Academic Role Descriptions and Expectations of Academic Standards

University of Salford

Version 1.6.6
(2014 Version)
Executive Summary

This academic role descriptions and expectations of academic standards manual provides a comprehensive set of descriptions for substantive academic roles and non-substantive academic roles at the University of Salford.

It has been produced to provide clarity and consistency across schools and colleges regarding the responsibilities of academics, and to ensure that the roles and responsibilities of academic staff align correctly with the responsibilities of professional services and support staff as a result of new model school and college structures.

The manual contains a comprehensive introductory section which outlines its purpose and benefits, as well as how the manual might be used. It also contains a set of expectations of all academic staff, which align with the University’s Student Charter.

The manual will be reviewed and revised annually to ensure that it is up to date and reflects changes in practice at the University.

Alternative versions

This manual is also available in web based and will be available soon.
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Introduction

This manual contains the standard set of academic role descriptions for the University of Salford. This represents the output of the Academic Roles Working group which was formed during 2011-2012 as part of a project to address the need for consistent role profiles for academic staff.

The manual contains descriptors for all substantive academic roles, as well as the major non-substantive roles carried out by academic staff.

Why has this manual been produced?

This work has been carried out to ensure clear and consistent understanding of the key tasks and activities of the role holder, and to give an indication of the key responsibilities of the role.

This in turn will help role holders understand reporting structures and the relationships between different academic roles, as well as the relationships between academic roles and key professional services roles.

The manual also contains descriptors for a number of roles which are pivotal in building and maintaining relationships with external organisations, such as commercial partners, employers, regulatory bodies and other Universities and Colleges. Again, providing clarity on the roles and responsibilities of colleagues who interface with partner organisations will enable us to adopt consistent and coordinated approaches.

What does the manual contain?

The manual comprises three sections:

1. Expectations of Academic Standards

This section contains two sets of expectations of academic standards, which provide a framework of commitments the University has made to our students in order to support our learning and teaching strategy and our research and innovation strategy. The learning and teaching expectations have been produced to align with our Student Charter and the Bill of Student Rights as championed by the Students Union. Documenting and implementing this framework will help us to ensure consistency of student experience across the University and will directly support improvements in National Student Survey scores and league table results. It is expected that all academic colleagues will adopt the expectations, in line with the particular duties and responsibilities of their role.

In addition to the learning and teaching expectations, a framework of expectations of research-active staff within the University also appears within this manual. The specific expectations of research-active staff differ according to their college and their level of experience, and so the set of expectations included here is a generic set, for reference and guidance.
For further detail, colleagues should refer to their college-specific R&I expectations – this will ensure that their work is aligned to key performance indicators relating to research at the University.

Descriptors of Substantive Academic Roles

The second section of this manual contains descriptors of substantive academic roles:

- Deans/PVCs
- Associate Deans:
  - Enterprise and Engagement
  - International
  - Research and Innovation
  - Academic
- Heads of School
- Associate Heads:
  - Enterprise & Engagement
  - International
  - Research and Innovation
  - Academic
- Director of Admissions (College of Health and Social Care)
- Directors of Directorate
- Professor
- Reader
- Senior Lecturer
- Lecturer
- New Lecturer
- Senior Tutor (Languages)
- Director of the Salford MBA and Executive Postgraduate Programmes
- Research Assistant
- Research Fellow
A substantive role is a set of tasks and responsibilities which has implications for grading and salary. It is expected that academic colleagues will combine their substantive roles with activities outlined in the non-substantive roles (for example, a lecturer is likely to also act as personal tutor to a group of students) and as such roles may be combined.

_University of Salford Generic Responsibilities_

Each substantive role also includes a set of generic responsibilities which apply to all staff at the University. To avoid repetition these are not included in each role descriptor within the Manual, however they should be included on all job descriptions used for recruitment purposes. They are as follows:

- Perform any other duties appropriate to the grade as may be required by the appropriate senior manager
- Bring to the attention of managers any matters relating to the health and safety of staff, students and visitors
- Engage with the University’s commitment to deliver value for money services that optimise the use of resources by maintaining a cost conscious approach when undertaking all duties and aspects of the role
- Promote equality and diversity for students and staff and sustain an inclusive and supportive study and work environment in accordance with University policy
- This role detail is a guide to the work you will initially be required to undertake. It may be changed from time to time to meet changing circumstances. It does not form part of your Contract of Employment.

Additionally, academic staff may discharge important functions in support of the University’s academic governance arrangements, such as: membership of Senate and its standing committees; functions within particular quality assurance processes e.g. academic auditor, independent chair for programme approval and review of another college, or panel chair, or panel member in the context of the University’s student facing procedures. The Head of School will usually assume responsibility for appointing staff to these roles.

3. Descriptors of Non-Substantive Roles

The third and final section of the manual contains a set of descriptors for non-substantive roles within the University, as follows:

- Personal Tutor
- Programme Leader
- Module Leader
- UK Academic Partners and Collaboration Link Tutor
- International Academic Exchanges Tutor
• Link Tutor International
• University Link Lecturer (Nursing and Midwifery)
• University Link Lecturer (Health Sciences)
• University Link Tutor (Social Work)
• Placement Tutor
• Student Opportunity Champion
• Director of Research Centre
• Director of Conversion
• College Director of Postgraduate Research Studies
• Employability Champion
• Technology Enhanced Learning Champion
• PGR Coordinator
• Admissions Tutor

A non-substantive role is a set of tasks and responsibilities which does not have a corresponding impact on salary or grade, but which may attract a workload balancing allocation and which plays a vital part in the successful operation of the University. As stated above these roles may be combined with others. These roles may additionally be used by the role holder to demonstrate professional development or to support a case for progression to a different substantive role.

**How might the manual be used?**

It is anticipated that the manual could be used as follows:

• To support consistent working practices across the University by providing clear statements of responsibility and accountability for particular tasks and topics

• To identify roles and responsibilities for constituent parts of University processes and systems, including identifying key interfaces between roles

• To embed model School and College structures

• To embed effective use of the PDR process by providing a clear framework for both reviewer and reviewee to base their discussions on, and to facilitate objective setting

• To identify development needs for role holders, to support them in performing their role effectively
• To inform the job description and person specification, and support the recruitment process for a new member of staff

• To support induction of new members of staff by identifying key responsibilities, key contacts and development needs

• To support career progression within the University, by providing guidance on content and responsibilities of different roles.

**What development is available to support implementation of the manual?**

People & Organisational Development and Academic Development provide a range of training programmes to support staff in performing their role effectively. These programmes include workshops, coaching and e-learning materials, and cover a wide range of topics:

• Blackboard upgrade and e-Assessment

• Academic and student-facing procedures

• Personal skills development

• Leadership and management

• Digital skills and technology for teaching

• Training programmes for specific academic roles (e.g. personal tutoring)

The portfolio of training programmes is subject to continuous development. For further information regarding any learning and development opportunities please contact People & Organisational Development.

**What if we need to do things differently?**

While the aim of producing this manual of academic roles is to provide consistency across schools and colleges, the University does recognise that each school and college have different requirements – for example processes and record keeping regarding fitness to practice within some courses in the College of Health and Social Care. It is anticipated that the manual will be used to standardise responsibilities and working practices wherever possible, but is provided as a framework – to ensure schools still retain a degree of flexibility to accommodate their specific requirements.

The substantive role descriptors are common across all schools and colleges, and some of the key non-substantive roles are also common – these include:

• Personal tutor

• Programme leader

• Module leader
• **Link Tutor**

Each school will need to ensure that these core roles are performed consistently, and that their individual needs are accommodated through utilising a range of other non-substantive roles as required.

Should there be a requirement for a non-standard role to be implemented within a school (i.e. a role which is not covered by one of the role descriptors within this manual), an approval and sign-off process is in place to ensure that such situations have a supporting business case and are dealt with in a controlled manner. Please contact your Head of School in the first instance if you believe there is a requirement to adopt a non-standard academic role.

**Salford Business School**

The Business School restructured during 2012 and realigned certain roles to reflect the current marketplace for business education, and to deliver their school strategy. As such, some role descriptors within the Business School have been enhanced to mirror this and carry different role titles. These are indicated in the manual where applicable, against the equivalent standard role descriptor.

**Higher Education Academy – Professional Standards Framework**

As part of the University’s Learning and Teaching Strategy, academic colleagues are encouraged to become fellows of the HEA, or to upgrade their membership to the appropriate level, in order to reflect their professionalism and breadth of work. The role descriptors in this manual have therefore been mapped against the HEA’s professional standards framework, and each substantive role descriptor which is teaching-focused contains an indication of the typical level of membership of the HEA that the role holder would obtain.

The HEA professional standards framework also supports one of the aims of the manual of role descriptors via providing guidance on career pathways and career progression for academics. Further information regarding the HEA professional standards framework (and routes to membership) can be found via the Academic Development Unit, and additionally via:

[http://www.heacademy.ac.uk/ukpsf](http://www.heacademy.ac.uk/ukpsf)

**Academic Handbook**

The role descriptors in this manual contain statements of responsibilities in relation to a range of University wide policies and procedures, as determined through our scheme of governance. Further information on the requirements of specific policies, such as personal tutoring, can be found in the Academic Handbook which is available via Governance Services intranet page:

[http://www.governance.salford.ac.uk/page/academic_handbook](http://www.governance.salford.ac.uk/page/academic_handbook)

**Academic Values**
Working alongside the job roles outlined in this manual are the University’s values, which underpin the expectations of academic performance and the achievement of our strategic plan. These set out the manner in which the University wishes to conduct its relationships both internal and external, and should drive all employee behaviours.

- The highest academic, professional and ethical standards
- Service to our stakeholders, clients and partners and, in particular putting our students first
- Supporting our people and recognizing and rewarding excellence and leadership
- Working together for the advancement of the University
- Innovation, creativity, enterprise, and courage
- Diversity, humanity, fairness and respect
- Pride in our heritage and the distinctive difference we make to the world
- Investing passion in all that we do
Section 1 - Expectations of Academic Standards
### GOAL 1 – LEARNING AND TEACHING – EXPECTATIONS OF ACADEMIC STAFF

<table>
<thead>
<tr>
<th>STUDENT SATISFACTION WITH:</th>
<th>PROPOSAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation and Management</td>
<td>We will:</td>
</tr>
<tr>
<td>• <em>Tutor Contact</em> - Clearly communicate tutor contact hours to all students via Blackboard or University web site.</td>
<td></td>
</tr>
<tr>
<td>• <em>Student Response</em> – Respond to student communications, normally within 4 working days, via an appropriate mechanism e.g. e-mail, telephone and/or face to face contact.</td>
<td></td>
</tr>
<tr>
<td>• <em>Personal Tutors</em> – Provide all students with one-to-one access to a named personal tutor.</td>
<td></td>
</tr>
<tr>
<td>• <em>Tutor Absence</em> – Ensure that students are notified of unplanned tutor absences one hour before a scheduled learning session, wherever possible and practical.</td>
<td></td>
</tr>
<tr>
<td>Learning Resources</td>
<td>• <em>Reading Lists</em> – Maintain and develop up to date and relevant module reading lists via LaSU.</td>
</tr>
<tr>
<td>• <em>Blackboard</em> – Maintain a high quality module and programme presence in Blackboard in accordance with the guidelines provided by the University.</td>
<td></td>
</tr>
<tr>
<td>Academic Practice</td>
<td>• <em>Learning and Teaching Delivery</em> – Ensure that the aims, objectives and intended learning outcomes for all learning services are clearly and appropriately defined, and a range of learning and teaching</td>
</tr>
</tbody>
</table>
- **Methods** is used to promote active student engagement in interdependent and independent learning activities.

  **Research Informed Teaching** – Where possible teaching is informed by research.

- **Assessment** – Provide assessments which are clearly aligned to intended learning outcomes for the module and programme being studied and which are consistent with the assessment strategy for the programme as a whole.

- **Feedback** – Provide clear, personalized and constructive and timely feedback within three weeks of the submission of assessed work in accordance with University policy. Ensure that marks are directly and accurately input into Gradebook.

- **Careers Advice** – Ensure that all programmes promote employability skills and offer an element of subject based employability and career information, advice and guidance.
GOAL 2 – RESEARCH AND INNOVATION – EXPECTATIONS OF ACADEMIC STAFF (GENERIC VERSION, revised April 2013)

In addition to the expectations of academic staff relating to learning and teaching activity to support achievement of Goal 1, a parallel set of expectations for research active staff has been developed to support achievement of Goal 2. These statements are as follows:

- Research Outputs / Publications: We will produce excellent scholarly outputs of international quality with a commitment to making them available through open access repositories wherever possible
- Postgraduate Supervision: We will provide excellent supervision with a commitment to ensuring that all our postgraduate research students complete within the University’s standard timescales of four years (full-time) or seven years (part-time)
- Research Income / Projects: We will proactively explore opportunities to attract external funding to support our research and innovation activities, both through traditional academic funding bodies and commercial partners
- Impact and Presence: We will ensure our research has impact and presence at international level wherever possible, and we will engage in networks and activities to enhance the impact and presence of our research

The University acknowledges that academic staff working in different subject areas and at different levels will demonstrate each of the above expectations to differing degrees. A framework of research expectations has therefore been developed to reflect this, and appears below. The framework has been produced by amalgamating the research expectations from each college to produce a generic set. For further information, and for the metrics associated with each measure for your college, please refer to your own college-specific frameworks.

1. Definitions and general descriptions of REF levels

<table>
<thead>
<tr>
<th>General Description</th>
<th>Early Career Researcher Level 1</th>
<th>Early Career Researcher Level 2</th>
<th>REF 1*</th>
<th>REF 2*</th>
<th>REF 3*</th>
<th>REF 4*</th>
</tr>
</thead>
<tbody>
<tr>
<td>A developing researcher committed to progressing their research through active engagement with the internal and external research community.</td>
<td>An active researcher with a clear strategy for enhancing their research profile.</td>
<td>A nationally recognised researcher producing high quality work within existing research agendas and demonstrating a commitment to sharing experiences with less experienced researchers within the team.</td>
<td>An internationally recognised researcher producing work which is or likely to become an acknowledged point of reference in their field. A leading researcher within the University actively supporting and developing less experienced staff.</td>
<td>An internationally excellent researcher producing work which influences the development of research agendas, and which is or likely to become a major point of reference in their field.</td>
<td>A world-leading researcher producing agenda-setting work which is an essential point of reference in their field.</td>
<td></td>
</tr>
</tbody>
</table>
2. **Generic Research Expectations – Refer to College-specific frameworks for further detail**

<table>
<thead>
<tr>
<th></th>
<th>Early Career Researcher Level 1</th>
<th>Early Career Researcher Level 2</th>
<th>REF 1*</th>
<th>REF 2*</th>
<th>REF 3*</th>
<th>REF 4*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Publications</strong></td>
<td>Evidence of a developing publication profile through papers offered for/presented at conferences, and refereed publication or book chapter.</td>
<td>Evidence of potential for development of research to REF 1*: Quality that is recognised nationally in terms of originality, significance and rigour.</td>
<td>Evidence of sustained publication in national/international journals of appropriate REF level.</td>
<td>Quality of publications that is recognised nationally/internationally in terms of originality, significance and rigour to appropriate REF level.</td>
<td>Evidence of contributing to the development of Early Career Researchers</td>
<td></td>
</tr>
<tr>
<td><strong>Postgraduate Supervision</strong></td>
<td>Involvement as co-supervisor and/or supervisor to at least one PhD student.</td>
<td>Track record of successful PhD supervisions (within the University's specified timeframes) in last 5 years, including attending training on PGR supervision. Expectation of number of students supervised increases as REF level increases.</td>
<td></td>
<td></td>
<td>Contribution as an Independent Chair and internal and/or external examiner.</td>
<td></td>
</tr>
<tr>
<td><strong>Research Income</strong></td>
<td>Involvement in (or evidence of) bidding for internal and external research funds, possibly including contributing to the research of a more experienced researcher.</td>
<td>Involvement in submitting at least one application for external research funding per year. Expectations of value of funding increase as REF level increases.</td>
<td>Evidence of success in bid/award conversion in past 3 years.</td>
<td>Participation in peer review panel internally/externally, including influencing national research agenda for REF 4*.</td>
<td>Evidence of contributing to the development of Early Career Researchers</td>
<td></td>
</tr>
<tr>
<td><strong>Impact and Presence</strong></td>
<td>Evidence of contributions to internal research activities and/or regional/national networks. Evidence of attempts to make international research links. Evidence of reviewing of for conferences, journals, publishers or of practice based research.</td>
<td>Research activity demonstrating impact and significance according to the appropriate REF level</td>
<td>Expectations of involvement in research networks of increasing significance and reach as REF level increases (e.g. national vs international)</td>
<td>Evidence of reviewing for journals, publishers, practice based research and Research Councils to the appropriate REF level.</td>
<td>Editorial board membership for REF2* to REF4*</td>
<td>Membership or chairing research committees of increasing reach and significance as REF level increases.</td>
</tr>
</tbody>
</table>
Section 2 - Substantive Academic Roles
Role Title: Dean /PVC

Reports To: Vice Chancellor

Main Purpose of Role

To be responsible to the Vice Chancellor for assisting with the corporate leadership of the University, the development and oversight of the University’s strategy, including the assigned specialism; and the strategic leadership, management and academic governance of the relevant College.

Key Accountabilities or Duties

University Leadership

- Be a full member of the University’s Executive Committee with responsibility to contribute actively and to the highest standards of corporate behaviour and professionalism, to the shaping of the University’s strategic direction, managing its progress and assuring its success
- Develop and maintain effective and collaborative relationships with the academic and professional services leadership of the University to effect delivery of the University’s strategic goals
- Be an effective ambassador for the University, representing the Vice Chancellor positively and in the best interests of the institution at all times
- Lead, develop and embed with regular monitoring and reviewing, the strategy and policies associated with the PVC specialism

College Leadership

- Lead the development of a clear sustainable vision for the College and it’s Schools that is aligned to that of the University and enhances its regional, national and international reputation
- Assure the College’s continual development and its achievement of academic excellence in teaching, research and innovation, enterprise, engagement and internationalisation
• Effectively communicate and engage with members of the College on all relevant matters, including the direction, challenges and achievements of both the University corporately and the College

• Align and motivate members of the College through their academic activities and engagement with the University’s aspiration to excellence, and it’s strategic goals and Themes

• Through establishing effective cross institutional networks and mechanisms, encourage collaboration between the Colleges in the furtherance of teaching, research and enterprise activities, resolving areas of apparent overlap in activities

• Build and maintain an innovative academic portfolio that leads the sector, aligns with the University’s strategic plan and themes, respond to student and employer needs, have high reputational value, embrace new technologies as appropriate and are financially sustainable

• Develop and maintain appropriate policies and governance arrangements necessary for the assurance of academic quality, standards, and enhancement within the College and which optimize the educational experience of students

• Working with the Heads of School and supported by the College Registrar, lead the development of strategy and operational plans that will include academic plans (forecasts of number and profile of students), investment plans for the development of the College, People & Organisational Development plans, budgets and scenario planning and continually monitor and review the performance of the College with a view to meeting strategic goals

• Liaise with the Students Union, communicating regularly to ensure partnership working on all aspects of the student experience

Management of People

Lead and manage College members in compliance with University policies including:

• Manage change and its implications for staff with special reference to the University’s strategic transformation programme

• Ensure the performance management standards and approaches are embedded

• Engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

• Effectively deploy staff and planning appropriately for future requirements

• Develop the College’s academic staff for the current and future organizational challenges
• Ensure that appropriate systems and controls are in place that provide for the health and safety of staff, students and visitors in so far as is reasonably practical

• Ensure compliance with and actively participate in the implementation of the University’s People & Organisational Development policies and procedures

**Management of Finance and Resources**

Ensure that budgets are set and expenditure and income are managed effectively, that value for money can be demonstrated in all matters and financial resources are used efficiently and appropriately. This will be supported by the College Registrar and will include:

• Preparation of budgets and bids for both external and internal funding

• Ensuring that members of the College are aware of and comply with the Financial Regulations and relevant policies

• Ensuring that the physical resources are used and accounted for appropriately and efficiently by members of the College including any spaces or rooms under the control of the College
Role Title: Associate Dean (Enterprise & Engagement)

Reports To: Dean of College

Main Purpose of Role
To work with the Dean, the PVC (Strategic Partnerships & Development), and relevant functions of Professional Services in order to ensure development and alignment of the College Enterprise and Engagement Strategy with that of the College and University’s Strategic Plan and initiatives.

Key Accountabilities or Duties

Team Leading

- To develop and lead a team responsible for the implementation of the College’s Enterprise and Engagement Strategy in terms of teaching, research, development and commercial activities so as to cultivate quality assured, innovative and profitable activities throughout the College, which continually improve the College’s performance in Enterprise and Engagement

- To support and guide the Associate Heads Enterprise and Engagement and ensure that there is a distinct yet complementary Enterprise and Engagement Strategy for each School in the College

- To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

Policy and Planning

- To work with the Dean, College Registrar and Heads of School on the Enterprise and Engagement Strategy and issues related to business and engagement activity

- To set, monitor and review appropriate KPIs for enterprise and engagement activity within the College Strategic Plan and align them with the wider university KPIs and HEBCIS KPIs

- To be proactive in seeking potential external partnership/engagement opportunities that complement the College’s Enterprise and Engagement Strategy
- To formulate, implement and manage College public and community engagement plans in relation to activity consistent with the strategic objectives of the University.
- To develop external networks with the business community and domestic alumni group.
- To co-ordinate community based activities across the College.

Quality Assurance
- To ensure that the College’s enterprise and engagement activities are implemented in a way which is consistent with the maintenance of high academic and professional quality standards and enhancement and which meets external needs and expectations.
- To ensure the operation of the University’s agreed quality assurance mechanisms.

Resources
- To advise the Dean of College on the appropriate level of resourcing required to support enterprise and engagement activity.

Liaison and Coordination
- To represent the College internally and externally on committees relevant to enterprise and engagement activity including knowledge transfer and commercial development.
- To promote and identify cross College collaboration with other Associate Deans Enterprise and Engagement.
- To represent the College to ensure that successful enterprise and engagement activities are disseminated both within the University and externally.
- To liaise with external organisations to raise the profile of the College and the wider University and disseminate this information across the University as appropriate.
- To work with the other Associate Deans (Enterprise and Engagement), Student Information, University Development, The Library and Student Life on reviewing, enhancing and monitoring the student experience.
- Liaise with the Students Union, communicating regularly to ensure partnership working on all aspects of the student experience.
Role Title: Associate Dean (International)

Reports To: Dean of College

Main Purpose of Role

To work with the Dean, the PVC International and relevant functions of Professional Services in order to ensure alignment of College International Strategy with the University’s Strategic Plan and initiatives.

Key Accountabilities or Duties

Team Leading

- To develop and lead a team responsible for the implementation of the College’s International Strategy including such issues as student recruitment, partnerships, research and innovation and curriculum development

- To support and guide the Associate Heads International and ensure that there is a distinct yet complementary International Strategy for each School in the College

- To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

Policy and Planning

- To work with the Dean, College Registrar and Heads of School on the implementation of International Strategy and issues related to international activity including engagement with overseas alumni

- To set, monitor and review appropriate KPIs for international activity within the College Strategic Plan and align them with the wider university KPIs in academic, research & innovation and enterprise & engagement

- To ensure that international student recruitment activity within the College is aligned with the Academic Plan
• To be proactive in seeking potential partnership and curriculum development opportunities that complement the College’s International Strategy

Quality Assurance
• To engage proactively with professional bodies in the international arena and seek accreditation and recognition of College programmes where possible
• To ensure that all international activity is underpinned by processes which assure the highest level of academic quality, standards and enhancement
• To ensure the operation of the University’s agreed quality assurance mechanisms

Resources
• To advise the Dean of College on the appropriate level of resourcing required to support international activity

Liaison and Coordination
• To represent the College internally on committees relevant to international activity
• To promote and identify cross college collaboration with other Associate Deans International
• To represent the College externally in relation to international activities and events, including leading delegation to overseas institutions and the hosting of international visitors at the College
• To work with the other Associate Deans International, Student Information, University Development, The Library and Student Life on reviewing, enhancing and monitoring the international student experience
• Liaise with the Students Union, communicating regularly to ensure partnership working on all aspects of the student experience
Role Title: Associate Dean (Research and Innovation)

Reports To: Dean of College

Main Purpose of Role

To work with the Dean, the PVC Research and Innovation and relevant functions of Professional Services in order to ensure alignment of College Research and Innovation Strategy with the University’s Strategic Plan and initiatives.

Key Accountabilities or Duties

Team Leading

- To develop and lead a team responsible for the implementation of the College’s Research and Innovation Strategy so as to cultivate high quality research and research performance throughout the College

- To support and guide the Associate Heads Research and Innovation and ensure that there is a distinct yet complementary Research and Innovation Strategy for each School in the College which aligns with the University’s Strategic Plan, including the Themes

- To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

Policy and Planning

- To work with the Dean, College Registrar and Heads of School on the College Research and Innovation Strategy and issues related to research activity and performance

- To develop research strategies within the College in conjunction with the PVC Research and Innovation and to develop delivery plans with the Research and Innovation Director and Associate Heads Research & Innovation

- To set, monitor and review appropriate KPIs for research activity within the College Strategic Plan and align them with the wider university KPIs and the Research Excellence Framework
- To ensure the execution of agreed university policies within the College with regard to research and innovation

- Work with the Academic Development Unit to deliver research training and the development of postgraduate students and young or emerging researchers

- To formulate, implement and manage College plans in relation to research and graduate education consistent with the strategic objectives of the University

- Develop College engagement strategies that promote public engagement, community based research and targeted policy initiatives

**Quality Assurance**

- To ensure that the College’s activities in research and research training are implemented to assure the maintenance of high academic standards

- To ensure the operation of the University’s agreed quality assurance mechanisms in relation to research and research performance

- To develop College quality assurance systems in respect of research and research training to complement University systems

**Resources**

- To advise the Dean of College on the appropriate level of resourcing required to support research activity

**Liaison and Coordination**

- To represent the College internally on committees relevant to R&I activity

- To promote and identify cross College collaboration with other Associate Deans (R&I)

- To represent the College to ensure that successful research activities are disseminated in the University and externally

- To liaise with relevant external organisations to raise the profile of the College/University and take advantage of trends and opportunities, disseminating this information across the University as appropriate
• To work with the other Associate Deans (Research and Innovation), Student Information, University Development, The Library and Student Life on reviewing, enhancing and monitoring the postgraduate student experience

• Liaise with the Students Union, communicating regularly to ensure partnership working on all aspects of the postgraduate student experience
Role Title: Associate Dean (Academic)

Reports To: Dean of College

Main Purpose of Role

To work with the Dean, the PVC Academic and relevant functions of Professional Services in order to ensure alignment of College Teaching and Learning Strategy with the University’s Strategic Plan and initiatives.

Key Accountabilities or Duties

Team Leading

- To develop and lead a team responsible for the implementation of the College’s Teaching and Learning Strategy to assure continual improvement in the quality and performance of teaching and learning, including academic aspects of key areas such as student satisfaction, retention/completions, partnerships and curriculum development

- To support and guide the Associate Heads Academic and ensure that there is a distinct yet complementary Teaching and Learning Strategy for each School in the College

- To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

Policy and Planning

- To work with the Dean, College Registrar and Heads of School on the Teaching and Learning Strategy and issues related to both teaching and learning activity and student experience

- To set, monitor and review appropriate KPIs for academic activity within the College Strategic Plan and align them with the wider University KPIs

- To formulate, implement and manage College academic plans in relation to teaching and learning consistent with the strategic objectives of the University
Quality Assurance

- To ensure that the College’s teaching activities are implemented in a way which is consistent with the maintenance of the highest academic quality, standards and enhancement

- To ensure the operation of the University’s agreed quality assurance mechanisms, in such areas as programme approval, programme review, student evaluation of teaching, assessment and responses to external examiners’ reports

- To develop College quality assurance systems in respect of teaching and learning to complement University systems

- To develop engagement strategies aimed at improving access, widening participation, work based training opportunities, volunteering and community based projects

Resources

- To advise the Dean of College on the appropriate level of resourcing required to support teaching and learning activity

Liaison and Coordination

- To represent the College internally on committees relevant to teaching and learning activity

- To promote and identify cross College collaboration with other Associate Deans Academic

- To work with the Associate Heads Academic, The Library, Student Life, and Student Information on reviewing, enhancing and monitoring the student experience

- Liaise with the Students Union, communicating regularly to ensure partnership working on all aspects of the student experience

- To ensure appropriate study skills, and information and digital literacy skills provision is delivered to students through close collaborative working with Student Life and the Library

- To represent the College to ensure that successful teaching and learning activities are disseminated within the University and externally
- To liaise with external organisations to raise the profile of the College/University and take advantage of trends and opportunities, and disseminate this information as appropriate
Role Title: Head of School

Reports To: Dean of the College

Main Purpose of Role

The Head of School will perform a critical transformational role within the University of Salford. It will involve taking the leading role in driving the School forward, in support of the University’s mission and strategic objectives.

The Head of School will:

- Provide outstanding leadership and manage the human, physical and financial resources of a successful and established school
- Work closely with colleagues on the College Executive and School Executive in supporting a changing environment and culture
- Take a lead in ensuring there is innovative curriculum development
- Facilitate and contribute to the School’s research culture
- Promote the active engagement of staff with all the University’s stakeholders including public bodies, industry, schools, colleges, alumni and the community

Key Accountabilities or Duties

Leadership and Team Building

- To lead the School Executive and to foster effective team working within the School
- To provide strategic leadership to the School in the areas of teaching, research and wider engagement

Management of Staff

- To undertake effective performance management of the senior academic staff within the School
- To ensure all members of staff within the School engage with the performance management process in a timely, fair and consistent manner
- To oversee the effective deployment of staff resources within the School
To oversee the effective management of change across the School

To ensure compliance with People & Organisational Development policies and procedures across the School

To ensure that workforce planning is undertaken across the School on a systematic basis in line with University policy

To ensure that staff development needs are prioritised and actioned in line with the strategic needs of the School

To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

To create a working environment within the School that is supportive of staff and encourages active engagement and a positive contribution from individual members of staff

Ensure that there is a strong emphasis across the School on effective communication with staff and that there are appropriate mechanisms in place to underpin this

To ensure the allocation of appropriate workloads within the School

**Policy/Planning**

To have overall responsibility for the formulation and implementation of School academic and business plans, and to ensure that these are aligned with the strategic objectives of the College and the University

To develop teaching, research and engagement within the School, in accordance with the strategies agreed by the College Executive and other policies

To be responsible for the development, promotion and implementation of the School’s Equality and Diversity plan

**Quality Assurance and Enhancement**

To ensure that high standards are maintained in the conduct of all the School’s activities

To ensure adherence to the University’s approved quality assurance and enhancement policies and procedures across the School
• To ensure the optimum student experience through adoption of a consistent customer focus across the School

• To identify and take advantage of trends and opportunities that will benefit the School

• To ensure that the standards of the University’s awards are maintained

Resource Management

• In liaison with the College Registrar to ensure the optimal management and development of the School’s resources (staff, finance, accommodation)

• In liaison with the College Registrar to ensure appropriate accountability for effective budgetary and financial management in the School

• In liaison with the College Registrar to ensure the effective use of space for teaching, research and engagement activities by the School

Liaison and Co-ordination

• To represent the interests of the School within the College and the University

• To work collaboratively with appropriate Associate Heads of Research to ensure the effective integration of Research within academic staff workloads

• To work collaboratively with appropriate Heads of Professional Services to ensure the best academic experience for their school’s students

• Liaise with the Students Union, communicating regularly to ensure partnership working on all aspects of the student experience

• To work closely with the School Operations Manager to ensure the effective day-to-day running of the School

• To ensure that successful School initiatives are disseminated both within the University and externally

• To liaise with external organisations to raise the profile of the School and the University

• To represent the School, College and the University externally as appropriate
Corporate Management Responsibilities

- To participate effectively and collegiately as a member of the College Executive
- To participate in College and University projects and initiatives as directed
- To participate as a senior University manager in the operation of the University’s policies and procedures, e.g. hearing grievances and disciplinary cases

Equivalent role within Salford Business School – Dean of School
Role Title: Associate Head (Enterprise & Engagement)

Reports To: Head of School

Main Purpose of Role
To work with the Head of School, the Associate Dean (Enterprise & Engagement), the PVC (Strategic Partnerships & Development) and relevant functions of Professional Services in order to ensure alignment of the School Enterprise & Engagement Strategy with that of the College and University’s Strategic Plan and initiatives.

Key Accountabilities or Duties

Team Work

- To contribute to the strategic work of the School Executive to develop, monitor and review the School’s Enterprise & Engagement Plan and to oversee its implementation in respect of its strategic objectives
- To work in a team with the Associate Heads Enterprise & Engagement and the Associate Deans Enterprise & Engagement to assure the development and delivery of a distinct yet complementary Enterprise & Engagement Strategy for the School which aligns with the University’s Strategic Plan, including the Themes
- To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

Policy and Planning

- To work with School staff on the implementation of aspects of the Enterprise & Engagement Strategy and issues related to enterprise and engagement activity including knowledge transfer
• To set, monitor and review appropriate KPIs for enterprise and engagement activity within the School Strategic Plan and align them with the College, wider university KPIs and HEBCIS KPI’s

• To be proactive in seeking potential partnership/engagement opportunities that complement the School’s Enterprise & Engagement Strategy, working closely with the relevant professional bodies

• To formulate, implement and manage School enterprise and engagement plans in relation to activity consistent with the strategic objectives of the College and University

• To develop external networks with the business community and domestic alumni

• To co-ordinate community based activities across the school

Quality Assurance

• To ensure that the School’s Enterprise & Engagement activities are implemented in a way which is consistent with the maintenance of high academic and professional quality, standards and enhancement and which meets external needs and expectations

• To ensure the operation of the University’s agreed quality assurance mechanisms

Resources

• To advise the Head of School on the appropriate level of resourcing required to support enterprise and engagement activity

Liaison and Coordination

• To represent the School internally on committees relevant to enterprise and engagement activity

• To promote and identify cross School collaboration with other Associate Heads Enterprise & Engagement
- To represent the School to ensure that successful enterprise and engagement activities are disseminated both within the University and externally
- To liaise with external organisations to raise the profile of the University
- To work with the Associate Heads Enterprise and Engagement, Student Life, The Library and Student Information on reviewing, enhancing and monitoring the student experience and the performance of the School against its strategic aims
- Liaise with the Students Union, communicating regularly to ensure partnership working on all aspects of the student experience
- Liaise with the School Operations Manager to ensure appropriate provision of administrative support

Equivalent role within Salford Business School – Associate Professor / Associate Dean, Enterprise & Engagement
Role Title: Associate Head (International)

Reports To: Head of School

Main Purpose of Role

To work with the Head of School, the Associate Dean (International), the PVC International and relevant functions of Professional Services in order to ensure alignment of the School International Strategy with that of the College and the University’s Strategic Plan and initiatives.

Key Accountabilities or Duties

Team Work

- To contribute to the strategic work of the School Executive to develop, monitor and review the Schools International Plan and to oversee its implementation in respect of its strategic objectives

- To liaise with the relevant professional departments to assure effective implementation of the plan in respect of student recruitment partnerships and student life

- To work in a team with the Associate Heads International and Associate Deans International and assure the development and delivery of a distinct yet complementary International Strategy for the School which aligns with the University’s Strategic Plan, including the Themes

- To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

Policy and Planning

- To work with School staff on the implementation of academic aspects of the International Strategy and issues related to international activity including engagement with overseas alumni

- To set, monitor and review appropriate KPIs for international activity within the School Strategic Plan and align them with the College and wider university KPIs in learning and teaching, research & innovation and enterprise and engagement
- To assure that international student recruitment activity within the School is aligned with the Academic Plan, working closely with the relevant professional departments

- To work closely with the ELT programme to ensure the highest levels of conversion of students at undergraduate and postgraduate status

- To be proactive in seeking potential partnership and curriculum development opportunities that complement the School’s International Strategy, working closely with the relevant professional departments

**Quality Assurance**

- To engage proactively with professional bodies in the international arena and seek accreditation and recognition of School programmes where possible under the guidance of the Associate Dean International

- To ensure that all international activity is underpinned by processes which assure the highest level of academic quality, standards and enhancement

- To ensure the operation of the University’s agreed quality assurance mechanisms

**Resources**

- To advise the Head of School on the appropriate level of resourcing required to support international activity

**Liaison and Coordination**

- To represent the School internally on committees relevant to international activity

- To promote and identify cross School collaboration with other AH(I)s

- To represent the School externally in relation to international activities and events, including leading delegations to overseas institutions and the hosting of international visitors in the School
• To work with the Associate Heads International, Student Life, The Library and Student Information on reviewing, enhancing and monitoring the international student experience and the performance of the School against its strategic aims

• Liaise with the Students Union, communicating regularly to ensure partnership working on all aspects of the student experience

• Liaise with the School Operations Manager to ensure appropriate provision of administrative support

Equivalent role within Salford Business School – Associate Professor / Associate Dean, International
Role Title:  Associate Head (Research and Innovation)

Reports To: Head of School

Main Purpose of Role
To work with the Head of School, the relevant Associate Dean (Research and Innovation), the PVC Research and Innovation and relevant functions of Professional Services in order to ensure alignment of the School Research and Innovation Strategy with that of the College and the University’s Strategic Plan and initiatives.

Key Accountabilities or Duties

Team Work

- To contribute to the strategic work of the School Executive to develop, monitor and review the Schools Research and Innovation Plan and to oversee its implementation in respect of its strategic objectives

- To work in a team with the Associate Heads Research and Innovation and the Associate Deans Research and Innovation and assure the development and delivery of a distinct yet complementary Research and Innovation Strategy for each School which aligns with the University’s Strategic Plan, including the Themes

- To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

Policy and Planning

- To work with School staff on the implementation of aspects of the Research and Innovation Strategy and issues related to research activity and performance

- To develop research strategies within the School, in conjunction with the PVC Research and Innovation and develop implementation plans with the Research and Innovation Director
- To set, monitor and review appropriate KPIs for research activity within the School Strategic Plan and align them with the wider College and University KPIs and the Research Excellence Framework
- To assure the execution of agreed university policies within the School with regard to research and the research training and development of postgraduate students and young or emerging researchers
- To formulate, implement and manage School plans in relation to research and graduate education consistent with the strategic objectives of the University
- Develop School engagement strategies that promote public engagement, community based research and targeted policy initiatives

**Quality Assurance**

- To ensure that the School’s activities in research and research training are implemented to assure the maintenance of high academic standards
- To ensure the operation of the University’s agreed quality assurance mechanisms in relation to research and research performance
- To develop School quality assurance systems in respect of research and research training to complement University systems

**Resources**

- To advise the Head of School on the appropriate level of resourcing required to support research activity

**Liaison and Coordination**

- To represent the School internally on committees relevant to research and innovation activity
- To promote and identify cross School collaboration with other Associate Heads Research and Innovation, and with the Heads of Professional Services responsible for enterprise and innovation
To represent the School to ensure that successful research activities are disseminated in the University and externally

To liaise with relevant external organisations to raise the profile of the University and take advantage of trends and opportunities

Liaise with the Students Union, communicating regularly to ensure partnership working on all aspects of the student experience

Liaise with the School Operations Manager to ensure appropriate provision of administrative support

Equivalent role within Salford Business School – Associate Professor / Associate Dean, Research & Innovation
Role Title: Associate Head (Academic)

Reports To: Head of School

Main Purpose of Role

To work with the Head of the School, the relevant Associate Dean (Academic), the PVC Academic and relevant functions of Professional Services in order to ensure alignment of the School Teaching and Learning Strategy with that of the College and the University’s Strategic Plan and initiatives.

Key Accountabilities or Duties

Team Work

- To contribute to the strategic work of the School Executive to develop, monitor and review the Schools Teaching and Learning Plan and to oversee its implementation in respect of its academic objectives

- To liaise with the relevant professional departments to assure effective implementation of the plan in respect of student satisfaction, retention and completions, partnerships, and curriculum development

- To work in a team with other Associate Heads Academic and the Associate Deans Academic and assure the development and delivery of a distinct yet complementary Teaching and Learning Strategy for the School which aligns with the University’s Strategic Plan, including the Themes

- To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

Policy and Planning

- To work with School staff on the implementation of aspects of the Teaching and Learning Strategy and issues related to teaching and learning activity and Student Experience
• To set, monitor and review appropriate KPIs for academic activity within the School Strategic Plan and align them with the College and wider University KPIs

• To formulate, implement and manage the School’s academic plans in relation to teaching and learning consistent with the strategic objectives of the College and the University

• To develop engagement activities aimed at improving access, widening participation, work based training opportunities, volunteering and community based projects

Quality Assurance

• To ensure that the School’s teaching activities are implemented in a way which is consistent with the maintenance of the highest academic quality, standards and enhancement

• To ensure the operation of the University’s agreed quality assurance mechanisms, in such areas as course approval, course review, student evaluation of teaching, assessment and responses to external examiners’ report

• To ensure operation of the University’s agreed QA mechanisms’

• To develop School quality assurance systems in respect of teaching and learning to complement University systems

Resources

• To advise the Head of School on the appropriate level of resourcing required to support teaching and learning activity

Liaison and Coordination

• To represent the School internally on committees relevant to teaching and learning activity

• To promote and identify cross School collaboration with other Associate Heads (Academic)
• To work with other Associate Heads Academic, Student Life and Student Information on reviewing, enhancing and monitoring the student experience and the performance of the school against its strategic aims

• Liaise with the Library to ensure all library strategies and policies are embedded

• Liaise with the Students Union, communicating regularly to ensure partnership working on all aspects of the student experience

• To represent the School to ensure that successful teaching and learning activities are disseminated within the University and externally

• To liaise with external organisations to raise the profile of the University and take advantage of trends and opportunities

• Liaise with the School Operations Manager and College Learning and Teaching Support Manager to ensure appropriate provision of administrative support

Equivalent role within Salford Business School – Associate Professor / Associate Dean, Academic
Role Title: Director of Admissions (College of Health and Social Care / Salford Business School)

Main Purpose of Role

Reporting to the Head of School, the Director of Admissions is responsible for the management of recruitment, selection and admissions for the School, working within the policies and strategic frameworks set by the University, College and School and taking account of NHS commission targets and education quality standards determined by the relevant professional regulatory bodies.

This role maps against the Director of Conversions role, which is used in other schools and is described within Section 3 – Non-substantive role descriptors. However due to the specific needs of the College of Health and Social Care, the role is enhanced. Additional or amended accountabilities (including applicable policies) for this role are described as an addendum to the Director of Conversion role descriptor.

Salford Business School have a substantive Director of Admissions role, which maps against the Director of Conversion role described within Section 3 – Non-substantive role descriptors. Further information regarding roles within Salford Business School appears in the introduction section of this manual.
Role Title: Director of Directorate

Reports To: Head of School

Main Purpose of Role

To be responsible to the Head of School for the operational and strategic management of the Directorate in the context of School strategic aims and objectives.

Key Accountabilities or Duties

Individual and Team Leadership

- To provide leadership of the Directorate that builds cohesion around a clear vision of the Directorate’s contribution to the strategic direction of the School
- To facilitate effective team working that promotes a collegiate and inclusive organisational environment

Management of People

- To undertake effective performance management of academic staff within the Directorate, defining performance standards required in line with the Expectations of Academic Staff and providing feedback on overall performance
- To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate
- To operationalise strategies for the development of scholarship and research capability
- In collaboration with the Head of School, to manage the effective deployment of academic staff within the Directorate and where appropriate agree the contributions made to programmes in other Directorates
- To ensure the allocation of appropriate workloads for all academic staff
- To ensure compliance with all People & Organisational Development policies and procedures within the Directorate
To ensure the effective induction and probation of new academic staff within the Directorate

To ensure that academic staff development needs across the Directorate are co-ordinated, prioritised and actioned through the annual PDR process

To foster a working environment within the Directorate that is supportive of individuals and encourages active engagement and a positive contribution from all members of the Directorate

To act as a channel of communication between the Head of School and Directorate staff, ensuring effective communication within the Directorate

To play a leading role in the selection and recruitment of new academic staff for the Directorate

**Policy/Planning**

To draw up the Directorate’s business plan to assist the Head of School in the preparation of the School’s business plan

To ensure the development of the Directorate’s teaching, research and enterprise activities are consistent with School/College strategic plans

To contribute to the development of School strategies/policies

**Quality Assurance and Enhancement**

To ensure Directorate programmes meet all academic and professional standards and conform to the requirements of the University’s quality assurance processes, and where appropriate the requirements of professional regulatory bodies

To ensure that Directorate programmes meet the needs and expectations of participating students, and contribute to the good reputation of the School, College and University within the academic and business communities

To work with colleagues to develop the Directorate’s profile and the academic identity of its staff, work and programmes

To arrange chairing of the Directorate’s Exam Boards

To ensure that academic and personal support to students is provided in line with Academic Expectations
Resource Management

- To oversee the allocation of discretionary budgets within agreed guidelines
- To advise the Head of School and School Operations Manager on Directorate resource needs
- To ensure the effective utilisation of resources at a Directorate and School level

Liaison and Co-ordination

- To work collaboratively with appropriate Directors of Research Centres and Associate Heads of School to ensure the effective integration of research and academic enterprise within academic staff workloads
- To ensure Programme Leaders manage the effective delivery of all aspects of the Directorate’s programme area, and the contributions made to programmes in other Directorates
- To liaise with the School Operations Manager and other academic support roles as appropriate
- To represent the interests of the Directorate and School within the College and the University, developing and leading internal networks as required
- To represent the School, College and University externally as appropriate and to participate in external networks which influence decision making at national or international level

Corporate Management Responsibilities

- To participate effectively as a member of the School Executive
- To participate in School, College and University projects and initiatives as required
- To represent the Head of School and/or School Executive as required at meetings

Equivalent role within Salford Business School – Head of Academic Unit

Note – within ELS the Director role is referred to as ‘Academic Lead’
Role Title: Professor

Reports to: Head of School/other equivalent role

Purpose of the role
To provide academic leadership across a broad spectrum of research and innovation activities and to play a lead role in the development of research-informed undergraduate and postgraduate teaching.

Key Accountabilities or Duties

Teaching and learning
- Provide academic leadership, development, mentoring and career management advice to colleagues and students in all areas of teaching and learning
- Contribute to the development of research-informed teaching and learning

Research and Innovation
- Develop and disseminate research outputs of international standing in its discipline
- Supervise PhD students, ensuring timely completion in line with University standard timescales
- Contribute to the development and implementation of University, College and School level research strategies
- Develop and lead research/commercial projects and collaborative partnerships with other educational institutions and organisations
• Act as a mentor to new and early career researchers and PGR students

• Make a significant contribution to the University’s returns to national research assessment exercises

• Play a lead role in development of an innovative academic environment which brings tangible benefits and impacts for other groups and organisations outside the higher education sector

• Be recognised as a leader within their subject area or discipline, for example through:
  
  o Giving keynote speeches and plenary addresses
  o Being invited to speak at international conferences and workshops
  o Conducting practice based research of international standing
  o Membership of editorial boards or academic presses
  o Undertaking professional activities that recognise their professional standing within the discipline or subject area

• Contribute to and support the development of the University’s wider commercial objectives, for example through:
  
  o Securing income from commercial and industrial sources for research and innovation activities
  o Undertaking activities such as continuing professional development which generate additional commercial income for the institution
  o Developing mutually beneficial partnerships with key businesses and organisations
  o Commercial exploitation of research and innovation projects
Leadership and Management

- As required, to take on line management roles within the School and/or College to support their effective operation

- To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

- To contribute significantly to management, planning and organisation of the School/College and University, for example via membership and attendance of relevant committees and steering groups

Indicative level of membership for Higher Education Academy: Principal Fellow
Role Title: Reader

Reports to: Director of Directorate

Purpose of the role

To undertake a sustained level of research of international quality, to manage significant research projects and to co-ordinate or supervise the work of research assistants and students. To contribute as appropriate to activities designed to enhance the Department’s research culture. To teach on, contribute to and be involved in the management of undergraduate and postgraduate taught programmes.

Key Accountabilities or Duties

Teaching and Learning

- Contribute to teaching delivery at all levels, be involved in the management of undergraduate and postgraduate taught programmes and ensure the integration of relevant research
- Supervise postgraduate students and contribute to external research training projects

Research

- Undertake research of international quality and of relevance to the School, showing evidence of sustained high quality output and future continuity
- Enhance the research reputation of the School by having an established national or international reputation in a research field e.g. via refereed publications, commissioned research, successful conference organisation, editorship of proceedings, regular invitations to participate in major conferences or external professional practice, patents, spin-out companies, knowledge exchange outside the research community to government, industry, public and third sector organisations and to the general public
- Produce a sustained record of attracting external research funding from research councils, government research funding programmes, commercial bodies and other agencies
- Contribute to research strategies
• Provide leadership of, and collaboration in, significant research projects and work with industry, government, public sector and other external organisations

• Develop graduate studies by a sustained record of successfully recruiting and supervising postgraduate research students

**Leadership, Management and Engagement**

• Lead and ensure the effectiveness of a research discipline group

• To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

• Develop links with external contacts such as other educational and research bodies, employers, professional bodies and other providers of funding and research initiatives to foster collaboration, explore commercial exploitation of research and/or generate income

• Lead and develop external networks to foster collaboration and/or generate income; collaborate in significant research/consultancy projects with external organisations and public and community engagement; involvement in regional, national and international enterprise bodies

• Responsible for the development of large and complex research programmes; responsibility for a major area of operation within the School/unit; identify opportunities for strategic development of new projects or appropriate areas of activity and take responsibility for implementing these ideas

• Required to contribute to the development of teams and individuals

Indicative level of membership for Higher Education Academy: Associate Fellow
Role Title: Senior Lecturer

Reports to: Director of Directorate

Purpose of the role

To plan, design, develop and deliver a range of high-quality programmes of study at all levels, ensuring that programme design and delivery comply with the academic quality standards and regulations of the University. To undertake research of international quality and, where required, to co-ordinate or supervise the work of research assistants and students.

Key Accountabilities or Duties

Teaching and Learning

- Initiate and lead in the development and delivery of taught programmes and/or research programmes, with outstanding delivery and support of learning
- Assist the Head of School in ensuring that the teaching and professional activities of the Directorate are maintained in accordance with accepted professional / University standards
- Membership of professional groups at national/international level e.g. professional standards bodies, significant conference committees
- Develop and apply innovative and appropriate teaching techniques and assessment procedures across the breadth or depth of subject area, with appropriate professional recognition and dissemination of good practice via publication
- Carry out administrative and managerial duties in relation to teaching activity and projects as required, including acting as programme leader and/or module leader
- Engage in scholarship to inform curriculum and course design through e.g. research, industrial engagement, working with communities, third sector organisations etc.

Research

- Actively support and carry out research and scholarship which supports and informs programme currency and delivery
- Undertake independent research, and with demonstrable impact on e.g. industry, research, policy, regulations, industrial practice, public organisations, acting as principal investigator and project leader where appropriate
• Contribute to the reputation of research in the School through national/ international collaboration and publication in peer-reviewed international academic journals and other forms of dissemination in quantities appropriate to discipline, achieving citations, reviews and other forms of peer recognition

• Generate significant external funding, including research, knowledge transfer and engagement grants

• Act as a referee or editor for journals, seek membership of major committees and significant research bodies and contribute to other types of peer assessment

• Mentor colleagues and supervise postgraduate research students as appropriate

• Make presentations or exhibitions at national or international conferences and other similar events

• Seek membership of major committees and significant research bodies, and major input to national/international journals

Leadership, Management and Engagement

• Lead and ensure effectiveness of a major project/programme/ subject area team, developing and/or improving procedures, organising and promoting interdisciplinary studies, and developing collaborative arrangements to support teaching

• Act as a formal mentor/coach for junior colleagues

• To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

• Lead and/or develop internal networks, working groups and committees which have input or contribution to cross university functions and/or impact upon institutional decision making and governance

• Lead/develop external networks, such as a sub-committee of a professional body, employers’ association, group of universities etc., provide consultancy/professional advice to such bodies or act in the capacity of external examiner to other Institutions

• Contribute to the process of sharing and disseminating new ideas, products and processes to external partners, through engagement, delivering quality, within budget and on time
• Generate income, external recognition for self and School and participate in community
engagement activity such as community liaison, contribution to creation and/or
development of social enterprise or contribution to the transfer of intellectual property.
Ensure they inform learning and research

• Contribute to the planning and organising of the unit, development of cross-college
partnerships, undergraduate or postgraduate programmes, marketing, admissions etc;
input to strategic planning at School/College and/or wider planning process at
institutional level, member of College planning committees; responsible for quality, audit
and other external assessments for the School/Unit

• Responsible for the development of large and complex programmes; responsibility for a
major area of operation within the School; identify opportunities for strategic
development of new programmes or appropriate areas of activity and contribute to and
take responsibility for implementing these ideas

• Identify current capabilities and future needs for those working within specified areas
and plan action/ training where required; supervise PhD student(s), conduct staff
appraisals and manage and contribute to staff development activities

Indicative level of membership for Higher Education Academy: Principal Fellow or Senior Fellow
Role Title: Lecturer

Reports to: Director of Directorate

Purpose of the role

To develop and deliver high-quality teaching material across a range of modules or short programmes. To contribute to the planning, design and development of programmes. To engage in scholarly activity and undertake high quality research.

Key Accountabilities or Duties

Teaching and Learning

- Design teaching material and deliver either across a range of modules or within a subject area
- Supervise student projects, including, where appropriate, PGT, field trips and placements
- Identify areas where current provision is in need of revision or enhancement
- Contribute to the planning, design and development of course and curriculum objectives and material, in collaboration with Student Information Directorate to ensure accuracy of central databases
- Set, mark and assess work and examinations and provide feedback to students
- Act as personal tutor to a group of students

Research

- Undertake individual or collaborative research projects of relevance to the School/University
- Extend, transform and apply knowledge acquired from scholarship to learning, research and appropriate external activities
- Identify external sources of funding and develop or contribute to funding bids – research, knowledge transfer and engagement grant applications
• Promote graduate studies by contributing to the supervision of postgraduate research students

• Write or contribute to publications in peer reviewed academic journals or disseminate research findings using other appropriate media

• Make presentations at conferences or exhibit work in other appropriate events, participating in dissemination and engagement activities to contribute to knowledge base of area of expertise, maximise policy, media industrial or community impact of research

**Leadership, Management and Engagement**

• Take a lead in own area of expertise, act as mentor for junior colleagues

• To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

• Lead and co-ordinate the work of other staff to ensure module, programme, enterprise or research project is delivered to the standards required

• Co-ordinate colleagues to ensure student needs and expectations are met; act as leader of module or programme, or of significant sections of a programme

• Plan, co-ordinate and implement research programmes or engagement projects; organisation of external activities such as student projects, field trips and industrial placements; manage or monitor research or engagement budgets and ensure effective use of resource; organise administrative duties

• Support colleagues with less experience and advise on personal development; train/advise on own area of expertise where appropriate; coach and support colleagues in developing research

• Collaborate with external organisations such as industry, public sector, charity and local community groups

Indicative level of membership for Higher Education Academy: Fellow
Role Title: New Lecturer

Reports to: Director of Directorate

Purpose of the role

To undertake a range of teaching, assessment and administrative duties and to support students in all aspects of their studies as appropriate. To develop personal subject/research activity in conjunction with professional development as a teacher.

Note - New lecturer is defined as a lecturer who is new to the role and has less than 12 months service/or is still in probationary period

Key Accountabilities or Duties

Teaching and Learning

• Teach as a member of a teaching team in a developing capacity within an established programme of study, in a variety of settings from small group tutorials to large lectures, with the assistance of a mentor if required

• 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

• Develop own teaching materials, methods and approaches with guidance and participate in the development of taught 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

• Supervise the work of students, provide advice on study skills, information and digital skills and help them with learning problems, signposting them to Library and Student Life services

• Collaborate with the Library to ensure that learning resources are appropriate and adequate to support teaching and learning
• Select appropriate assessment instruments and criteria, assess the work and progress of students by reference to the criteria and provide constructive feedback to students
• Seek ways of improving performance by reflecting on teaching design and delivery and obtaining and analysing feedback
• Evaluate teaching practice through reflection, peer observation and scholarly activity
• Collaborate with Student Life in relation to employability
• Register for, and complete, the Postgraduate Certificate in Academic Practice (PGCAP)

Research

• Develop relevant research and scholarship activity and appropriate means of dissemination
• Continually update knowledge and understanding in field or specialism
• Translate knowledge of advances in the subject area into the course of study
• Register and study for a PhD if not a PhD holder

Leadership, Management and Engagement

• Contribute to the effectiveness of teams by developing productive working relationships with other members
• To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate
• Build internal contacts and seek external contacts to assist in the delivery of teaching activity and growth of research and engagement activity
• Participate in external networks to share information and ideas and/or help identify potential sources of funding
• Contribute to the planning and development of teaching and/or research and engagement programmes by participation in programme/research team meetings etc

Indicative level of membership for Higher Education Academy: Associate Fellow
Role Title: Senior Tutor (Languages)

Reports to: Director of Directorate

Purpose of the role

To undertake the duties of Senior Tutor within the Directorate of Languages in the School of Humanities, Languages and Social Sciences, making a full contribution to the delivery of language teaching and translation & interpreting studies within programmes at all levels, engaging in teaching and administration, and developing a research profile in translation & interpreting studies.

Responsibilities

Teaching

• To provide academic and pedagogic input into the design and delivery of translating and interpreting on taught programmes
• To develop and deliver language modules for specialist and non-specialist students
• To participate in the preparation, supervision and assessment of students’ examinations and coursework
• To contribute to the development of self-access learning materials for students following language modules, including the use of CALL and the facilities of the University’s Language Resource Centre and to undertake training for this purpose as required
• To contribute to the development of new modules
• To initiate and participate in commercial short courses where appropriate.
• To supervise and examine UG and PGT dissertations
Administration

- To take responsibility for areas of day-to-day programme management and student support.
- To make a contribution to student recruitment and the promotion of the Directorate's programmes.
- To contribute to the smooth running of the Directorate, for example, through attendance at meetings and committees as deemed appropriate.
- To undertake administrative duties at Directorate level commensurate with experience.
- To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate.

Research

- To develop a research profile in translation & interpreting studies for the role holders' specialist language.
- To engage in consultancy activities.

Indicative level of membership for Higher Education Academy: Associate Fellow
Role Title: Director of the Salford MBA and Executive Postgraduate Programmes

Reports to: Dean of Salford Business School

Purpose of the role

The Director of the Salford MBA and Executive Postgraduate Programmes is responsible for the strategic leadership and operational management of this suite of programs. The portfolio should be positioned consistently within the Salford Business School brand, with effective curriculum development and robust marketing to achieve financial and enrolment targets, and reputational and social capital.

The Director of the Salford MBA and Executive Postgraduate Programmes has a leadership role in assuring the quality of the University’s programs and should demonstrate that leadership by:

- Developing the Salford MBA and Executive programs
- Administering and monitoring the program, including assurance of learning
- Maintaining or improving award and accreditation status
- Leading curriculum and assessment change
- Facilitating and guiding the teaching team
- Engaging with industry and the profession
- Managing and providing recommendations on student admission and progression
- Relationship building of alumni and management of league tables

Responsibilities

- Provide general management of the MBA program; supervises staff and directs program activities
- Oversee recruitment and admissions of students into the MBA
- Manage advising services and employer relations for MBA students
• Manage alumni communications and lifelong learning development programme
• Oversee extra-curricular activities with an emphasis on career developments
• Liaise with regulatory agencies for certifications & accreditations
• Working with the School leadership team to market and grow the programs
• Coordinate and deliver the MBA curriculum
• Working with Academic Unit Chairs to schedule and staff courses
• Benchmarking MBA programs against those at other schools
• Overseeing planning and administration of MBA functions including logistical planning for trips
• Developing and maintain relationships with business leaders and program alumni in an effort to expand the visibility of our MBA and to promote the hiring of our graduates
• Overseeing the MBA internship program
• Working with career services to promote high quality placement of MBA graduates
• Overseeing the preparation of statistical data required for various surveys, publications, and national rankings of MBA programs
• Supervising and managing MBA staff
• To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate
• Perform other duties as assigned

Indicative level of membership for Higher Education Academy: Associate Fellow
Role Title: Research Fellow

Reports to: Director of Directorate

Purpose of the role
To develop and conduct high quality individual and/or collaborative research projects, leading to publication in peer-reviewed journals and/or other forms of dissemination.

Key Accountabilities or Duties
- To undertake research projects related to the specified specialism
- To help conceive and then to plan and deliver experimental research projects related to the aims of the research area
- To work within the project timescales and agreed work plans
- To collect, process and interpret data relevant to the aims of the research project To ensure that research is conducted to appropriate ethical and governance standards as defined by the University
- To liaise with other Research Fellows and academic staff employed in the project in a manner such that there is collective support for all aspects of the partnership
- To report on research issues to the principal investigator/senior academic on the project
- Where necessary, to present the research work of the University to other University staff/students and potentially the external partner

Responsibilities
- Ensuring project progress is in line with agreed timescales
- Collection, processing and interpretation of data to a very high standard
- Ensuring the senior academic is regularly informed of study progress and issues pertinent to future progress

- Contribution to the writing of report/s for the external partner/grant provider and research dissemination

- Work with other research staff to plan and execute detailed research plans to provide the agreed deliverables

- Disseminate research findings at local, regional, national and international conferences, in publications and to participants (in association with line manager) Develop and maintain skills in relevant research methodologies

- Maintain high standards of academic and commercial confidentiality

- To use due diligence in the management, protection and exploitation of intellectual property owned by the University and/or the external commercial partner

- To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

Indicative level of membership for Higher Education Academy: Associate Fellow
Role Title: Research Assistant

Reports To: Research Fellow or appropriate senior academic

Purpose of the role
To undertake research projects, conducting and recording the outcome of experiments and fieldwork and conducting literature and database surveys. To write up and present results of research projects to internal/external audiences and to contribute to research bids and reports.

Key Accountabilities or Duties
- Carry out high quality scientific research in the specified area
- Design, implement, test and document appropriate research methods associated with the particular area of research
- Liaise with other researchers, both internal and external, and collaborate to create project deliverables
- Contribute to the general scholarly activities such as promoting good practice to PhD students and other researchers
- Liaise regularly with the principal investigator about study progress and write progress reports as required
- In collaboration with the principal investigator to disseminate outcomes from the project through internal and external conferences/seminars and academic journal papers at suitable times throughout the project’s progress
- Develop and maintain skills in relevant research methodologies
- Maintain high standards of academic and commercial confidentiality
- To engage with and participate in the University’s PDR process as reviewer and/or reviewee, as appropriate

Indicative level of membership for Higher Education Academy: Associate Fellow
Section 3 - Non - Substantive Academic Roles
Role Title: Personal Tutor

Main Purpose of Role

To enhance the student experience by providing personal, pastoral support to students: either directly, or through signposting and referring students to other sources of support as necessary.

Key Accountabilities or Duties

Internal Collaboration and External Liaison responsibilities

- Work collaboratively with student life to signpost students to appropriate support services and refer students whenever necessary
- Recognise when the pastoral support required is beyond the personal tutor’s competence and/or responsibility, and refer to relevant colleagues, e.g. student support staff, library staff or counselling services
- Liaise with academic colleagues in respect of students who need additional programme support
- Undertake appropriate professional development to enable the role holder to confidently carry out the different elements of the role (e.g. information provision, educational guidance, listening skills)

Student Support responsibilities

- Be the primary point of student contact with the University, providing useful and timely guidance on academic and non-academic issues (through face-to-face or other methods or by signposting them to Student Life Support Services)
- Make clear arrangements to meet with students regularly. This will normally be via face-to-face meetings, although virtual tutorials via web conferencing software may be offered as an alternative. Proactively maintain this contact, ensure that students are provided with the personal tutor’s name and contact details, and that students know how and when to contact their personal tutor for guidance - academic or otherwise
• Work with colleagues to maximise the impact of initial student experience through actively participating in student induction and helping students to develop appropriate study skills, information and digital literacy skills; providing advice and guidance on progress, performance, options or further study; advising on good academic practice, including appropriate referencing and the avoidance of plagiarism; and, as necessary, explaining the meaning and purpose of the University’s academic regulations. Encourage students to think about their own development, complete their PDP and consider the best ways of achieving what they want to do

• Monitor student progress and provide individual support for students who are not progressing satisfactorily, constructing a timeframe and actions to re-establish themselves on their programme

• Respect each student’s right to:
  • Confidentiality; make this clear to the student and get permission from the student should it be necessary to discuss his/her difficulties with others
  • Not seek or accept support or guidance, even though this may be to their disadvantage

• Act as a student’s advocate where appropriate and contribute to requests for student references

• Make students aware that at any point they can ask for a different Personal Tutor without having to divulge their reasons

• Be familiar with the range of student services across the University to ensure where the student needs help, ensure they are signposted or referred to appropriate services or sources

**Reporting, Evaluation or Regulatory responsibilities**

• Keep confidential and secure records of personal contact with students in accordance with University guidelines and the Data Protection Act; providing evidence of contact with students as required.

• Provide information as required by the school to enable proactive monitoring and evaluation of the effectiveness of its Personal Tutor activity

• Be aware of, and work in accordance with, any regulatory frameworks linked to specific programmes
Relevant Policy and Procedure

- Be familiar with processes and procedures relevant to student progression within the University

- Comply with the University’s Equality and Diversity Policy when undertaking all activities

Note: This role descriptor fulfils ‘Personal Tutor’ responsibilities as outlined in Part B2 of the Academic Handbook
Role Title: Programme Leader

(Equivalent role within Salford Business School – Director of Programmes)

Main Purpose of Role

The key responsibilities of a programme leader are to:

- Manage the day-to-day delivery of the programme
- Ensure a positive student learning experience
- Monitor, review and enhance programme content and delivery

Key Accountabilities or Duties

Preparation

- Ensure that all aspects of the programme comply with the Academic Regulations for Taught Programmes
- Ensure that relevant module and programme specifications are maintained
- Ensure that the programme learning outcomes are fit for purpose and that module learning outcomes are aligned to them
- Identify staffing needs and work with relevant colleagues to allocate staff to modules on the programme
- Ensure that programme and module amendment, including the introduction of new modules and any consequent resource/staffing needs, is appropriately considered at School level and is carried out in line with the University’s Programme Design, Approval and Amendment Procedure
- Produce the Programme Handbook in electronic format, in line with the requirements of the University
- Maintain the programme BlackBoard site
• Liaise with administrative staff over the provision of information needed to feed into central timetabling, and check that workable timetables are produced and distributed to staff and students as needed

• Liaise with administrative staff to ensure the programmes are appropriately administered

• Liaise with administrative staff over the scheduling of meetings of the board of study/programme team, the staff-student committee and the module/programme board of examiners

• Engage in recruitment/marketing activities in relation to the programme in conjunction with appropriate colleagues

Delivery

• Ensure the policies and procedures of the University are implemented in the delivery of the programme

• Facilitate student registration on the programme in conjunction with appropriate administrative staff (at regular start points and for late-registering students)

• Co-ordinate and participate in the student induction process, liaising where appropriate with relevant colleagues, support services and agencies (e.g. Student Life, The Library, police, health service, Students Union, international society)

• Lead board of study/programme team meetings and report on key programme issues to relevant colleagues

• Contribute to the staff-student committee and report on key issues to relevant colleagues

• Liaise with the secretary in the production of appropriate papers (agendas, minutes, etc) for meetings of the programme team/board of study, staff-student committee

• Respond to student queries relevant to the programme where these have not been satisfactorily resolved elsewhere, and ensure the general orientation of students through the programmes

• Monitor student participation, working with relevant colleagues as appropriate

• Ensure that the requirements of students with Student Support Plans are met

• Liaise with other schools as appropriate in relation to jointly run programmes
• Where a member of staff is unavailable for teaching, whether this is planned or unplanned, liaise with Director of Directorate regarding suitable cover

• Liaise with Students Union regarding the recruitment process for student representatives

• Ensure student representatives have been selected for their role and trained by the Students Union within the designated time frame

• Maintain positive, regular communication with student representatives, responding to issues promptly

Assessment

• Liaise with appropriate administrative staff to ensure all examination/assessment issues for the programme are managed and executed appropriately

• Recommend individuals for appointment as external examiners to the Head of School

• Liaise with administrative staff regarding contact with external examiners

• Ensure that all relevant information is available for the consideration of module and programme boards of examiners

• Attend module and programme boards of examiners where the modules/programme are considered

Evaluation and Quality Assurance

• Produce the Annual Programme Monitoring and Enhancement report in conjunction with the programme team

• Lead Periodic Programme Review and Re-approval in line with University procedure

• Receive comments from external examiners and ensure that recommendations are implemented where appropriate

• Monitor student progress, achievement and retention

• Monitor suitability and availability of learning resources including library resources

• Monitor the currency and relevance of the programme curriculum
• Monitor the financial health of the programme in collaboration with appropriate colleagues

• Determine a schedule of student evaluation in line with University requirements

• Receive reports arising from student evaluation and ensure that appropriate follow-up actions are implemented (including in liaison with other schools)

• Ensure engagement with Library and colleagues on programme developments and reviews

• Ensure that the University Equality and Diversity statement is reflected in the programme specification and is fully integrated into the delivery of the programme

• Raise any significant issues or concerns regarding the programme, staff or students with the Head of School or their nominee

• Contribute to the development of school operational plans in relation to the programme and as required

**Professional, statutory and regulatory bodies (PSRBs)**

Where programmes have or are seeking professional body accreditation, the programme leader is responsible, in conjunction with the Associate Head (Academic) and appropriate academic and administrative staff, to act as a representative of the University with the professional body to ensure the programme meets the needs of the approval panel.

Note: For some larger courses there may be additional roles which break down the programme leader roles and responsibilities on a year by year basis (e.g. programme leader, year 1 BSc (Hons) Nursing)
Role Title: Module Leader

Main Purpose of Role

The key responsibilities of Module leaders are to co-ordinate the delivery of the module in line with the approved Module Specification.

Key Accountabilities or Duties

Preparation

- Produce annual module information for students accessible in electronic format to include information on the intended learning outcomes, teaching programme and assessment arrangements
- Ensure teaching sessions are allocated to relevant tutors
- Ensure teaching sessions are aligned to the module learning outcomes
- Ensure that relevant approvals are obtained for input from external lecturers
- Create and maintain a module Blackboard site
- Ensure all module materials are accessible to students with individual needs identified in their student support plan, including utilisation of the virtual learning environment as a mode of communication and collaboration for learning and teaching
- Maintain currency of subject content and pedagogical approach to learning and teaching
- Ensure all reading lists and resources are available in LaSU; information literacy, ICT and digital literacy are embedded in appropriate modules

Delivery

- Ensure alternative arrangements are in place in the event of any tutor not being available to deliver their allocated teaching
- Ensure any changes in delivery arrangements are communicated in advance to students enrolled on the module
• Notify student engagement problems and / or disciplinary problems to the Programme Leader for action

• Respond to student queries in a timely manner, provide advice to students, or direct them to an appropriate member of staff on any aspect of the module delivery or administration

Assessment

• Ensure assignment briefs, examination questions and assessment criteria are prepared to meet annual deadlines

• Provide information for appropriate academic and administrative staff in connection with the agreed arrangements for assessment (including student re-assessment)

• Ensure that internal verification of assessments is completed and that appropriate records are maintained

• Attend the first 30 minutes of any examination

• Ensure that assignments and examination questions are marked and that moderation of marked work is carried out in line with University requirements

• Ensure that appropriate feedback is made available to students in line with University policy

• Collate examination / assessment marks and ensure they are entered into Gradebook to agreed time schedules

• Ensure that samples of assessment work are available for external examination

• Attend examination boards in which their module is to be discussed

Evaluation and Quality Assurance

• Be responsible for the evaluation of the module in line with University requirements

• Complete and submit a Module Leaders Annual Report to the Programme Leader(s)

• Ensure that the module specification is reviewed in the light of evaluation by students, staff and external examiners
• Ensure that the University Equality and Diversity statement is reflected in the module specification and is fully integrated into the delivery of the module

• Ensure that ethical approvals and health and safety risk assessments are conducted (with specific consideration of laboratory activities, site visits and field courses) as relevant

• Ensure that any proposed amendments to, or withdrawal of, the module are agreed by the programme team prior to seeking approval

• Ensure that module specifications submitted for formal approval are completed accurately utilising the current online proforma

• Create and maintain a module ‘box’ to include the following documentation: Module Specification Form, Module Handbook, Weekly teaching plan, Details of assessments, including marking criteria, Evidence of internal verification of assessment, External Examiners comments and feedback, Module Evaluation Summaries, and Module Leader’s Annual Report.

• Raise any significant problems or concerns regarding the module with the Programme Leader(s)
Role Title: UK Academic Partners Link Tutor (Affiliation Model)

Main Purpose of Role

To support the development and operation of the School’s learning and teaching, research and engagement activities with partner educational institutions, managing the portfolio of school links with partners within the framework of the School’s strategic plan and the wider context of the University’s strategic goals.

Key Accountabilities or Duties

Internal collaboration responsibilities

- Identify and co-ordinate the development of new academic partnerships and collaborations locally, regionally, and nationally, in line with the School’s strategic plan.
- Source and interpret market data in support of the development, liaising with key subject specialists within the School and service units across the wider University where appropriate.
- Liaise with SID and marketing unit within University and partner institution to ensure accurate and timely marketing of provision including the production of communication materials, organisation of events, open days etc.
- Act as the focal point within the School for communication with actual and potential partners.

External collaboration responsibilities

- Co-ordinate meetings and visits in connection with approval and ongoing review of collaborative provision.
- Identify and disseminate good practice between and across partner institutions.
- Identify opportunities for enhancement and further development with partner institution and others.

Student support responsibilities

- Ensure and monitor robust student induction arrangements.
- Monitor teaching and learning strategies, arrangements for assessment and feedback and student contact hours provided
- Monitor student access to learning resources, including facilities such as specialist equipment, language support, VLE and copyrighted/licensed products as appropriate
- Liaise with Student Life in order to provide and monitor access to University central support services where feasible and appropriate eg careers advice, student wellbeing
- Monitor student support across both/all institutions, with specific attention to support for international learners
- Monitor student achievement including quality of student awards, progression and completion
- Monitor student evaluation and representation, including completion of MEQs, input into review documents, External Examiner access and feedback on issues of concern

**Reporting, Evaluation or Regulatory responsibilities**

- Schedule and manage Joint Boards of Study, identifying issues requiring action and reporting and/or acting on them on behalf of the School
- Ensure compliance with University review procedure, co-ordinating APME, PPRR and internal and external audit reports as required

**Relevant Policy and Procedure**

- Co-ordinate and submit documentation for programme/curriculum approval in line with the University’s Policies and Procedures for Collaborative Provision, Regulations for Taught Programmes and appropriate QAA benchmarks and precepts
- Co-ordinate recruitment and admissions policies, including information on fees, bursaries, registration and induction
- Co-ordinate appointment and monitoring of arrangements for External Examining, including visits, access to staff and students, timely completion of reports and School feedback
- Advise partners of changes to University practices, academic regulations and policies and procedures, as necessary
Role Title: UK Academic Partners Link Tutor (Accreditation Model)

Main Purpose of Role
To support the development and operation of the School’s learning and teaching and engagement activities with the accredited partner institution, managing the portfolio of school links with the accredited partner institution within the framework of the School’s strategic plan and the wider context of the University’s strategic goals.

Key Accountabilities or Duties

Internal collaboration responsibilities

- Liaise with SID and marketing unit within University and partner institution to ensure accuracy of public information produced by the partner institution
- Act as the focal point within the School for communication with the partner institution

External collaboration responsibilities

- Attend meetings and visits in connection with approval and ongoing review of collaborative provision
- Identify and disseminate good practice
- Identify opportunities for enhancement and further development with the partner institution

Student support responsibilities

- Oversight of student induction arrangements
- Oversight of teaching and learning strategies, arrangements for assessment and feedback and student contact hours provided
- Oversight of student access to learning resources, including facilities such as specialist equipment, language support, VLE and copyrighted/licensed products as appropriate
• Oversight of student support mechanisms, with specific attention to support for international learners

• Oversight of student achievement including quality of student awards, progression and completion

• Oversight of student evaluation and representation, including completion of MEQs, input into review documents, External Examiner access and feedback on issues of concern

**Reporting, Evaluation or Regulatory responsibilities**

• Attend Joint Boards of Study, identifying issues requiring action and reporting and/or acting on them on behalf of the School

• Oversight of compliance with University review procedures, co-ordinating APME, PPRR and internal and external audit reports as required, in line with the scheme of delegation

**Relevant Policy and Procedure**

• Review documentation produced by the partner institution for programme/curriculum approval in line with the University’s Policies and Procedures for Collaborative Provision, Regulations for Taught Programmes and appropriate QAA benchmarks and precepts

• Oversight of arrangements for External Examining, including visits, access to staff and students, timely completion of reports and School feedback

• Advise partners of changes to University practices, academic regulations and policies and procedures, as necessary

*Note: This role descriptor currently applies to the University’s relationship with The Manchester College only. Future collaborative provision is likely to follow a similar business model although the details of the link tutors responsibilities may vary, according to the scheme of delegation which applies to each partner institution. Please refer to Governance Services Unit for further details.*
Role Title: Commercial Partner Link Tutor

Main Purpose of Role

To support the exploitation of the commercial potential of the University’s research, development and learning activities by expanding the number of commercial partnerships. The role could be undertaken, dependent on workload, by either the Associate Head Enterprise & Engagement (AHEE) or a nominated academic in the school who would work alongside the AHEE, by expanding the number of commercial partnerships with private companies, public sector bodies and third sector agencies.

Key Accountabilities or Duties

External Liaison Responsibilities

- Visiting potential commercial partner organisations to develop new opportunities, maintaining relationships and updating contacts
- Collaborating with commercial partners to set agreements / contracts with commercial partners
- Hosting guest lecture events from Industry experts and visits from commercial partner organisations
- Manage the relationships with commercial partners, ensuring there is a senior point of contact and a means of escalation for any incoming strategic queries or issues
- Strengthen and develop key commercial relationships and help broaden the University’s strategic direction, brand image, and products and services

Internal Collaboration responsibilities

- Reporting to the Head of School / Associate Head (if applicable) / Associate Dean Enterprise & Engagement on the development of commercial partnerships
- Develop a commercial partnership plan that includes account objectives and a business strategy (aligned with institutional objectives) and plan to achieve those objectives according to the academic directions of the school and staffing capability.

- Assist in the management process of development from initial commercial partnership idea through to fully developed proposal, working with the school’s Teaching & Learning, Research and Innovation and Enterprise and Engagement teams.

- Co-ordination of staff involved in support, supervision and administration of commercial partnerships including visits to the workplace.

- Collaborating with the link tutors for commercial partnership activities in other schools to share practices for improvements, information and advice.

- Distributing information to the school’s staff about potential commercial partner opportunities and visitors from existing commercial partners.

- Support academic colleagues in the development of their business and commercial acumen by assisting in the training of staff which enables them to develop successful commercial partnerships.

- Collaborating with other staff working with external partners activities to ensure that the University presents a single coherent image to commercial partners.

**Student Support Responsibilities**

The Commercial Partners link Tutor will have immediate responsibility for all students who are engaged with commercial partners in a range of activities, including liaising with the placement link tutor and the appropriate parts of Student Life Directorate.

**Reporting, Evaluation or Regulatory responsibilities**

- Evaluating commercial partnership links periodically so that the Associate Head (if applicable) and/or Associate Dean Enterprise and Engagement has a clear idea of partnerships within the college.

- Evaluate University policy and procedure when entering into a commercial partnership agreement e.g. when exploring intellectual property rights to ensure the University are within our rights.
• Monitor and evaluate the finances of each commercial partnership working closely with the Finance staff responsible for the relevant school activity

• Market scan for developments which may create strategic commercial partnership opportunities

• Update the Agresso CRM system on commercial partnership developments
Role Title: International Academic Exchanges Link Tutor

Main Purpose of Role

This role is undertaken by an academic to manage students’ international academic exchanges and international exchange links in the school.

Key Accountabilities or Duties

Internal Collaboration responsibilities

- Collaborating with the relevant international officers to set international agreements
- Consulting with the Associate Head (Academic) and the Associate Head (International) to ensure that academic practices for international exchanges are in alignment with University policy
- Informing programme leaders, tutors and administrators about students on exchange
- Collaborating with other link tutors for international academic exchanges at the University to support visiting students and to share information and practices for mutual benefits
- Collaborating with Student Life to address matters related to the exchange students’ experience
- Distributing information to the school’s staff for staff exchange and other collaborative opportunities abroad with partner institutions
- Advising on the possibility of potential joint programmes with links

External Liaison responsibilities

- Managing the portfolio of links of the school and evaluating links performance
- Making decisions on links’ scope of agreements
• Visiting partner and potential partners, maintaining and develop relationships

• Evaluating opportunities for development of new links according to the school strategy

• Evaluating compatibility of programmes with partner universities’ programmes

• Hosting visitors from partner universities

**Student Support responsibilities**

*Incoming exchange students:*

• Preparing and updating an international programme handbook with possible available modules and their syllabuses to facilitate study choices

• Responding to enquiries from potential international students

• Evaluating student’s applications and making decisions on applications’ acceptance

• Considering and approving students’ learning agreements

• Welcoming students in the school and providing information to students

• Acting as a personal tutor for the incoming exchange students

• Attending the incoming exchange students’ exam boards as their ‘programme leader’

• Liaise with Student Life and The Library where appropriate and signpost students to these services as necessary

*Outgoing exchange students:*

• Promoting the opportunity to study abroad to the school’s students

• Providing students with information on partner universities and the exchange scheme

• Selecting students to study abroad according to their academic records and references from their personal tutors
- Informing students about the application process
- Guiding the students on the choices of their modules abroad
- Ensuring that students fulfil the University’s requirements in order to obtain the necessary credits to progress in their studies
- Converting transcripts of records’ marks into University’s marks according to agreed conversions
Role Title: Link Tutor International

Main Purpose of Role

To develop and manage international partnership activities for the School established under formal collaborative partnership agreements. This role provides direct support to the School’s Associate Head International on the development, delivery and reporting on international partnerships to facilitate planning/review of international partnerships in the context of School and College international plans.

Key Accountabilities or Duties

Internal collaboration responsibilities:

- Support the School Associate Head International and Head International Partnerships in the identification, scoping and development of new international partnership proposals
- Ensure the development and delivery of international partnerships meet the requirements of the University’s collaborative partnerships policy and procedures
- Liaise with School, College and Central Services staff to ensure all international partnerships and collaborative arrangements meet the requirements of University’s Scheme of Academic Governance, quality assurance and approval processes
- Work with Research and Innovation Support Manager and Teaching and Learning Support Manager to co-ordinate completion and submission of documentation on partnership to School, College and University level committees as necessary
- Contribute to internal marketing and promotion of the School’s international partnerships portfolio to encourage student and staff participation in the activities under the partnership
- Collaborate with School International Academic Exchanges Tutors, Commercial Partnerships Tutors and Placement Tutors to establish and develop consistent, effective practice in the management of international partnership activity

External liaison responsibilities:

- Participate in international partnership scoping, development and partnership review exercises, including visits to current/prospective partners and the hosting of reciprocal visits to Salford
- Facilitate review and monitoring activities relating to specific international partnerships and the ongoing development/renewal/closure of partnerships
- Acting as ‘first point of contact’ for international partner contacts with responsibility for relationship management for specified international partnerships

**Student Support responsibilities:**

None – but regular liaison with International Academic Exchanges Tutors and/or Placement Tutors will be required for partnerships involving student exchange and/or international work placements

**Reporting, Evaluation or Regulatory responsibilities:**

- Ensure appropriate monitoring and reporting processes on international partnerships are in place to support review and reporting through the AHI at School and College level
- To ensure all partnerships are compliant with the University’s Scheme of Academic Governance and relevant external regulatory requirements. (See internal collaboration responsibilities above)

**Relevant Policy and Procedure:**

- Salford University Scheme of Academic Governance and those committees responsible for (international) collaborative provision arrangements for teaching and learning, research and innovation and academic engagement – specifically CPPARC.
- International Partnerships Handbook
Role Title: University Link Lecturer (Nursing and Midwifery)

Main Purpose of Role

The University Link Lecturer (ULL) role is undertaken by lecturers at the Universities of Salford, Manchester and Manchester Metropolitan. The role ensures that placement areas across the Greater Manchester placement circuit have access to support and guidance in relation to the learning and assessment of students in clinical practice.

Key Accountabilities or Duties

External liaison responsibilities

- Liaise with identified practice placement areas to establish and sustain academic and practice links
- Foster and strengthen the partnership between the university and practice placement area
- Work collaboratively with all stakeholders to ensure that effective channels of communication are in place between the university and practice placement
- Visit the defined placement area to undertake and verify educational audits in line with the Nursing and Midwifery Council placement audit cycle
- Work as a ULL team member and attend quarterly meetings in order to review placement audits, and consider and act on defined action plans
- Lead and facilitate mentor update workshops
- Lead and facilitate student forum
- Provide students, mentors and placement leads with relevant guidance and support related to:
  - Facilitating a suitable learning environment
  - Grading of clinical practice (midwifery)Managing the failing student
  - Fitness to study and fitness to practice
• Progression
• Exchange ideas about good practices
• Discussing student evaluations of practice placements
• Discussing and contribute positively to resolve practice placement capacity issues
• Discussing and contribute positively to resolve any related educational issues
• Attend moderation and final assessment of practice with the mentor and student in order to ascertain equity of the assessment process (Midwifery)
• Supply information about PQ / PG programmes and modules provided by the College of Health and Social Care

Internal collaboration responsibilities
• Review student placement evaluations with placement teams and ULL teams and act as appropriate on student feedback
• Be a point of contact as a representative of the University for NHS Trust based enquiries
• Convene meetings with the Practice Education Facilitators to identify and act on strategic and operational issues

Student support responsibilities
• Support students in placement when required and when clinical learning issues arise, for example:
  • When students are failing to attain the required practice standard.
  • During moderation of clinical grading (midwifery).
  • When students express concern about the clinical learning environment.
  • During induction to the clinical placement.
Regulatory responsibilities

The Nursing and Midwifery Council (NMC) stipulate the role of the link lecturer to be carried out as mandatory and this will be monitored each year by the NMC.

Policy

- NMC 2010 Standards of proficiency for pre-registration nursing education, NMC London.
- NMC 2008 Standards to support learning and assessment in practice, NMC London.
Role Title: University Link Lecturer (Health Sciences)

Main Purpose of Role

The University Link Lecturer (ULL) role is undertaken by lecturers at the University of Salford. The role ensures that placement areas have access to support and guidance in relation to the learning and assessment of students in clinical practice.

Key Accountabilities or Duties

External liaison responsibilities

- Liaise with identified practice placement areas to establish and sustain academic and practice links
- Foster and strengthen the partnership between the University and practice placement area
- Work collaboratively with all stakeholders to ensure that effective channels of communication are in place between the university and practice placement
- Visit the defined placement areas to undertake and verify educational audits in line with the Health Professions Council Standards for Education and Training
- Work as a ULL team member and attend meetings as required in order to review placement audits, and consider and act on defined action plans
- Provide students, placement educators and placement leads with relevant guidance and support related to:
  - Facilitating a suitable learning environment
  - Grading of clinical practice Managing the failing student
  - Fitness to study and fitness to practice
  - Progression
  - Exchanging ideas about good practice
  - Discussing student evaluations of practice placements
• Discussing and contributing positively to resolve practice placement capacity issues
• Discussing and contributing positively to resolve any related educational issues within the placement setting
• Supply information about PQ / PG programmes and modules provided by the College of Health and Social Care

Internal collaboration responsibilities
• Review student placement evaluations with Directorate teams and act as appropriate on student feedback
• Be a point of contact as a representative of the University for NHS Trust based enquiries
• Convene meetings with the Practice Education Facilitators to identify and act on strategic and operational issues

Student support responsibilities
Support students in placement when required and when clinical learning issues arise, for example:
• When students are failing to attain the required practice standard
• When students express concern about the clinical learning environment
• During induction to the clinical placement

Policy
HPC Standards of Education and Training (2009)
Role Title: University Link Tutor (Social Work)

Main Purpose of Role

The University Link Tutor role is undertaken by lecturers at the University of Salford to ensure that placement areas have access to support and guidance in relation to the learning and assessment of students on placement.

Key Accountabilities or Duties

External liaison responsibilities

- Liaise with identified practice placement areas to establish and sustain academic and practice links
- Foster and strengthen the partnership between the University and practice placement area
- Work collaboratively with all stakeholders to ensure that effective channels of communication are in place between the university and practice placement
- Visit the defined placement areas to undertake and verify educational audits in line with General Social Care Council standards
- Work as a ULL team member and attend meetings as required in order to review placement audits, and consider and act on defined action plans
- Provide students, placement educators and placement leads with relevant guidance and support related to:
  - Facilitating a suitable learning environment
  - Grading of practice placement
  - Managing the failing student
  - Fitness to study and fitness to practice
  - Progression
  - Exchanging ideas about good practice
  - Discussing student evaluations of practice placements
• Discussing and contributing positively to resolve practice placement capacity issues
• Discussing and contributing positively to resolve any related educational issues within the placement setting
• Supply information about PQ / PG programmes and modules provided by the College of Health and Social Care

Internal collaboration responsibilities

• Review student placement evaluations with Directorate teams and act as appropriate on student feedback
• Be a point of contact as a representative of the University for GSCC based enquiries
• Convene meetings with the Practice Education Facilitators to identify and act on strategic and operational issues

Student support responsibilities

Support students in placement when required and when clinical learning issues arise, for example:

• When students are failing to attain the required practice standard
• When students express concern about the placement learning environment
• During induction to the placement

Note - Social Work is currently responding to major external change both in the expectations of education and training (following the Social Work Reform Board recommendations) and in employer/placement provider structures and resources. This University Link Lecturer role is included within the manual as a useful 'holding' position until it is clearer what the external world that this is engaging with looks like. Aspects that will need to be included are the changeover from the GSCC to the Health Care Professions Council (HCPC as will be) as the regulatory body, plus the relationship with The College of Social Work. These changes will occur during 2012-2013 and this role descriptor will be reviewed in due course to ensure that it is fit for purpose.
Role Title: Placement Tutor

Main Purpose of Role

(note this role descriptor may not be applicable to specialist placement co-ordination e.g. involving NHS placements)

To manage students’ placements and internships conducted as part of their programme of study and take responsibility for issues arising.

Key Accountabilities or Duties

Internal Collaboration responsibilities

- Ensure that learning outcomes are identified, contribute to the programme aims, and are assessed appropriately
- Ensure that all stakeholders are provided with relevant information and aware of their responsibilities in relation to quality of provision
- Collaboration with programme leaders to ensure effective promotion of placement opportunities and integration with programme aims
- Co-ordination of staff involved in support, supervision and administration of placements including visits to the workplace
- Collaboration with other colleagues involved in working with external employers
- Working with other placement co-ordinators across the University
- Working with the Library and Student Life, in particular the Careers and Employability Service, to ensure the quality of the student experience
- Working with marketing and other external facing teams as appropriate
External Liaison responsibilities

- Secure placement opportunities through the building of networks and collaborative working
- Ensure that placements offered provide learning opportunities that are appropriate to the student’s programme of study, and that employers are aware of their responsibilities in relation to placements
- Ensure that health and safety requirements are met; in particular that employer’s liability insurance is provided
- Co-ordinate visits to employers and hosting of employer visits, for example for presentations, interviews, placement fairs etc.
- Provision of guidance material to hosts during a placement, including information on assessment
- Where placements are accredited through a professional body, the placement co-ordinator will liaise with this body to ensure compliance with their standards

Student support responsibilities

- Ensure students are aware of their opportunities, responsibilities and entitlements in relation to placements
- Provision of information and support to prepare students for placement. This may include workshops, application advice, motivation and encouragement and access to library resources
- Provision of guidance material to students during a placement, including information on assessment and any relevant professional body requirements
- Provision of information and support concerning students return to University

Reporting, Evaluation or Regulatory responsibilities

- Ensure that assessment of placements is conducted and reviewed fairly, and reported in accordance with academic regulations for taught programmes
- Collaborating with the Associate Head (Academic) and Associate Head (Enterprise and Engagement) and Head of School to ensure the effective operation and appropriate resourcing of placements
• Responsibility for regularly reviewing and reporting (eg annually) the operation of placements to ensure conformance to policy and procedure of the Programme/ School/ University

• Liaise with Student Life Directorate to ensure that all placements adhere to employment legislation and national minimum wage regulations
Role Title: Student Opportunity Champion

Main Purpose of Role

The post holder will be responsible for developing and implementing a School student opportunity plan, as part of the College’s annual Student Recruitment and Conversion Delivery Plan.

The post holder will be responsible for liaising with academic and administrative colleagues, within the School and across the University, so as to promote, co-ordinate, monitor and evaluate student opportunity activities. The post holder will maintain up to date knowledge of widening participation initiatives and related trends. The post holder will work closely with the Associate Dean (Academic), Associate Head (Academic), the Director of Conversions, SID College Team, admissions tutors, and others in the School as necessary, and with the University’s UK/EU Conversion Team.

It is recognised that student opportunity activities fall within the remit of several areas of the University, and across existing roles within Schools. The role and responsibilities of the Student Opportunity (SO) Champion may vary according to each School’s needs.

Note – This role was formerly known as Widening Participation Champion

Key Accountabilities or Duties

Responsibilities

- To produce a School implementation plan, to form part of the College’s Student Recruitment and Conversion Delivery Plan, in conjunction with the AHA, College Student Information Manager and Director of Conversions

- To operationalise the School’s implementation plan involving internal and external SO partners and by promoting SO actions, and by leading, coordinating and liaising with others to make appropriate targeted interventions

- To work with the AHA, programme and module leaders, and other student support workers to develop appropriate procedures to monitor the performance, retention and progression of SO students
• Working with the College Student Information Manager to coordinate and meet with partner institutions for each School on a regular basis to identify common goals and facilitate successful progression

• To liaise with the UK/EU Conversion Team to identify and develop potential new partners in accordance with the University’s Student Recruitment Marketing Strategy

• To maintain a record of all SO activities undertaken by the School and ensure these are recorded on the University-wide database

• To ensure that all SO activities are fully economically costed

• To consider equality and diversity matters in relation to SO activities and to identify potential issues that may affect equality groups, for example, that may be indicated by analysis of the School’s SO data

• To prepare monitoring and evaluation reports on SO for School, College and University on an annual basis and as required

• To attend University and other external SO meetings, to identify and record good practice and disseminate within Schools and across the University
Role Title: Director of Research Centre

Main Purpose of Role
To work with the Head of School and Associate Head (Research and Innovation) ensure alignment of the Research Centre’s activities with the School, College and University’s research and innovation strategy.

Key Accountabilities or Duties

Responsibilities

- To provide academic leadership for a distinct research area or thematic research grouping as defined by a Research Centre

- To contribute to the strategic development of research, including advising the Head of School, in consultation with the Associate Head of School (Research and Innovation), on such issues as research income (e.g. growth, diversification) and postgraduate research students (e.g. targets, completion rates).

- To provide advice, information and support for external reviews such as the Research Excellence Framework – for example, through assisting in reviews of outputs, the development of individual staff publication plans, and contributing to impact case studies and environment narratives

- To provide leadership for the creation of a vibrant, inclusive and interdisciplinary research environment – for example, through coordinating a schedule of scholarly events within the Centre and with other Research Centres.

- To provide leadership for public engagement activities and collaborations with other industries and sectors as appropriate to the discipline, in consultation with Associate Heads (Enterprise)

- To provide advice on research matters in order to support the development of a research-informed undergraduate curriculum
• To be responsible for the internal and external promotion of the work of the Research Centre, working with the Associate Head of School (Research and Innovation) and others to ensure that opportunities for the promotion of research and innovation activities, both internally and externally, are maximised

• To advise on strategic investment in the Research Centre and to provide leadership and coordination for bids for internal and external funding

• To deal with specific operational issues relating to research and to escalate them as necessary
Role Title: Director of Conversion

Main Purpose of Role

Reporting to the Head of School, the Director of Conversion is responsible for the management of recruitment, selection, admission and registration for the School, working within the policies and strategic frameworks set by the University, College and School and ensuring compliance with standards determined by regulatory and professional bodies.

Key Accountabilities or Duties

- Lead and support the School Admissions Tutors in all aspects of recruitment, selection and admissions
- Liaise with the College and the Student Information Directorate (SID) to maximise opportunities for promotion and marketing of all programmes within the School and to co-ordinate support for recruitment and selection events for Home/EU and international markets including outreach, open days and partner organisations’ events
- Liaise with SID to produce agreed delivery plans in support of the school’s academic plan recruitment targets
- Liaise with SID to agree criteria and procedures for application and selection of students, in accordance with standards determined by regulatory and professional bodies
- Liaise with SID to review School Service Level Agreements in relation to marketing, recruitment, selection and admissions
- Ensure that all admissions procedures are in line with University and external agency requirements with particular reference to equal opportunities and student opportunity
- Assist the Head of School and School Executive in formulation and review of strategic and operational planning objectives in relation to recruitment/admissions requirements
- Advise School Executive regarding analysis of statistical information for admissions and provide direction for completion of same within Annual Programme reviews
- In consultation with relevant colleagues, make decisions on withdrawal of students should they fail to meet agreed criteria
Co-ordinate the School recruitment and selection activities with those of the College and SID to ensure coherence with those of the University as a whole

Contribute and monitor progress for external quality reviews by relevant regulatory bodies

Liaise with the Head of School to ensure effective use of staff, finances, space and marketing materials in order to support recruitment and selection activities defined in the delivery plan agreed with SID

Ensure that good practice in recruitment and selection is disseminated across the School, College and University as required

Liaise with SID and relevant Associate Heads to take advantage of new programme trends and opportunities

Pro-actively engage with the International Conversion Team and Partnerships Team to ensure full exploitation of relevant international developments and opportunities

To ensure all aspects of recruitment and selection are commensurate with those of the University/Faculty and School Equality and Diversity objectives

Policies

Admissions and Retention Policy

Policies set by relevant professional and regulatory bodies

Note 1 – Director of Admissions, College of Health and Social Care

In the College of Health and Social Care this is a substantive role and is enhanced as follows, to reflect the requirements of the College relating to student admissions. Indicative regulatory bodies are also stated:

Additional or Amended Accountabilities or Duties

Liaise with SID to ensure all entry requirements including Fitness for Practice and CRB disclosure as stipulated by relevant regulatory bodies are articulated to applicants

Liaise with SID to agree criteria and procedures for application and selection of students, in accordance with NHS commission targets and relevant regulatory body standards
• In consultation with relevant colleagues, make decisions on withdrawal of students should they fail to meet agreed criteria including Fitness for Practice and/or CRB conditions, where applicable

Policies

• Admissions and Retention Policy

• HPC Standards of Education and Training (2009)

• NMC Standards for Pre-registration Midwifery Education (2010)

• NMC Standards of Proficiency for Pre-Registration Nursing Education (2010)

These policies are stated for guidance purposes and may be amended or updated. There may also be additional policies which apply to specific courses.

Note 2 – Director of Admissions, Salford Business School

This role is also substantive within Salford Business School and has the role title “Director of Admissions”. The responsibilities and duties of the role holder are as described above.
Role Title: College Director of Postgraduate Research Studies (CASS)

Reports To: Associate Dean – Research and Innovation

Main Purpose of Role
To work with the CASS ADRI, AHRIs and School PGR Directors and relevant functions of Professional Services in order to ensure alignment of College Research and Innovation Strategy with the University’s Strategic Plan and initiatives in the specific area of post graduate research studies.

Key Accountabilities or Duties

Team Leading
- To support and guide school postgraduate research directors (or their equivalent) and supervisors and ensure that there is a distinct yet complementary strategy with respect to Postgraduate Research that forms part of the Research and Innovation Strategy for each School in the College and which aligns with the University’s Strategic Plan, including the Themes as appropriate.
- To support the continued development of PGR Supervisors across the College

Policy and Planning
- To work with the ADRI, AHRIs and School PGR Directors on the implementation of the College Research and Innovation Strategy in the area of postgraduate research activity and performance.
- To contribute to the development PGR strategies within the College and to develop delivery plans with the ADRI, Research and Innovation division, Associate Heads Research & Innovation, and School PGR Directors.
- To monitor and review appropriate KPIs for postgraduate research activity, in conjunction with the ADRI, within the College Strategic Plan and align them with the wider university KPIs and the Research Excellence Framework.
• To ensure the execution of agreed university policies within the College with regard to postgraduate research.

• To implement and manage College plans in relation to PGR education consistent with the strategic objectives of the College and University.

Quality Assurance

• To ensure the operation of the University’s agreed quality assurance mechanisms in relation to post graduate research admissions, assessment, progression and completion.

• To support the Associate Dean (R&I) in the development of College quality assurance systems in respect of postgraduate research that complements University systems.

Liaison and Coordination

• To represent the College internally on committees relevant to PGR activity.

• To be an active member of CRAIC in relation to PGR activity.

Note – This role currently exists only within the College of Arts and Social Science. The responsibilities of this role are discharged differently in the other colleges via substantive Associate Dean / Associate Head roles.
Role Title: **Employability Champion**

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**Main Purpose of Role**

To be the key academic point of contact working with Careers and Employability in Student Life, developing subject specific CEIAG for students and wherever possible embedding these within each programme of study – using the University’s PACE framework for employability skills. This role works closely with the college Student Life team to identify and replicate good progress within their school, working also with a network of EC’s across the university to the same end.

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**Key Accountabilities or Duties**

**Internal Liaison Responsibilities:**

- Liaise with colleagues in the School, College and in Careers and Employability to identify the need for and develop curriculum and co-curricular interventions
- Liaise with the Career Development and Employment team in Student Life to ensure up to date knowledge of available market and accurate destinations data to disseminate performance against Graduate employment KPI’s
- Identify the key employability needs of students and graduates of the School and communicate these across the University as appropriate
- Create, in partnership with Student Life, and support engagement with innovative ways of addressing the employability needs of students and graduates in the School
- Understand current employability practice in the school of study and in Student Life and identify ways in which they can complement each other and/or be consolidated
- Promote relevant services and events to students, graduates and staff within the School

**External Liaison Responsibilities**

- Organise and/or support activities within the School which allow the involvement of employers, entrepreneurs and other relevant individuals/organisations to inform delivery and practice
- Ensure employability is a consideration in the development of school partnerships – with external stakeholders including employers, UK and International HEIS etc
• Develop new, and monitor/capitalise on relationships with professional bodies to enhance the employability of students and graduates

Student Support Responsibilities

• Encourage students and graduates to develop their employability skills by maximising engagement with the curricular and co-curricular options available to them, including: SSLA, Study Skills, Information and Digital Literacy skills, Enterprise Academy, Leadership Academy, CEV etc

• Encourage students to access support from Student Life for all aspects of their employability, especially in undertaking placements to increase participation in WXP and Placements

• Encourage students and graduates to make use of all the services and events provided by Careers and Employability

• Identify and refer students who may have barriers to their employability to Student Life for support

Reporting, Evaluating or Regulatory Responsibilities

• Ensure that appropriate monitoring and reporting on student engagement with employability is in place within the school – in conjunction with the college Student Life team

• Ensure all Employability curriculum initiatives are assessed against the PACE framework, recorded and compliant with relevant policies and codes of practice

• Report on any adjunct or employer led delivery at the college employability team level – so the engagement can be appropriately recorded

Relevant Policy and Procedure

• Salford University Scheme of Academic Governance – in particular Code of Practice for Work Based and Placement Learning

• QAA Code of Practice mapping for CEIAG

• PACE Framework: APR Programme Developers Handbook
Role Title: Technology Enhanced Learning (TEL) Champion

Main Purpose of Role
To work with the PVC Academic, Academic Development, Associate Head Academic and relevant Professional Services and to ensure the University’s Technology Enhanced Learning (TEL) initiatives (VLE and associated technologies such as Turnitin and Blackboard Collaborate) are rolled-out in line with institutional strategies and initiatives.

Key Accountabilities or Duties

Internal Collaboration and External Liaison responsibilities
- Undertake appropriate professional development to enable the role holder to confidently carry out different elements of the role (training support, information dissemination, guidance to peers)
- Keep up to date with Blackboard VLE, e-submission and e-marking developments within the University disseminate to colleagues within the School
- Liaise with academic colleagues to identify staff who require additional support with VLE use and e-submission
- Liaise with Library colleagues to ensure that staff training is aligned with student training provided by the Library

Staff Support responsibilities
- Act as a key contact within the School to advise colleagues on VLE, e-submission and e-marking matters but recognise when these issues are beyond the competence of the TEL Champion and escalate to other services as appropriate
- To assist with professional development initiatives within the School

Relevant Policy and Procedure
- Be familiar with processes and procedures relevant to e-submission/e-marking and VLE system minimum requirements
Role Title: Postgraduate Research Studies Co-ordinator (School)

Reports To: Associate Head – Research and Innovation

Main Purpose of Role
To support the particular interest and academic wellbeing of the postgraduate research student community in the School by working with the Associate Head for Research & Innovation and College Research & Innovation Office. To ensure alignment and compliance of School Research and Innovation Strategy with the University’s Strategic Plan and initiatives in the specific area of post graduate research studies.

Key Accountabilities or Duties

Team Leading
- To support and guide school postgraduate research supervisors and ensure that there is a distinct yet complementary strategy with respect to Postgraduate Research study.
- To ensure that Postgraduate Research activity aligns with the School Research and Innovation Strategy and the College and University’s Strategic Plans, including strategic themes and research and innovation focuses as appropriate.
- To support the allocation of and continued development of PGR Supervisors in the School.
- To support PGR supervisors and Research Centre Directors or equivalent research programme leaders in the monitoring, evaluation, and enhancement of postgraduate research admission, induction, training, progression and completion in the School. This may include reviewing processes and dealing with issues identified, for example by students through the annual Self-Evaluation Report.
- To support the School Postgraduate Research Student Consultation Committee in gathering student feedback and developing School response.
Policy and Planning

- To work with the Associate Head (R&I) on the implementation of the School Research and Innovation Strategy in the area of postgraduate research activity and performance.

- To contribute to the development PGR strategies within the School, and to develop delivery plans with the Associate Head (R&I) and Research Centre Directors. This includes the development of publicity material and online information to promote postgraduate research students opportunities in the School.

- To monitor and review appropriate KPIs for postgraduate research studies activity, in conjunction with the Associate Head (R&I) and Research Centre Directors, within the School Strategic Plan.

- To ensure KPIs for postgraduate research studies align with the College and wider university KPIs and the Research Excellence Framework.

- To ensure the execution of agreed university policies within the School with regard to postgraduate research studies.

- To implement and manage School plans in relation to postgraduate research students' education consistent with the strategic objectives of the College and University.

- To support postgraduate research enquiries and advise applicants of opportunities in the School.

Quality Assurance

- To ensure the operation of the University’s agreed quality assurance mechanisms in relation to postgraduate research admissions, training, assessment, progression and completion.

- To review postgraduate research student feedbacks, and develop action plans together with the Associate Head (R&I) to deal with issues identified.

- To support the Associate Head (R&I) in the development of School quality assurance systems in respect of postgraduate research that complements University systems.
Liaison and Coordination

- To represent the School internally on committees relevant to PGR activity, as required.
- To be an active member of the School Postgraduate Research Student Consultation Committee.
- To liaise with the College Research & Innovation Support team and School Operations Manager to ensure effective provision of support to postgraduate research studies in the School.
- To lead and coordinate the School’s Doctoral School or equivalent activities, such as research seminars and annual postgraduate research conferences, that contribute to PGR student training and engagement with students.
- To support and liaise with the School’s Postgraduate Research Student Representative to ensure the implementation of the University’s Student Voice policy on postgraduate research studies.
Role Title: Admissions Tutor

Main Purpose of Role

To recruit an appropriate quantity and quality of students to a programme of study

Key Accountabilities or Duties

Internal Collaboration and External Liaison responsibilities

- Present a positive view of the University and the programme of study to prospective students, and parents of prospective students
- Deal with enquiries from potential students via phone and email
- Liaise with schools, colleges and other external contacts in order to deliver lectures and talks etc., or to attend open days or promotional events
- Work with academic and support colleagues from within the school, and with SID, to run open days, ‘taster’ events and conversion days
- Deliver talks, lectures and demonstrations to prospective students
- Proactively contact potential applicants in order to ensure recruitment targets are met
- Work with Directors of Conversion/Admissions and SID to ensure that marketing messages and promotional materials are accurate and current, and aligned to University branding requirements

Student Support responsibilities

- Work with programme leaders on planning and delivery of induction week – planning induction activities and ensuring students attend induction events
Reporting, Evaluation or Regulatory responsibilities

- Update UCAS profiles and standard University templates regarding course profiles and entry requirements
- Liaise with Student Information Directorate in order to monitor number of offers and acceptances from prospective students
- Monitor statistics relating to offers and acceptances, to ensure that recruitment targets are met for the programme
- Interview prospective students where applicable, for example students with non-standard entry qualifications
- Make decisions on applications from prospective students
- Actively participate in the clearing process:
  - Confirm numbers of clearing places available for the programme
  - Be available during advertised contact hours while clearing is operating
  - Deal with queries via email and phone calls from prospective students
- Keep records of course enquiries in order to ensure resources are targeted effectively for recruitment campaigns

Relevant Policy and Procedure

- Knowledge and understanding of:
  - University branding and marketing guidelines
  - Admissions, enquiries and conversion processes
  - HEFCE admissions targets (and/or other externally determined admissions targets where applicable e.g. NHS)
Role Title: Associate Director (Enterprise & Engagement) – 12 months only

Reports To: Director of Directorate

Main Purpose of Role

To work with the Director of Directorate and relevant colleagues and functions of Professional Services in order to ensure alignment of the Directorates Engagement activities with that of the School and University. The role also supports the Associate Head (Enterprise & Engagement) in their delivery of the Enterprise & Engagement elements of the University’s Strategic Plan and initiatives.

Key Accountabilities or Duties

Team Work

- To contribute to the work of the Directorate in supporting and overseeing the implementation, development and monitoring the School’s Enterprise & Engagement Plan in respect to its strategic objectives

- To work in a team with the Associate Directors Enterprise & Engagement, the Associate Head Enterprise & Engagement and the Schools Engagement Team to assure the development and delivery of a distinct yet complementary Enterprise & Engagement Strategy for the School which aligns with the University’s Strategic Plan and key themes

Policy and Planning

- To work with Directorate staff on the implementation of aspects of the Enterprise & Engagement Strategy and issues related to enterprise and engagement activity including knowledge transfer

- To monitor and review appropriate KPIs for enterprise and engagement activity within their Directorate and align them with the School, wider university KPIs and HEBCIS KPI’s

- To be proactive in seeking potential partnership/engagement opportunities which complement the Directorates Enterprise & Engagement activities

- To support the Director in the formulation of the Directorate’s Enterprise & Engagements plans, and to implement and manage such plans in relation to activity consistent with the strategic objectives of the School and University

- To contribute to the development of external networks with the business community and domestic alumni

- To contribute to the co-ordination of community based activities across the Directorate
Quality Assurance

- To ensure that the Directorate’s Enterprise & Engagement activities are implemented in a way which is consistent with the maintenance of high academic and professional quality, standards and enhancement and which meets external needs and expectations

- To support colleagues within the Directorate in the operation of the School’s agreed quality assurance mechanisms and processes as applicable to Enterprise & Engagement activities

Resources

- To work with colleagues in order to advise the Director on the appropriate level of resourcing required to support enterprise and engagement activity

Liaison and Coordination

- To work closely with, and act as the Directorates link to the School’s Engagement Team in order to implement the Directorates Enterprise & Engagement plans and activities

- To represent the Directorate internally on committees relevant to enterprise and engagement activity

- To promote and identify cross Directorate collaboration with other Associate Directors Enterprise & Engagement

- To represent the Directorate and the School’s Engagement Team to ensure that successful enterprise and engagement activities are disseminated both within the School and externally

- To liaise with external organisations to raise the profile of the School and University

- To work with the Associate Directors and Associate Heads Enterprise and Engagement, on reviewing, enhancing and monitoring the student experience and the performance of the School against its strategic aims
Role Title: Associate Director (International) – 12 months only

Reports To: Director of Directorate

Main Purpose of Role

To work with the Director of Directorate and relevant colleagues order to ensure alignment of the Directorates International activities with those of the School in support of student recruitment, income generation and partnership development. The role also supports the Associate Deans (International) in their delivery of International elements of the University’s Strategic Plan and initiatives.

Key Accountabilities or Duties

Team Work

- To contribute to the work of the Directorate in supporting and overseeing the implementation, development and monitoring of the Schools International plans
- To liaise with the relevant colleagues to assure effective implementation of the plan in respect of student recruitment, partnerships and student life
- To work in a team with other Associate Director’s International and the Associate Deans International to contribute to the development and delivery of a distinct yet complementary International Strategy for the School which aligns with the University’s Strategic Plan and key themes

Policy and Planning

- To work with Directorate staff on the implementation of academic aspects of the International Strategy and issues related to international activity including engagement with overseas alumni
- To monitor and review KPIs for international activity within their Directorate as identified within the Schools Strategic and Operational plans
- To assure that international student recruitment activity within the Directorate is aligned with the Academic Plan
- To be proactive in seeking potential partnership and curriculum development opportunities that complement the School’s International Strategy, working closely with the relevant professional departments

Quality Assurance
• To ensure that the Directorate’s international activities are implemented in a way which assure the highest level of academic quality, standards and enhancement

• To support colleagues within the Directorate in the operation of the School’s agreed quality assurance mechanisms and processes as applicable to International activity

**Resources**

• To work with colleagues in order to advise the Director on the appropriate level of resourcing required to support International activity

**Liaison and Coordination**

• To represent the Directorate internally on committees relevant to International activity

• To promote and identify cross Directorate collaboration with other Associate Directors (international)

• To represent the Directorate externally in relation to International activities and events, and to support the Associate Deans International with delegations to overseas institutions and the hosting of international visitors in the School

• To work with other Associate Directors International, and the Associate Deans International on reviewing, enhancing and monitoring the international student experience and the performance of the School against its strategic aims
Role Title: Associate Director (Research and Innovation) – 12 months only

Reports To: Director of Directorate

Main Purpose of Role

To work with the Director of Directorate, the relevant Associate Dean (Research and Innovation), colleagues and relevant functions of Professional Services in order to ensure alignment of the Directorate’s Research and Innovation activities with that of the School and the University.

Key Accountabilities or Duties

Team Work

- To contribute to the work of the Directorate in supporting and overseeing the implementation, development, and monitoring of the Schools Research and Innovation plan in respect of its academic objectives

- To work in a team with other Associate Directors Research and Innovation and the Associate Dean Research and Innovation and to contribute to the delivery of a distinct yet complementary Research and Innovation Strategy for each School which aligns with the University’s Strategic Plan, including the Themes

Policy and Planning

- To work with Directorate staff on the implementation of aspects of the Research and Innovation Strategy and issues related to research activity and performance

- To monitor and review appropriate KPIs for research activity within their Directorate as identified within the School Strategic Plan

- To support the Director in the formulation of the Directorates research plans, and to implement and manage such plans in relation to research and graduate education consistent with the strategic objectives of the School and University

- Develop Directorate engagement activities that promote public engagement, community based research and targeted policy initiatives

Quality Assurance

- To ensure that the Directorates activities in research and research training are implemented to assure the maintenance of high academic standards

• To ensure the operation of the University’s agreed quality assurance mechanisms in relation to research and research performance

• To contribute to the development of the School’s quality assurance systems in respect of research and research training to complement University systems

Resources

• To work with colleagues in order to advise the Director on the appropriate level of resourcing required to support research activity

Liaison and Coordination

• To represent the Directorate internally on committees relevant to research and innovation activity

• To promote and identify cross Directorate collaboration with other Associate Directors (Research and Innovation)

• To represent the Directorate to ensure that successful research activities are disseminated in the School and externally

• To liaise with relevant external organisations to raise the profile of the School and take advantage of trends and opportunities

• Liaise with the Students Union, communicating regularly to ensure partnership working on all aspects of the student experience

• Liaise with the School Operations Manager to ensure appropriate provision of administrative support
Role Title: Associate Director (Academic) – 12 months only

Reports To: Director of Directorate

Main Purpose of Role

Encompassing the roles of Student Opportunity Champion, Employability Champion and Placement Tutor within a directorate context this role works with the Director of Directorate, and relevant colleagues in order to ensure alignment of the Directorates Teaching and Learning activities with that of the School. The role also supports the Associate Deans (Academic) in their delivery of the teaching and learning elements of the University’s Strategic Plan and initiatives.

Key Accountabilities or Duties

Team Work

- To contribute to the work of the Directorate in supporting and overseeing the implementation, development, and monitoring of the Schools Teaching and Learning Plan in respect of its academic objectives

- To liaise with relevant colleagues to assure effective implementation of the plan in respect of student satisfaction, retention and completions, partnerships, and curriculum development

- To work in a team with other Associate Directors Academic and the Associate Deans Academic and to contribute to the delivery of a distinct yet complementary Teaching and Learning Strategy for the School which aligns with the University’s Strategic Plan, including the Themes

Policy and Planning

- To work with Directorate staff on the implementation of aspects of the Teaching and Learning Strategy and issues related to teaching and learning activity and Student Experience

- To monitor and review appropriate KPIs for academic activity within their Directorate as identified within the School Strategic Plan

- To support the Director in the formulation of the Directorates academic plans, and to implement and manage such plans in relation to teaching and learning consistent with the strategic objectives of the School and university

- To develop engagement activities aimed at improving access, widening participation, work based training opportunities, volunteering and community based projects
Quality Assurance

- To ensure that the Directorate’s teaching activities are implemented in a way which is consistent with the maintenance of the highest academic quality, standards and enhancement

- To support colleagues within the Directorate in the operation of the School’s agreed quality assurance mechanisms, in such areas as course approval, course review, student evaluation of teaching, assessment and responses to external examiners’

- To monitor the operation of the University’s agreed QA mechanisms’ within the Directorate

- To contribute to the development of the School’s quality assurance systems in respect of teaching and learning to complement University systems

Resources

- To work with colleagues in order to advise the Director on the appropriate level of resourcing required to support teaching and learning activity

Liaison and Coordination

- To represent the Directorate internally on committees relevant to teaching and learning activity

- To promote and identify cross Directorate collaboration with other Associate Directors (Academic)

- To work with other Associate Directors Academic, and the Associate Deans Academic on reviewing, enhancing and monitoring the student experience and the performance of the School against its strategic aims

- Liaise with student representatives from programmes within their Directorate through Staff Student Committee to ensure partnership working on all aspects of the student experience.

- Liaise with the Library to ensure all library strategies and policies are embedded

- Liaise with the Students Union, communicating regularly to ensure partnership working on all aspects of the student experience

- To represent the Directorate to ensure that successful teaching and learning activities are disseminated within the School and externally

- To support the associate Dean Academic and their Director in liaising with external organisations to raise the profile of the University and take advantage of trends and opportunities
Role Title: Assessment Officer (UG)

Main Purpose of the Role

To work with Programme Leaders and relevant administrative support teams, to take responsibility for implementing assessment and quality assurance procedures and provide a link role between Programme Leaders, Year Tutors, Module Leaders, administration support staff and External Examiners.

Key Accountabilities or Duties:

- To produce a schedule and calendar of assessments for each level of the programme, in conjunction with appropriate administrative support staff
- To disseminate the assessment schedule to students, staff and administrative support staff
- To liaise with module leaders and appropriate administrative staff to ensure all programme assessment activities are managed and executed appropriately.
- To liaise with administrative support staff to co-ordinate timely and effective communication with External Examiners.
- To ensure that all relevant information is available for consideration at module and progression boards
- To produce guidelines/criteria for administrative staff regarding collation of samples of assessment work for external examination
- To oversee arrangements for the timely return of student assessment feedback
- To ensure compliance with the University’s academic regulations and policies and procedures as necessary
- To work with administrative support staff to collate provisional assessment results and take all steps necessary to ensure their accurate reporting to the relevant assessment boards
- To maintain effective communication links with all external and internal stakeholders as required.
- To communicate updates in policies and procedures to staff and students as required.
- To oversee the central functions and administration of student progress, assessment and examinations, completion and graduation.
• To provide advice to students and staff on processes, procedures and compliance with relevant parts of the University of Salford Academic Quality Assurance Handbook.

• To oversee the administration of the collection, input and maintenance of accurate student data and production of management information as necessary.

• To ensure that assessment cycle is always completed on time.

• To facilitating preparation for assessments / examinations.

• To oversee the internal and external verification of assessments, to include marking guidelines

• To oversee the servicing of module and progression boards.

• To liaise with relevant University colleagues as appropriate.
Role Title: Associate Director of International Conversion – 12 months only

Main Purpose of Role

Reporting to the Director of Conversion, the Director of International Conversion is responsible for the management of recruitment, selection, admission and registration of International students for the School, working within the policies and strategic frameworks set by the University, College and School and ensuring compliance with standards determined by regulatory and professional bodies.

Key Accountabilities or Duties

- Lead and support the School Admissions Tutors in all aspects of international recruitment, selection and admissions
- Liaise with Director of Conversion and Associate Deans International to maximise opportunities for the international promotion and marketing of all programmes within the School and to co-ordinate support for recruitment and selection events for international markets including outreach, open days and partner organizations’ events
- Liaise with Director of Conversion to produce agreed delivery plans in support of the school’s academic plan (international) recruitment targets
- Liaise with Director of Conversion to agree criteria and procedures for application and selection of students, in accordance with standards determined by regulatory and professional bodies
- Work with Director of Conversion to review School Service Level Agreements in relation to marketing, recruitment, selection and admissions
- Work with Director of Conversion to ensure that all procedures for international admissions are in line with University and external agency requirements with particular reference to equal opportunities and student opportunity
- Assist the Director of Conversion in formulation and review of strategic and operational planning objectives in relation to international recruitment/admissions requirements
- Advise the Director of Conversion regarding analysis of statistical information for admissions and provide direction for completion of same within Annual Programme reviews
- In consultation with relevant colleagues, make decisions on withdrawal of students should they fail to meet agreed criteria
- Liaise with the Director of Conversion to Co-ordinate the School international recruitment and selection activities with those of the College and SID to ensure coherence with those of the University as a whole
• Contribute and monitor progress for external quality reviews by relevant regulatory bodies

• Liaise with the Director of Conversion to ensure effective use of staff, finances, space and marketing materials in order to support recruitment and selection activities defined in the delivery plan agreed with SID

• Ensure that good practice in international recruitment and selection is disseminated across the School, College and University as required

• Liaise with SID and relevant colleagues to take advantage of new programme trends and opportunities

• Pro-actively engage with the International Conversion Team and Partnerships Team to ensure full exploitation of relevant international developments and opportunities

• Work with the Director of Conversion ensure all aspects of international recruitment and selection are commensurate with those of the University/College and School Equality and Diversity objectives

Policies

• International Admissions and Retention Policy

• Policies set by relevant professional and regulatory bodies
Appendix 1 – School Organisational Charts

Note: The previous version of the Manual of Academic Role Descriptors also included a list of academic programmes and programme leaders for all schools. To ensure that this information is accurate and current, an electronic repository is currently being scoped and will be made public within the next three months.

In the interim, School Operations Managers hold information about programmes and programme leaders within their schools. Names of School Operations Managers can be found in the organisational charts which follow.
Computing, Science and Engineering – Academic Line Management Structure

Associate Heads:
AHA – Bill Davies  AHR – Yiu Lam  AHI – Farid Meziane  AHE – Haifa Takruri-Rizk

School Operations Manager: Simon Herbertson
**Environment and Life Sciences – Academic Line Management Structure**

- **Head of School - Judith Smith**
- **Associate Heads**:
  - AHA – Denise Rennie
  - AHR/AHE – Phil Craig
  - AHI – David Collins

School Operations Manager: Tony Libby
Built Environment – Academic Line Management Structure

- Head of School - Mike Kagioglou
- Deputy Head of School - David Baldry
- Director - Prop and Facilities - David Baldry
- Director - Construction - Angela Lee
- Director - Design - Patricia Tzortzopoulos Fazenda
- Associate Heads x 5
- Director of Admissions / Conversion - Andy Fleming

Associate Heads:

- AHA – Gerard Wood
- AHR – Charles Egbu
- AHI – Dlianthi Amaratunga
- AH VPs – Charles Egbu
- AH Workload – Mohammed Arif

School Operations Manager: Martyn Mancey-Johnson
Health Sciences – Academic Line Management Structure

Head of School
Sue Braid

Director Of Pros,Ord & Pod
Jane McAdam

Director of Psych & Pub Health
Peter Eachus

Director of Sport, Exercise and Physiotherapy
Christine Smith

Director of Radiography and Occupational Therapy
Julie Nightingale

Associate Heads x 4

Director of Admissions / Conversion
Gilly Mehraban

Associate Heads:

AHA - Debbie Whittaker
AHR – Peter Hogg
AHE – Susan Buttress
AHI – Gillian Crofts

School Operations Manager: Joanne Caldwell
Nursing, Midwifery and Social Work – Academic Line Management Structure

Head of School
Tony Warne

Associate Heads:
AHA – Jane Jenkins
AHR – Nick Hardiker
AHE – Vacant
AHI – Nancy Jane Smith

School Operations Manager: Elaine Greenhalgh
Humanities, Languages and Social Sciences – Academic Line Management Structure

Head of School - Paul Rowlett

- Director Of English
  Peter Buse

- Director of Languages
  Chus Fernandez

- Director of Politics and Contemporary History
  Steve Ward

- Director of Sociology & Criminology / Deputy Head of School
  Karl Dayson

- Associate Heads x 4

- Director of Admissions / Conversion
  Gaynor Bagnall

Associate Heads:

AHA – Janice Allan
AHE – Muzammil Quarishi
AHR – Jocelyn Evans
AHI – Gaynor Johnson

School Operations Manager: Diane Lloyd
School of Law – Academic Line Management Structure

Head of School
Mark James

Associate Heads x 4

Director of Admissions / Conversion
Simon Cooper

Associate Heads:
AHA – Laura Tatham
AHE/AHI – Julie Adshead
AHR – Jingchen Zhao

School Operations Manager: Martin Toner
Salford Business School – Academic Line Management Structure

Head of School
Amanda Broderick

Associate Deans: x 4
PGR Director
Director of Employability
Chris Proctor
Director of Quality Frameworks
Ed Doran

Director of Admissions / Conversion
Dave Lavender

Director Of MBA
Head of Acad Unit Fin, Acc, Ec on Eileen Roddy
Head of Acad Unit Strat & P Mgt Jo Crotty
Head of Acad Unit Mkt & Ser Mgt James Mulkeen

Director of MBA
Head of Acad Unit Fin, Acc, Ec on Eileen Roddy
Head of Acad Unit Strat & P Mgt Jo Crotty
Head of Acad Unit Mkt & Ser Mgt James Mulkeen

Associate Deans: x 4
PGR Director
Director of Employability
Chris Proctor
Director of Quality Frameworks
Ed Doran

Director of Admissions / Conversion
Dave Lavender

School Operations Manager: Jennifer Hinsley


Associate Deans:
ADA – Deborah Leighton
ADR – Philip Scarf
ADI – Eileen Roddy
Associate Heads:

AHE – Sarie Slee

School Operations Managers: Maria Cornell and Hannah Greaves

Director of Admissions: Beth Hewitt