural issues are documented and addressed effectively with staff members in a timely way  
  • Recognition, reward, and equity processes are delivered in a fair and consistent way  
  • Individual and team capability is developed and sustained to achieve exceptional outcomes and to support career advancement and succession planning  
  • Change is successfully led by building personal capability and staff capacity and understanding of the need for change  
  • The School is well managed as team of staff with collective goals for AUT                                                                                                                                 |

This document covers the broad results expected from the position and will form the basis of specific objectives to be agreed and reviewed on a regular basis.
ORGANISATIONAL CONTEXT
As per Delegated Authorities

Roles reporting directly to the Vice-Chancellor; Deputy Vice-Chancellor; Deans, Assistant Vice-Chancellors, Pro Vice-Chancellors

Tier 1

Senior Managers, including Deputy and Associate Deans, Heads of Schools, Group Directors, Directors

Tier 2

Managers including Directors, School Managers, Directors of Institutes/Research Centres

 Tier 3

This Role

Tier 2

The Head of School role sits within a Faculty, and has responsibility for leadership and management of the staff and resources of the School.

COMPLEXITY
The Head of School leadership role requires effective use of a combination of skills, including management, strategic planning, conflict resolution, influencing and sound judgement in order to achieve expected outcomes. Decisions taken may impact significantly on staff and student satisfaction and retention, and on external stakeholder opinion of quality and relevance of teaching, curriculum, research and engagement. Relationships with relevant stakeholders need to be developed to promote excellence and support academic programs, the wider student experience, and research objectives.

AUTHORITIES
Delegations/Contractual
Delegations as per policy

Staff
Academic and professional staff of the School, and visitors and contractors

Financial
As per School’s operating budget and parameters

PERSON SPECIFICATION

MANDATORY

DEMANDABLE

FORMAL QUALIFICATIONS

• PhD or other doctoral qualification in a relevant discipline

KNOWLEDGE & EXPERIENCE

• Demonstrated successful experience in academic leadership and management
• Significant professional standing in areas relevant to the School
• Sound knowledge of tertiary education in New Zealand
• Strong relationship skills, including the ability to gain the confidence and co-operation of diverse colleagues
• Knowledge and successful experience in financial and people management
• Ability to think critically and respond creatively in a challenging and dynamic environment
• Demonstrable commitment to upholding Te Tiriti o Waitangi
• Knowledge and practice in the principles of equity and diversity

SKILLS

• Outstanding leadership skills
• Ability to positively influence
• Ability to delegate, coach and consult
• Strong communication and listening skills, empathy and diplomacy
• Strategic thinking
• Resilience
• Highly developed relationship-building skills
• Strong organisational and coordination skills
• Excellent written and oral communication
• Excellent problem-solving skills

ATTRIBUTES

• Commitment to continuous improvement and ongoing development of teaching and research capability of self and others
• Approachable and supportive personality
• Conscientious and responsive
• Professional and personal integrity
• Creative and flexible
• Assertive, courageous and open-minded

• Status of Associate or full Professor
• Leadership qualification or prior professional development in leadership

• Recognised contribution to the relevant discipline beyond the University
• Recognised contribution to pedagogical and educational developments
• Demonstrated success in attracting external research funding and in completing successful grant applications as a lead applicant
• Demonstrated success in attracting and supervising high quality postgraduate research students to completion as primary supervisor
• Previous experience in leadership roles within a university
• Competency in te reo Māori me ōna tikanga
APPLICATIONS AND SELECTION CRITERIA

We welcome applications from senior academics of high standing with significant senior academic leadership and staff management experience. Along with your full CV, please ensure to submit a) a cover letter which explains why this particular role (and AUT) is of interest, and b) a statement addressing how your experience aligns with the key selection criteria we’re seeking below:

1. A distinguished record of academic achievement suitable for appointment preferably as a Professor or Associate Professor; or an outstanding track record of research, innovation and contribution outside the university sector.

2. Demonstrated successful experience at appropriate leadership and people management levels within an academic environment and/or organisations of relevance to sport science and academia. Please highlight relevant interdisciplinary contributions.

3. A brief summary of successes leading administrative innovations and impact, curriculum development and/or research growth.

4. Demonstrated success increasing student enrolments (or customers/client base if outside academia)

5. Capability to lead the School on an authentic and robust Te Tiriti o Waitangi journey and to advance Māori and Pacific students, staff, and community outcomes. A champion for equity.

6. Significant experience leading key strategic change with evidence of strategic leadership outcomes demonstrating an excellent understanding of cultural, operational, and organisational change management.

7. Outstanding resilience, interpersonal, negotiation and diplomacy skills, combined with a coaching and consultative approach to leadership.

8. Applicants are welcome to add further comments they may feel of relevance.

LIVING IN AUCKLAND

AUT is located in Auckland, New Zealand’s largest city with a population of around 1.6 million people. Over a third of the country’s population live here. Set between the sparkling waters of the Waitematā and Manukau harbours, Auckland is dotted with volcanic hills, many of which were once the site of Māori settlement or fortified villages, offering unparalleled views of the city.

The city is the epicentre of New Zealand’s commerce and industry, accounting for 38% of New Zealand’s economic output (GDP) and 36% of the country’s paid employment. A water lover’s paradise, Auckland’s harbour setting, access to nature, and sporting and cultural events make it a great place to study and work. Enjoy the many beaches within minutes of the city – or venture a little further afield to explore the untamed West Coast surf beaches or the Hauraki Gulf islands.

Auckland is home to diverse ethnic groups from all over the world, its people of European, South Pacific and Asian cultures and a strong indigenous Māori heritage. It’s also the largest Polynesian city in the world. This diversity of over 180 different ethnic groups brings with it an abundance of unique cultural experiences.

In te reo Māori, Auckland is known as Tāmaki Makaurau, a maiden with 100 lovers. It was a place desired by many and fought over for its riches, including its forested hills, productive soils and harbours full of seafood.

Auckland has historic places that offer a fascinating glimpse of Māori history, with pā sites and monuments to the tangata whenua (indigenous people). You can take a walk through the city with a guide from the local iwi (tribe), visit the Auckland Museum, or wander through the weekend markets for the flavours, sounds and sights of the South Pacific.

With a thriving arts and entertainment scene, a temperate climate and stunning natural surroundings, it’s no surprise that Auckland is considered one of the world’s most liveable cities, ranking joint third out of 231 cities in the 2019 Mercer Quality of Living Survey. It has held that ranking since 2012.

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LIVING IN AUCKLAND
APPLICATION PROCESS

Submitting an application
To apply for this position, please submit the following:

• Full curriculum vitae (including a complete list of publications)
• A statement addressing the key selection criteria, listed on page 24 of this information pack
• A cover letter which explains why this particular role (and AUT) is of interest
• Details for a minimum of three referees (including their relationship to you, email address and telephone number)
• An indication of the earliest date you would be available to commence the position, if successful

Applications must be made on or before the closing date, via the appropriate job vacancy on AUT’s careers site. An email acknowledging receipt of your application will be sent within 24 hours.

Recruitment timeline
The deadline for applications is Sunday 21 January 2024 at 23:55 (New Zealand Standard Time).

• Interviews: mid/late February 2024
• Date of commencement: As soon as possible (to be agreed with the appointee)

Referees
Referees will only be contacted after consultation with you. It is your responsibility to ensure that referees are willing to provide reports when contacted. AUT may contact all referees listed in the application.

Contact details
For recruitment enquiries: Contact Mike Wood, AUT Executive Recruitment Partner – mike.wood@aut.ac.nz
Please note: AUT will be closed for summer operations from 15 December - 7 January and enquiries will not be replied to over this period.

Conditions of Employment
• The successful candidate will secure a 5-year term as Head of School.
• Remuneration will be commensurate with relevant experience and skills and aligned with the appropriate step in AUT’s academic pay scales (Associate Professors: $137,341 – $159,008; Professors: $150,340 – $193,678). An additional special responsibilities allowance is also paid.
• If applicable, a relocation package will be agreed as per AUT’s Relocation Policy.

FURTHER LINKS

Auckland University of Technology links
Further information on our main website
Staff benefits
Careers information
Working at AUT

Guides to living and working in Auckland
Aucklandnz.com
New Zealand Now
Moving to Auckland (AUT site)