

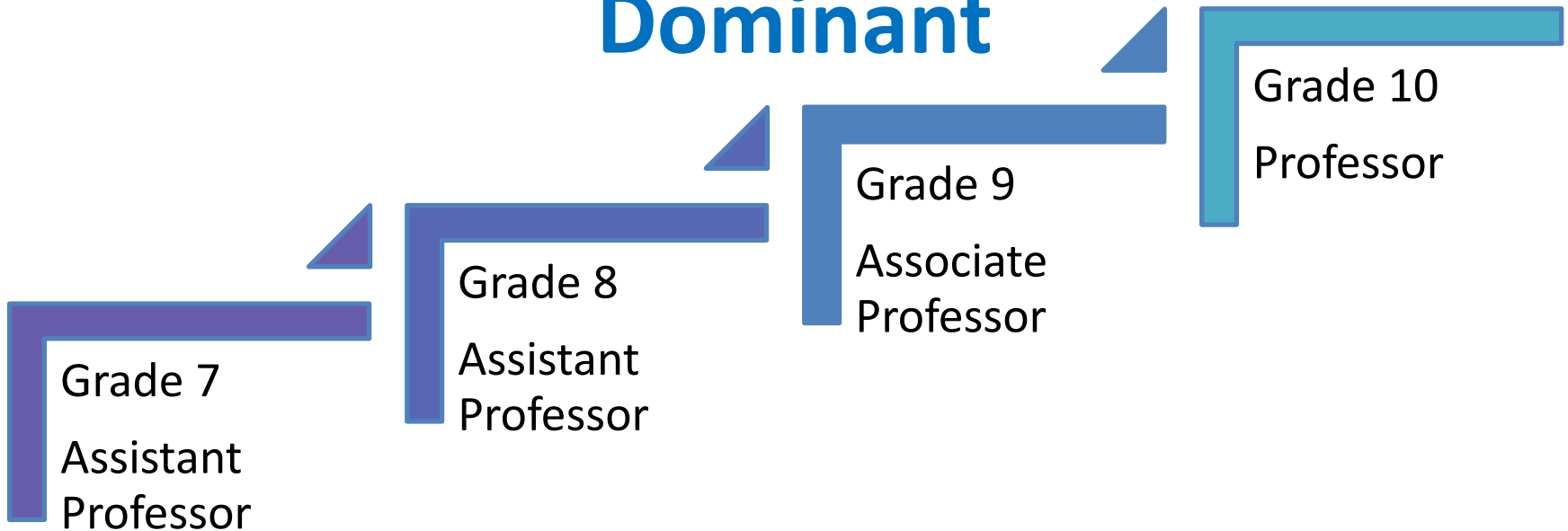
# Advancing your academic career at Heriot-Watt

Teaching & Research



# Where's your role?

## Research & Teaching Dominant



# What's expected at each grade?

As you progress through the grades you continue to build on your previous grade level descriptors.....

# Teaching and learning support

## Grade 7 Assistant Professor

- Teach as a member of a teaching team in a developing capacity within an established programme, with the assistance of a mentor if required.
- Teach in a developing capacity in a variety of settings from small group tutorials to large lectures.
- Transfer knowledge in the form of practical skills, methods and techniques.
- Identify learning needs of students and define appropriate learning objectives.
  - Ensure that content, methods of delivery and learning materials will meet the defined learning objectives.
- Planning, and authoring (or revising) new course material as part of the School/Institute's teaching programmes.
- Develop the skills of applying appropriate approaches to teaching.
- Challenge thinking, foster debate and develop the ability of students to engage in critical discourse and rational thinking.



## Grade 8 Assistant Professor

- Design teaching material and deliver either across a range of subjects or within a discipline.
- Use appropriate teaching, learning support and assessment methods.
- Supervise student projects, field trips and, where appropriate, placements.
- Identify areas where current provision is in need of revision or improvement.
- Contribute to the planning, design and development of objectives and material.
- Select appropriate assessment methods, assess the work and progress of students on this basis and provide constructive feedback to students.



## Grade 9 Associate Professor

- Design, develop and deliver a range of programmes (sometimes for entirely new courses) at various levels.
- Review on a regular basis course content and materials, updating when required.
- Develop and apply innovative and appropriate teaching techniques and material which create interest, understanding and enthusiasm amongst students.
- Ensure that course design and delivery comply with the quality standards and regulations of the university and School/Institute.
- Contribute to the process by which the School/Institute's teaching strategy develops.



## Grade 10 Professor

Provide leadership in the planning, organisation and development of learning and teaching activities on a School/Institute or subject basis

# Research & Scholarship

## Grade 7 Assistant Professor

- Develop research objectives and proposals for own or joint research, with the assistance of a mentor if required.
- Conduct individual and collaborative research projects.
- Author and submit research proposals to suitable funding organisations.
- Disseminate results of research in peer reviewed journals and conferences, and/or through other appropriate media.
- Continually update knowledge and understanding in field or specialism.
- Translate knowledge of advances in the subject area into the course of study.



## Grade 8 Assistant Professor

- Develop research objectives and proposals for own or joint research.
- Conduct individual or collaborative research projects.
- Identify sources of research funding and secure funds.
- Extend, transform and apply knowledge acquired from scholarship to teaching, research and appropriate external activities.
- Disseminate results of research in peer reviewed journals and conferences, and/or through other appropriate media.
- Make presentations at conferences or exhibit work at other appropriate events.
- Participate in peer review as an individual reviewer.



## Grade 9 Associate Professor

- Determine relevant research objectives, prepare research proposals, identify sources of research funding and, where necessary, submit funding applications.
- Carry out independent research, consistent with the research strategy of the School/Institute, acting for some projects as principal investigator and project leader and, where appropriate, lead a research team, or otherwise contribute to research leadership within the School.
- Make presentations or exhibitions at national and international conferences, and other similar events.
- Demonstrate a sustained record of publications sufficient, in terms of volume and quality, to achieve international recognition, e.g. through publication in journals with substantial international circulation.
- Contribute to the development of Subject and School/Institute research strategies.
- Participate in peer-review, for example, through refereeing research articles submitted for publication in major specialist journals or refereeing research proposals submitted to the major funding bodies.



## Grade 10 Professor

- Lead the development and implementation of research strategy within the School/Institute.
- Lead and co-ordinate research activity in the subject across the University.  
Lead research and collaborative partnerships with other educational institutions or other bodies.
- Lead collaborative University bids for research, consultancy and other additional funds, including partnerships with other Schools or institutions.
- Make presentations or exhibitions at international conferences and other similar events, demonstrating evidence of esteem within the subject e.g. through personal invitations to speak or present.
- Demonstrate leadership in peer review processes, e.g., through peer review panels or membership of the editorial board of a specialist journal.

# Communication

## Grade 7 Assistant Professor

- Deal with routine communication using a range of media.
- Communicate complex information, orally, in writing and electronically.
- Prepare proposals and applications to external bodies, e.g. for funding and accreditation purposes.
- Author and submit research proposals to suitable funding organisations.
- Communicate material of a specialist or highly technical nature



## Grade 8 Assistant Professor

Routinely communicate complex and conceptual ideas to those with limited knowledge and understanding as well as to peers using high level skills and a range of media.



## Grade 9 Associate Professor

Disseminate conceptual and complex ideas to a wide variety of audiences using appropriate media and methods to promote understanding.



## Grade 10 Professor

- Be routinely involved in complex and important negotiations internally and with external bodies.
- Contribute to the communication of the wider University strategy within the School/Institute.

# Liaison and network

## Grade 7 Assistant Professor

- Liaise with colleagues and students. Participate on School/Institute committees; for example, teaching groups, recruitment groups, examination boards, etc.
- Build internal contacts and participate in internal networks for the exchange of information and to form relationships for future collaboration.
- Join external networks to share information and ideas.
- Where opportunities arise promote and market the work of School/Institute.



## Grade 8 Assistant Professor

- Participate and possibly take leadership role on School/Institute committees; for example, teaching groups, recruitment groups, examination boards, etc.
- Participate in and develop internal and external networks, for example to identify sources of funding, contribute to student recruitment, secure student placements, market the institution, facilitate outreach work, generate income, obtain consultancy projects, or build relationships for future activities.
- Other external examples include: working with learned societies, professional institutions, editorial boards, organising committees of international conferences, research councils and government bodies.



## Grade 9 Associate Professor

- Lead and develop internal networks, for example, by chairing School/Institute/University committees, recruitment groups, examination boards, or quality/process reviews. Lead and develop external networks.
- Examples might include: working with or as an external examiner; working with or as an assessor or reviewer; leading an industrial coordination group; being a member of a journal editorial board; participating in specialist groups within learned societies, professional institutions or government bodies; participating in organising committees of international conferences; etc.
- Develop links with external contacts, such as other educational bodies, employers, and professional bodies, so as to foster research and teaching collaborations, to inform research strategy development, and to ensure courses remain relevant and are preparing students for professional careers; or otherwise substantially enhance the reputation or performance of the School/Institute.
- Contribute to the dissemination of research results through knowledge transfer activities and collaborations with industry and commerce.
- Examples might include establishing: a Knowledge Transfer Partnership, carrying out University consultancy work, setting up a CPD course, initiating further research projects with companies wishing to build on previous results, or contributing to the formation of a spin-out company or the creation of a licensing deal, etc.



## Grade 10 Professor

- Chair and participate on internal committees and participate in University decision making and governance.
- Take a leading role in senior external groups, e.g. committees in learned societies or professional institutions, editorial boards, organising committees of international conferences, research council panels or government advisory groups.
- Lead and develop internal and external networks to foster collaboration and share information and ideas and to promote the subject and the University.
- Promote and market the work of the School/Institute in the subject area both nationally and internationally.

# Managing people

## Grade 7 Assistant Professor

- Agree responsibilities.
- Manage own teaching, research and administrative activities, with guidance if required.
  - Supervise students on taught courses when carrying out projects, dissertations, etc.
  - Assist students in capacity of personal mentor.
  - Contribute to supervision of research students and /or Research Associates.



## Grade 8 Assistant Professor

- Advise and support colleagues with less experience and encourage their personal and professional development.
- Depending on the area of work, could be expected to supervise the work of others, for example in research teams or projects.
- Supervise or co-supervise Research Students and/or Research Associates.



## Grade 9 Associate Professor

- Provide academic leadership to those working within programme areas, as course leader or equivalent, by for example co-ordinating the work of others to ensure that courses are delivered effectively or organising the work of a team by agreeing objectives and work plans.
- Contributing to the development of teams and individuals through the appraisal system and providing advice on personal development.
- Could act as a line manager (e.g. of research teams).
- Act as a personal mentor to peers and colleagues.
- Supervise, or co-supervise with junior colleagues, Research Students and Research Associates.



## Grade 10 Professor

- Exercise academic leadership for all subject area teaching and research activities.
- Act as line manager for matters relating to the employment of staff and ensuring the work is allocated fairly, according to skills and capacity.
- Ensure that staff are suitably qualified to work within their own area.
- Appraise and advise staff on personal and career development plans.



# Teamwork

## Grade 7 Assistant Professor

- Collaborate with academic colleagues on course development and curriculum changes.
- Attend and contribute to subject group meetings.
- Collaborate with colleagues to identify and respond to students' needs.



## Grade 8 Assistant Professor

- Act as a responsible team member and develop productive working relationships with other members of staff.
- Could be required to take the lead in a local project.
- Collaborate with colleagues to identify and respond to students' needs.



## Grade 9 Associate Professor

- Lead teams within areas of responsibility. Ensure that teams within the School/Institute work together.
- Act to resolve conflicts within and between teams



## Grade 10 Professor

- Promote a collegiate approach and develop team spirit and team coherence.
- Foster inter-disciplinary team working.
- Develop and communicate a clear vision of the strategic direction of the School/Institute.

# Pastoral care

## Grade 7 Assistant Professor

- Use listening, interpersonal and pastoral care skills to deal with sensitive issues concerning students and provide support.
- Appreciate the needs of individual students and their circumstances.
- Act as student mentor , giving first line support.
- Refer students as appropriate to services providing further help.



## Grade 8 Assistant Professor

- Act as student mentor, giving first line support.
- Be responsible for first line pastoral care of a group of students within a specified area.



## Grade 9 Associate Professor

- Responsible for dealing with referred issues for students within own educational programmes.
- Provide first line support for colleagues, referring them to sources of further help if required.



## Grade 10 Professor

- Be responsible for the initial resolution of all student issues within and out with standard procedures.
- Take overall responsibility for welfare of staff drawing on specialist advice and support as required.
- Ensure that an appropriate framework is developed and used for pastoral care issues.

# Initiative, problem-solving and decision-making

## Grade 7 Assistant Professor

- Develop initiative, creativity and judgement in applying appropriate approaches to teaching and learning support and research activities.
- Respond to pedagogical and practical challenges.
- Share responsibility in deciding how to deliver modules and assess students.
- Contribute to collaborative decision making with colleagues on academic content, and on the assessment of students' work.



## Grade 8 Assistant Professor

- Identify the need for developing the content or structure of modules with colleagues and make proposals on how this should be achieved.
- Develop ideas for generating income and promoting the subject.
- Develop ideas and find ways of disseminating and applying the result of research and scholarship.
- Sole responsibility for the design and delivery of own modules and assessment methods.
- Collaborate with colleagues on the implementation of assessment procedures.
- Advise others on strategic issues such as student recruitment and marketing.
- Contribute to the accreditation of courses and quality control processes.



## Grade 9 Associate Professor

- Resolve problems affecting the delivery of courses within own educational programme and in accordance with regulations.
- Make decisions regarding the operational aspects of own educational programme.
- Contribute to decisions which have an impact on other related programmes.
- Provide advice on strategic issues, such as ensuring the adequate balance of student recruitment and population, staff appointments, and student and other performance matters.
- Recognise opportunities for strategic development of new courses or appropriate areas of activity and contribute to the development of such ideas.



## Grade 10 Professor

- Determine the final allocation of resources within own area of responsibility.
- Act as the final arbiter in local disputes.
- Be party to strategic decisions at University level.
- Lead the development of new and creative approaches in responding to teaching and research challenges.
- Initiate new and original solutions to problems.
- Provide advice to external bodies.

# Planning and managing resources

## Grade 7 Assistant Professor

- Use teaching and research resources, laboratories and workshops as appropriate.
- Contribute to administration within the School/Institute.
- Plan and manage own teaching and tutorials as agreed with mentor.
- Plan and manage research activity.



## Grade 8 Assistant Professor

- As module leader or tutor, co-ordinate with others (such as support staff or academic colleagues) to ensure student needs and expectations are met.
- Manage projects relating to own area of work.
- Plan and manage research activity, taking responsibility for developing an appropriate programme of research and obtaining the resources required for its implementation.



## Grade 9 Associate Professor

- Responsible for the delivery of own educational programme.
- Contribute to the overall management of the School/Institute in areas such as budget management and business planning. Be involved in School/Institute level strategic planning and contribute to the University's strategic planning processes.
- Plan and deliver research, consultancy or similar programmes and ensure that resources are available.
- Contribute to the management of quality, audit and other external assessments.



## Grade 10 Professor

- Take overall responsibility for the organising and deployment of resources within own areas of responsibility.
- Contribute to University planning and strategic development.

# Sensory, physical and emotional demands

## Grade 7 Assistant Professor

- Sensory and physical demands will vary from relatively light to a high level depending on the discipline and the type of work and will involve carrying out tasks that require the learning of certain skills.
- Balance with help the competing pressures of teaching, scholarship, research and administrative demands and deadlines.



## Grade 8 Assistant Professor

Balance the pressures of teaching, research and administrative demands and competing deadlines.



## Grade 9 Associate Professor

Like all the elements, this builds on the demands in the profiles at lower levels. In this case, there is no additional demand



## Grade 10 Professor

Like all the elements, this builds on the demands in the profiles at lower levels. In this case, there is no additional demand

# Work environment

## Grade 7 Assistant Professor

Is required to be aware of the risks in the work environment and their potential impact on their own work and that of others.



## Grade 8 Assistant Professor

When supervising students or other staff, conduct risk assessment and take responsibility for their health and safety on the basis of training received.



## Grade 9 Associate Professor

Depending on area of work (e.g. laboratories, workshops, studios) may be expected to take responsibility for conducting risk assessments, minimising hazards and maintaining safety standards for students and staff working in areas under their responsibility.



## Grade 10 Professor

Take overall responsibility for health and safety in own areas of responsibility. Ensure that appropriate risk management processes are in operation.

# Expertise

## Grade 7 Assistant Professor

- Possess sufficient breadth or depth of specialist knowledge in the discipline to work within established teaching and research programmes and to have the capacity to develop independent module streams.
- Engage in continuous professional development.
- Able to engage the interest and enthusiasm of students and inspire them to learn.
- Develop familiarity with a variety of strategies to promote and assess learning.
- Understand equal opportunities requirements for academic content and issues relating to student need.



## Grade 8 Assistant Professor

- Possess sufficient breadth and depth of specialist knowledge in the discipline to develop courses and subject streams and an appropriate programme of research.
- Use a range of delivery techniques to enthuse and engage students.



## Grade 9 Associate Professor

- Required to be an internationally recognised authority in the subject area.
- Examples of international recognition include: lecturing in overseas institutions, international teaching collaborations, publishing research papers in international journals, having papers accepted for presentation at international conferences, invitations to present research papers or seminars abroad.
- In-depth understanding of own specialism to enable the development of new knowledge and understanding within the field.



## Grade 10 Professor

- Be an internationally leading authority in the subject.
- For example: as an author of a widely used text-book or an internationally cited monograph or series of research articles; as a frequent speaker at international conferences or seminars; as a frequent collaborator with overseas academics; or as specialist reviewer or consultant, used regularly by public, professional and overseas bodies.
- Possess in depth knowledge of specialism to enable the development of new knowledge, innovation and understanding in the field.
- Demonstrate a thorough understanding of institutional management systems and the wider higher education environment, including equal opportunities issues.