

Academic Profiles – Roles of Responsibility

Preamble

This document contains five Academic Profile Roles of Responsibility as follows:

- 1. Executive Dean**
- 2. Head of Department**
- 3. Assistant Dean Academic Affairs**
- 4. Assistant Dean Research**
- 5. Assistant Dean International**
- 6. Course Director**

EXECUTIVE DEAN

The Executive Dean is fully responsible for the leadership, governance and management of the faculty.

As a member of the University's Executive Committee, the Executive Dean plays a key role in developing and implementing the University's vision and strategy. The Executive Dean is expected to bring a creative and energetic approach to a strategic leadership role.

The Executive Dean is accountable for the academic programmes presented within the faculty and for staffing and resourcing those programmes to ensure their quality. The Executive Dean is also charged with ensuring that appropriately directed quality research is carried out within the faculty or in collaboration with staff of other faculties/institutes.

Period of Appointment: Normally a five-year term. At the end of the five-year term the post will be re-advertised as outlined in the Selection Procedures for Deans and Vice Presidents. There will be no limit on the number of times a person can hold the position and therefore, the incumbent can re-apply at the end of the fixed term if they so wish. In extenuating circumstances, the President may invite a Dean/Vice President to serve for an additional duration of up to two years, subject to Governing Authority approval.

The outgoing Executive Dean will normally be obliged to mentor the newly appointed Executive Dean for three to six months, thus allowing for a smooth transition period.

Representative Work Activities (Role-specific rather than academic staff role)

<p>Leadership</p>	<p>Executive</p> <p>Reporting directly to the President, the Executive Dean will be part of the University's Executive Team, which is collectively charged with advising on the development and implementation of the University's strategic plan and implementation.</p> <ul style="list-style-type: none"> • Provide visible leadership to the University as a whole, e.g. act as a role model; demonstrate a commitment to UL and faculty values; scan the external environment and understand issues related to UL and the faculty; promote the benefits of developing the skills and potential of employees; participate in strategic University projects and initiatives as required, including chairing working groups. • Develop strong internal/external networks and strategic alliances and promote the visibility and reputation of the University and the faculty, nationally and internationally. • Actively encourage and facilitate contribution to service, e.g. professional service to the academic and wider community; service contributions within the University. <p>Faculty</p> <p>Provide leadership of the faculty and the Faculty Management Team in relation to teaching, development of professional practice, research and other academic and support activities.</p> <ul style="list-style-type: none"> • Translate the University's vision into the faculty's vision, purpose and targets, engaging others to achieve the vision.
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	<ul style="list-style-type: none"> • In consultation with academic staff, prepare a strategic plan for the faculty, annual business plans and financial forecasts for delivery against agreed targets and diversified income streams, e.g.: <ul style="list-style-type: none"> ○ Work in consultation with heads of department to maximise income flow. ○ Work with Faculty Manager and Vice President Finance to develop local financial/business plans. • Stimulate a working environment within the faculty that is supportive of staff and encourages active engagement and a positive contribution from individual members of staff. • Ensure appropriate structures and reporting mechanisms are in place to effectively achieve the vision of the faculty, e.g. clarify roles and delegate responsibility to heads of department, Assistant Dean Research and Assistant Dean Academic Affairs; ensure development and use of appropriate reporting metrics. • Prepare staff for future key leadership role. • Promote, support and reward service contribution and engagement activities of academic staff.
<p>Teaching</p>	<ul style="list-style-type: none"> • Proactively develop the portfolio of programmes, seeking opportunities for new and modified programmes in response to changes in market demand. • Ensure that the quality and standards of programmes within the faculty's remit are maintained and enhanced. • Support innovation in programme design and delivery, learning, teaching and assessment methods and student support, and lead the faculty's commitment to a learning culture for staff and students. • Review the structures, activities, programmes, staff and research of the faculty to strengthen student recruitment and retention and allow opportunities to be exploited. • Promote a multi-disciplinary approach both within the faculty and across the University. • Lead the faculty's approach to widening participation and enhancing student progression and achievement. • Contribute to the teaching undertaken within the faculty (as agreed for the individual role holder).
<p>Research</p>	<ul style="list-style-type: none"> • Ensure that appropriately directed quality research, which contributes to the University's research goals and as set out in the University's Research Strategy, is carried out within the faculty. • Ensure that appropriate mechanisms are in place to monitor and report on research activity and outputs, e.g. through delegation to the Assistant Dean Research and reporting on research metrics. • Develop and embed the research ethos and activity within the faculty, e.g. encourage/facilitate the exploitation of opportunities for working with business, public bodies and the community; ensure support is provided for staff research activities; encourage research synergy and critical mass; foster cross-faculty research involvements; encourage applications for national and international funding; with the Assistant Dean Research,

	<p>encourage and facilitate postgraduate developments, including fourth level.</p> <ul style="list-style-type: none"> • Contribute to the research undertaken within the faculty (as appropriate to the individual).
Resource Management	<p>Staff</p> <ul style="list-style-type: none"> • With the assistance of the Faculty Manager, be responsible for the effective management of the faculty office. • Recruit, retain and develop high-quality expert staff, inculcating a sense of commitment to personal development in order to sustain and enhance quality and standards. • Take a proactive role in ensuring that all HR policies are followed and that appropriate developmental activities are agreed for and with staff, taking into account the outcomes of performance review mechanisms. <p>Financial/Physical</p> <p>The Executive Dean may devolve certain elements of the budget to senior managers. However, the Executive Dean has ultimate responsibility for the management and long-term sustainability of the budget.</p> <ul style="list-style-type: none"> • Ensure that the financial and physical resources of the faculty are deployed effectively in support of its agreed objectives and that the yearly budget is not exceeded in line with the Resource Allocation Model (RAM). • Prepare recruitment plans for RC in which he or she outlines recruitment proposals for the forthcoming academic year and include details of where possible rolling plans of up to three to five years should be put in place • Re-allocate resources to align with and support the outcomes of the faculty and University plans. • Ensure long-term growth and sustainability of the faculty's physical and financial resources. • Develop a business plan to maximise the faculty's income flow and surpluses from non-HEA sources (including the diversification of income streams through research and partnerships). • Ensure appropriate marketing strategies are in place for future viability re. student numbers/distinctiveness of the faculty.
Supervision	<p>Line management of:</p> <ul style="list-style-type: none"> • Personal Assistant • Faculty Manager • Assistant Deans • HoDs • Other as appropriate
External Relations	<p>Responsible for strategically directing and overseeing:</p> <ul style="list-style-type: none"> • Internationalisation initiatives as outlined in the various UL strategic documents e.g. strategic plan • External and communications strategy • Strengthen external relations at local, regional, national and

	<p>international levels.</p> <ul style="list-style-type: none"> • Maintaining effective relationships with relevant stakeholders; directing external and internal communications, media relations and alumni relations; and enhancing the international reputation and profile of UL
Relationships and Key Contacts	<ul style="list-style-type: none"> • Reports to the UL President. • Align the activities of the faculty with those of other faculties to ensure their coherence with those of the University as a whole. • Promote the work of the faculty, both nationally and internationally, to take advantage of trends and opportunities. • Represent the faculty and the University as appropriate. • Be a member of the Executive Committee and other relevant management committees. • Lead the Faculty Management Team.
Quality and Standards	<ul style="list-style-type: none"> • Have knowledge of and be responsible for promoting diversity and equal opportunities within the faculty in accordance with University policies. • Ensure compliance with HR policies and procedures across the faculty. • Have knowledge of and be responsible for health and safety matters within the faculty, particularly the establishment of safe working practices. • Have knowledge of and ensure compliance with academic regulations, quality standards and processes in relation to teaching, learning and assessment.
Key Competencies/ Attributes	<ul style="list-style-type: none"> • Leadership and Collegiality: Sets the strategy and has the courage to give purpose and direction to take the University/faculty forward. Is able to inspire people with the vision of the future. Manages others and their performance with honesty and integrity. • Results Focus: Takes action to make sure things happen. Is organised and able to balance competing needs. Creates effective management structures to deliver the vision and a culture that encourages colleagues to achieve. • Continual Professional Development: Engages in self-development. Encourages others to develop their careers and reach their full potential. • Managing Finance and Resources: Ensures the effective use of resources by appropriately managing and monitoring budgets and controlling the flow and quality of work. Allocates resources appropriately in line with faculty objectives. • Collaborative Working: Encourages a cohesive team approach across the faculty and University. • Managing Change: Leads change. Is able to balance University need for change with own faculty needs. Understands the concerns of colleagues and communicates the reasons for change. Monitors and reviews change initiatives.

HEAD OF DEPARTMENT

The Head of Department contributes to the achievement of the University and faculty strategic plans by providing effective management and academic leadership within the department.

The Head of Department is accountable, through the relevant Executive Dean, for matters relating to the management of departmental staff, the organisation of teaching, research and associated activities and the effective performance of staff duties. The Head of Department is required to be in regular communication with departmental staff and to be responsive to staff and to the interests of the wider university.

The Head of Department will demonstrate vision, management skills, the ability to acquire resources and the skills to influence others to contribute to getting the job done. The methods by which the Head of Department carries out his/her duties, and the extent of delegation, will depend on factors such as the size and nature of the department and the personal approach of the individual Head of Department. Whilst academic leadership will often be shared, particularly through the support of the department's professors, the Head is ultimately accountable for the management of the department.

Period of Appointment: Normally a five-year term with possible extension by agreement.

The outgoing Head of Department will normally be obliged to mentor the newly appointed Head of Department for three to six months, thus allowing for a smooth transition period.

Representative Work Activities (Role-specific rather than academic staff role)

<p>Leadership</p>	<ul style="list-style-type: none"> • Contribute to the formulation and dissemination of the faculty's strategic plan. <ul style="list-style-type: none"> ○ Submit for approval to the Executive Dean the departmental strategy supported by relevant plans that define the aims and objectives of the department and include proposed investments, a financial plan, budget and staffing plans. These should be set in the context of the University and faculty strategies. ○ Participate in faculty/department projects and initiatives as directed, including chairing working groups where required. • Encourage and support the contributions of academic staff by developing/sustaining appropriate structures for consultation, decision-making and communication with all staff. • Develop and promote the internal and external profile of the department. • Ensure appropriate interaction with stakeholders, such as professional bodies, funding agencies and potential employers, as appropriate to the department. • In liaison with the Assistant Deans, take a leading role in the development of the activities across the faculty, with particular emphasis on the activities of own department. • Develop collaborations across departments, faculties, university, strategic alliance partners and with other institutions both nationally and internationally
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<p>Academic Management</p>	<ul style="list-style-type: none"> • Oversee, organise and develop the core activities of teaching, research, examining, advising and other service activities and of commercial exploitation and knowledge transfer, consulting with all departmental colleagues, where appropriate. • Ensure that the department's responsibilities to students in respect of admission, teaching, progress and pastoral care are met. • Facilitate and promote the development of intra- and inter-disciplinary academic activity (in teaching and research). <p>Teaching</p> <ul style="list-style-type: none"> • Account for and manage, in collaboration with the course directors, the effective delivery of programmes and modules. • Ensure that the quality and standards of programmes within the department's remit are maintained and enhanced. • Support innovation in course design and delivery, learning, teaching and assessment methods. • Contribute to the teaching undertaken within the faculty/department. <p>Research</p> <ul style="list-style-type: none"> • Raise the research profile of the department within the faculty and externally. • Enhance the quality and volume of research by encouraging and enabling demonstrable research achievement within the department. • Ensure budgets and income targets are planned and set in conjunction with colleagues. • Ensure the effective management of research and other external contract work. • Contribute to the research undertaken within the faculty/department.
<p>Resource Management</p>	<p>Staff</p> <ul style="list-style-type: none"> • Manage all staff within the department, including performance management, staff development, appraisal, induction and succession planning. • Review, verify and approve the Academic Activity Profile for each member of academic staff in your department. • Plan and manage the use of all resources (including programme-planning and sickness-absence monitoring) associated with the department. • Contribute to the recruitment and retention of staff in accordance with University policies. • Establish appropriate management structures, allocate work and promote flexible staff deployment and working practices so as to enhance effectiveness and efficiency. • Create an environment that provides appropriate learning opportunities (e.g. through PDRS/staff training) that enable staff to fulfil their potential and support succession planning processes. • Act as a reviewer in staff review and development arrangements for academic staff.

	<ul style="list-style-type: none"> • Monitor and regularly review the performance of the department against agreed objectives, and report regularly to the Executive Dean. <p>Financial/Physical</p> <ul style="list-style-type: none"> • Take full financial responsibility and control for the devolved part of the department budget to maximise income and ensure effective expenditure within University and faculty regulations in line with the Resource Allocation Model (RAM). • Ensure that the resources allocated to the department are managed in accordance with the University’s financial and other regulations. • Ensure that appropriate arrangements are in place to account for and maintain the physical assets and resources of the department, e.g. manage the departmental asset register, allocated space, equipment/buildings. <p>Other</p> <ul style="list-style-type: none"> • Ensure administration and management information is available as required by the Executive Dean, the faculty or central administration. • Take responsibility, if requested, for the handling of major processes in the department (such as, for example, forward planning, financial management, teaching/research quality, admissions).
Supervision	<ul style="list-style-type: none"> • As per previous levels (academic staff profiles) • Manage all staff within the department, including performance management, staff development, appraisal, induction and succession planning.
External Relations	<p>Responsible for strategically directing and overseeing:</p> <ul style="list-style-type: none"> • Internationalisation initiatives as outlined in the various UL strategic documents e.g. strategic plan • External and communications strategy • Strengthen external relations at local, regional, national and international levels. • Maintaining effective relationships with relevant stakeholders; directing external and internal communications, media relations and alumni relations; and enhancing the international reputation and profile of UL
Relationships and Key Contacts	<ul style="list-style-type: none"> • Reports to the Executive Dean. • Align the activities of the department with those of other departments to ensure their coherence with those of the faculty as a whole. • Promote the work of the department internally and externally, including fostering relationships with academic staff, prospective employers, other academic and research organisations, visiting and honorary dignitaries, funders, the business community and government organisations. • Liaise closely with central administration, Assistant Deans, etc.

<p>Quality and Standards</p>	<ul style="list-style-type: none"> • Have knowledge of and be responsible for promoting diversity and equal opportunities within the department in accordance with University policies. • Ensure compliance with HR policies and procedures within the department. • Have knowledge of and be responsible for health and safety matters within the department, particularly the establishment of safe working practices. • Have knowledge of and ensure compliance with academic regulations, quality standards and processes in relation to teaching, learning and assessment. • Be responsible for dealing with student issues, including issues referred by other academic staff.
<p>Key Competencies/ Attributes</p>	<ul style="list-style-type: none"> • Leadership and Collegiality: Appreciates the longer-term view and has the courage to give purpose and direction to take the department forward. Acts as an advocate for the team and works collegially with other senior leaders across the university. Manages others and their performance with honesty and integrity. • Results Focus: Takes action to make sure things happen. Delegates appropriately. • Continual Professional Development: Engages in self-development. Encourages and empowers others to develop their careers and reach their full potential. • Managing Finance and Resources: Ensures the effective use of resources by appropriately managing and monitoring budgets and controlling the flow and quality of work. Allocates resources appropriately in line with department objectives. • Collaborative Working: Creates a cohesive team approach within the department and faculty and across faculties. • Managing Change: Prepares for, initiates and implements change. Is able to balance University/faculty need for change with own department needs. Understands the concerns of colleagues and communicates the reasons for change. Monitors and reviews change initiatives.

ASSISTANT DEAN ACADEMIC AFFAIRS

As a member of the Faculty Management Team, the Assistant Dean Academic Affairs is required to provide academic leadership and overall management direction for a designated area within the context of the University and faculty strategic plans. The Assistant Dean Academic Affairs is also required to take lead responsibility for the development and successful delivery of a cross-faculty function.

The Assistant Dean Academic Affairs assists the Executive Dean in the strategic management of the faculty by providing leadership in the development and effective implementation of policies, procedures, practices and targets in relation to academic affairs and by assuming appropriate cross-faculty management responsibilities.

The Assistant Dean Academic Affairs facilitates and supports programme delivery in the faculty within guidelines established by statutory bodies (i.e. Governing Authority and Academic Council) and other bodies with delegated authority, such as Executive Committee, Management Council and other executive decision-making bodies within the University.

The Assistant Dean Academic Affairs will deputise, as required, for the Executive Dean and will undertake representative roles on behalf of the faculty within and outside the University.

Period of Appointment: Normally a three-year term with possible extension by agreement.

The outgoing Assistant Dean Academic Affairs will normally be obliged to mentor the newly appointed Assistant Dean Academic Affairs for three months, thus allowing for a smooth transition period.

Representative Work Activities (Role-specific rather than academic staff role)

<p>Professional and Service Contribution</p>	<ul style="list-style-type: none"> • Be an effective member of the Faculty Management Team. • Assist and advise the Executive Dean in relation to monitoring the quality and standards of the faculty's programme delivery work and implementing the University's academic quality assurance principles and procedures. • Work effectively with the Executive Dean, heads of department, course directors and staff to foster and support excellence in teaching, learning and assessment and to ensure that the faculty teaching outputs/targets are met. Specifically: <ul style="list-style-type: none"> ○ Take a leadership role in external audit and accrediting processes. ○ Make recommendations re. introducing and/or modifying modules and programmes. ○ Work across faculties on procedures, academic regulations and joint programmes. ○ Interpret and make decisions (and, where necessary, arbitrate) on academic regulations within the faculty. ○ Ensure members of academic staff (new and existing) are familiar with academic regulations and processes, including those pertaining to external examiners and external
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	<p>accrediting bodies.</p> <ul style="list-style-type: none"> ○ Ensure the ongoing development of the faculty's academic programmes and associated management and administrative functions. Provide advice and support to the Executive Dean on the development of academic programmes. ○ Monitor and report on the achievement of specific targets related to teaching, learning, assessment and student support. <ul style="list-style-type: none"> ● Manage/respond to student complaints and enquiries about regulations and procedures and to other concerns relating to academic affairs, including the appeals process. ● Support and advise the Executive Dean and/or others, as appropriate, on the development of the faculty's financial plans. ● Take responsibility for maintaining and updating the faculty's documentation relating to academic affairs. ● Function as the faculty's 'decision-maker' under the Freedom of Information Act. ● Support and advise the Executive Dean and/or others, as appropriate, on the recruitment, selection, induction and promotion of staff.
<p>Relationships and Key Contacts</p>	<ul style="list-style-type: none"> ● Reports to the Executive Dean. ● Hold regular operational meetings with the Executive Dean. ● Deal with a wide range of queries from different constituencies (Executive Dean, staff of the faculty, students, central administration) relating to academic regulations and the quality of programmes. ● Co-ordinate activities with academic and support staff colleagues. ● Represent the faculty on Academic Council, Academic Council Grading Committee, Academic Regulations Committee and Academic Programme Review Committee. ● Represent the faculty and/or Executive Dean on other committees as nominated by the Executive Dean. ● Be a member of the Faculty Management Team. ● Convene, as necessary, and chair course directors' meetings. ● Be a member of Course Boards. ● In the absence of the Executive Dean, chair the Faculty Board. ● Have contact with government agencies (e.g. HEA), professional bodies and associations.
<p>Quality and Standards</p>	<ul style="list-style-type: none"> ● Have knowledge of and ensure compliance with academic regulations, quality standards and processes in relation to teaching, learning and assessment. ● Have knowledge of regulatory requirements such as freedom of information, data protection and equal opportunities.
<p>External Relations</p>	<p>Contribute to:</p> <ul style="list-style-type: none"> ● Internationalisation initiatives as outlined in the various UL strategic documents e.g. strategic plan ● External and communications strategy ● Strengthen external relations at local, regional, national and

	<p>international levels.</p> <ul style="list-style-type: none"> • Build relationships with relevant stakeholders; enhancing the international reputation and profile of UL
Qualifications/ Experience	<ul style="list-style-type: none"> • Extensive expertise and an established record of teaching excellence related to the subject areas of the faculty. • Knowledge of the key issues and current higher-education policies and debates relating to teaching, learning and assessment, etc. • Experience as course director or external examiner. • Teaching award/portfolio (desirable).
Key Competencies/ Attributes	<ul style="list-style-type: none"> • Leadership and Collegiality: Appreciates the wider view and provides purpose and direction to others. Leads by example. Acts as an advocate for the team. • Results Focus: Takes action to make sure things happen. Delegates appropriately. • Collaborative Working: Builds teamwork. Works collaboratively with team members and colleagues. Treats colleagues fairly and with respect. • Managing Change: Introduces and promotes the need for change/new approaches/new content. Understands the concerns of colleagues and communicates the reasons for change.

ASSISTANT DEAN RESEARCH

As a member of the Faculty Management Team, the Assistant Dean Research is required to provide academic leadership and overall management direction for a designated area within the context of the University and faculty strategic plans. The Assistant Dean Research is also required to take lead responsibility for the development and successful delivery of a cross-faculty function.

The Assistant Dean Research assists the Executive Dean in the strategic management of the faculty by providing leadership in the development and effective implementation of policies, procedures, practices and targets in relation to research and by assuming appropriate cross-faculty management responsibilities.

The Assistant Dean Research will deputise, as required, for the Executive Dean and will undertake representative roles on behalf of the faculty within and outside the University, including participating on university-wide committees and contributing to national structures concerned with research. The Assistant Dean Research will promote the provision and interests of the faculty regionally, nationally and internationally.

Period of Appointment: Normally a three-year term with possible extension by agreement.

The outgoing Assistant Dean Research will normally be obliged to mentor the newly appointed Assistant Dean Research for three months, thus allowing for a smooth transition period.

Representative Work Activities (Role-specific rather than academic staff role)

<p>Professional and Service Contribution</p>	<ul style="list-style-type: none"> • Be an effective member of the Faculty Management Team. • Assist the Executive Dean in monitoring the quality and standards of the faculty's research-related activity and implementing the University's research quality assurance principles and procedures. • Work effectively with the Research Office, heads of department and members of the faculty to foster and support excellence in research and to ensure that the faculty's research outputs/targets are met. Specifically: <ul style="list-style-type: none"> ○ Support the development and implementation of the faculty's research strategy. ○ Maintain a strategic overview and support the development, as appropriate, of research centres within the faculty. ○ To generate research opportunities, establish close working links with regional and national bodies, including relevant professional bodies, funding organisations and other key stakeholders. ○ Promote and support the co-ordination of applications for external funding and awards in respect of research. ○ Work collaboratively with the Research Office to promote and oversee the management of all areas of postgraduate research provision within the faculty. ○ Represent the faculty on key University research committees and assure that the faculty is appropriately represented on any associated committees.
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	<ul style="list-style-type: none"> ○ Work across faculties on initiatives. ○ To foster effective collaborative links, promote the interests and capacities of the faculty and University with external organisations and employers. ○ Ensure staff (new and existing) are familiar with research ethics, regulations and processes. ○ Monitor the achievement of specific targets related to research. ● Support and advise the Executive Dean and/or others, as appropriate, on the development of the faculty's financial/research plans. ● As delegated by the Executive Dean, be responsible for research-related budgets allocated to the faculty. ● Take responsibility for maintaining and updating the faculty's documentation relating to research. ● Support and advise the Executive Dean and/or others, as appropriate, on the recruitment, selection, induction and promotion of research staff. ● Evaluate UL research recognition awards for staff. ● Work effectively with other faculty Assistant Deans and University support services.
Relationships and Key Contacts	<ul style="list-style-type: none"> ● Reports to the Executive Dean. ● Deal with a wide range of queries from different constituencies (Executive Dean, staff of the faculty, students, central administration) relating to research. ● Co-ordinate activities with academic, research and support staff colleagues. ● Represent the faculty and/or Executive Dean on other committees as nominated by the Executive Dean/VP Research. ● Be a member of the Faculty Management Team. ● Have contact with government agencies, professional bodies and associations.
Quality and Standards	<ul style="list-style-type: none"> ● Have knowledge of research ethics and regulations. ● Have knowledge of health & safety and risk assessment.
External Relations	<p>Contribute to:</p> <ul style="list-style-type: none"> ● Internationalisation initiatives as outlined in the various UL strategic documents e.g. strategic plan ● External and communications strategy ● Strengthen external relations at local, regional, national and international levels. ● Build relationships with relevant stakeholders; enhancing the international reputation and profile of UL
Qualifications/ Experience	<ul style="list-style-type: none"> ● Extensive expertise and an established record of research related to the subject areas of the faculty. ● Extensive knowledge of the academic discipline areas of the faculty. ● Knowledge of the key issues and current higher-education policies and debates relating to research and research funding,

	<p>etc.</p> <ul style="list-style-type: none"> • Experience relevant to higher education as evidenced by, for example, public output in research, external examining or professional body involvement.
<p>Key Competencies/ Attributes</p>	<ul style="list-style-type: none"> • Leadership and Collegiality: Appreciates the wider view and provides purpose and direction to others. Leads by example. Acts as an advocate for the team. • Results Focus: Takes action to make sure things happen. Delegates appropriately. • Collaborative Working: Builds teamwork. Works collaboratively with team members and colleagues. Treats colleagues fairly and with respect. • Managing Change: Introduces and promotes the need for change/new approaches/new content. Understands the concerns of colleagues and communicates the reasons for change.

ASSISTANT DEAN INTERNATIONAL

As a member of the Faculty Management Team, the Assistant Dean International is required to provide academic leadership and overall management direction for a designated area within the context of the University and faculty strategic plans. The Assistant Dean International is also required to take lead responsibility for the development and successful delivery of a cross-faculty function.

The Assistant Dean International assists the Executive Dean in the strategic management of the faculty by providing leadership in the development and effective implementation of policies, procedures, practices and targets in relation to international engagement of all kinds and by assuming appropriate cross-faculty management responsibilities.

The Assistant Dean International will deputise, as required, for the Executive Dean and will undertake representative roles on behalf of the faculty within and outside the University, including participating on university-wide committees and contributing to national structures concerned with international education. The Assistant Dean International will promote the provision and interests of the faculty regionally, nationally and internationally.

Period of Appointment: Normally a three-year term with possible extension by agreement.

The outgoing Assistant Dean International will normally be obliged to mentor the newly appointed Assistant Dean International for three months, thus allowing for a smooth transition period.

Representative Work Activities (Role-specific rather than academic staff role)

Professional and Service Contribution	<ul style="list-style-type: none"> • Be an effective member of the Faculty Management Team. • Assist the Executive Dean in monitoring the quality and standards of the faculty's international education activity and implementing the University's international education quality assurance principles and procedures. • Work effectively with the International Education Division, heads of department and members of the faculty to foster and support excellence in international education and to ensure the faculty's international targets and outputs are met. Specifically: <ul style="list-style-type: none"> ○ Support the development and implementation of the faculty's internationalisation strategy. ○ Support faculty engagement in project/country specific working groups and represent the faculties interests and strategic objectives ○ Maintain a strategic overview and support the development, as appropriate, of international education projects within the
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	<p>faculty.</p> <ul style="list-style-type: none"> ○ Investigate proposals and opportunities advanced by international educational institutions, government agencies (HEA, EI, IUA), EU Commission, funding organisations and other key stakeholders. ○ In conjunction with the International Education Division manage the International Challenge Fund and evaluate bids for funding ○ Work collaboratively with the Research Office to promote international opportunities for research collaboration ○ Represent the faculty on key international partner/agency visits to UL, international education working groups and assure that the faculty is appropriately represented on any associated committees. ○ Work across faculties on international and other related initiatives. ○ To foster effective collaborative links, promote the interests and capacities of the faculty and University with external organisations and employers. ○ Ensure staff (new and existing) are familiar with International education strategy, recruitment and exchange processes ○ Monitor the achievement of specific targets related to internationalisation. ● Support and advise the Executive Dean and/or others, as appropriate, on the development of the faculty's internationalisation plans. ● Take responsibility for maintaining and updating the faculty's documentation relating to internationalisation. ● Evaluate UL international recognition awards for staff. ● Work effectively with other faculty Assistant Deans and University support services.
<p>Relationships and Key Contacts</p>	<ul style="list-style-type: none"> ● Reports to the Executive Dean. ● Works collaboratively with the International Education Division. ● Deal with a wide range of queries from different constituencies (Executive Dean, staff of the faculty, students, central administration), partner universities relating to internationalisation. ● Co-ordinate activities with academic, research and support staff colleagues. ● Represent the faculty and/or Executive Dean on other committees as nominated by the Executive Dean ● Be a member of the Faculty Management Team. ● Have contact with government agencies, professional bodies, associations and other external stakeholders.

<p>Quality and Standards</p>	<p>Knowledge of the following areas would be a distinct advantage:</p> <ul style="list-style-type: none"> • Internationalisation strategy. • International trends and developments in higher education. • Erasmus +.
<p>External Relations</p>	<p>Contribute to:</p> <ul style="list-style-type: none"> • Internationalisation initiatives as outlined in the various UL strategic documents e.g. strategic plan, IED Business Plan. • External and communications strategy. • Strengthen external relations at local, regional, national and international levels. • Build relationships with relevant stakeholders; enhancing the international reputation and profile of UL.
<p>Qualifications/ Experience</p>	<ul style="list-style-type: none"> • Extensive knowledge of the academic discipline areas of the faculty. • Experience in International projects, Erasmus+, partnerships, promoting UL overseas, attending education fairs and exhibitions would be desirable. • Knowledge of the key issues and current higher-education policies and debates relating internationalisation in Ireland and in other key countries would be desirable.
<p>Key Competencies/ Attributes</p>	<ul style="list-style-type: none"> • Leadership and Collegiality: Appreciates the wider view and provides purpose and direction to others. Leads by example. Acts as an advocate for the team. • Results Focus: Takes action to make sure things happen. Delegates appropriately. • Collaborative Working: Builds teamwork. Works collaboratively with team members and colleagues. Treats colleagues fairly and with respect. • Managing Change: Introduces and promotes the need for change/new approaches/new content. Understands the concerns of colleagues and communicates the reasons for change.

Course Director

The Course Director is responsible for the organisation and management of an academic programme delivered by the faculty.

The Course Director is an academic staff member in the home department of the academic programme and is appointed by the Head of Department with the Executive Dean's approval. Course Directors are normally appointed for a three-year term of office depending on faculty resources. The term of office may, with the agreement of the Head of Department and Dean and depending on faculty resources, be extended for one further term.

The Head of Department will alert Course Directors to the ending of their term of office at least one month before the Spring semester of the academic year in question.

Key Roles:

- Leading the management, improvement and promotion of the programme
- Monitoring, recording and reporting overall student satisfaction and performance across all years
- Acting as a common point of contact for students, academic staff and administration
- Ensuring that the University is in compliance with legal obligations under the Universities Act (1997) and the European Standards and Guidelines (ENQA) and other legal obligations pertaining to the programme(s), including professional accreditation

Period of Appointment: Normally a three-year term with possible extension by agreement.

The outgoing Course Director will normally be obliged to mentor the newly appointed Course Director for three months, thus allowing for a smooth transition period.

Representative Work Activities (Role-specific rather than academic staff role)

Management	<p>Programme Development and Review</p> <ul style="list-style-type: none"> • Make recommendations on behalf of Course Boards with regard to the academic management and structure of programmes. • Lead/co-ordinate the development of the detailed programme proposals and supporting documentation. • Review and make recommendations at Course Directors' meetings on proposals relating to: <ul style="list-style-type: none"> ○ New academic programmes ○ The creation of new modules ○ The modification of existing academic programmes ○ The modification of existing modules ○ The removal of programmes/modules • Prepare programmes for periodic review. <p>Delivery/Resource Management</p> <ul style="list-style-type: none"> • As directed by the Head of Department, ensure that the programme is appropriately co-ordinated and that resources are available and used effectively. • Ensure that relevant parties are informed about programme
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	<p>activity/scheduling.</p> <p>Programme Reporting and Documentation</p> <ul style="list-style-type: none"> • Maintain all data in relation to the programme of responsibility. • Provide reports to professional accreditation bodies, where necessary. <p>Support to Academic Staff</p> <ul style="list-style-type: none"> • Provide guidance to module leaders on the programme(s).
<p>Relationships and Key Contacts</p>	<ul style="list-style-type: none"> • Reports to the Head of Department in all matters relating to programme management and organisation. • Represent the programme(s) internally and externally and engage in the promotion and marketing of programmes in conjunction with Admissions, International Office, department academic and administrative staff, Dean's office and other relevant administrative offices. • Meet with Faculty Management Team as necessary. • Attend Course Directors' meetings. • Liaise with the Assistant Dean Academic Affairs. • Liaise and consult with external examiners and professional accrediting bodies in all matters pertaining to the programme(s). • Attend and call awards for prospective graduates at Department and University Examination Boards. • Liaise annually with student/class representatives for programme feedback.
<p>Quality and Standards</p>	<ul style="list-style-type: none"> • Have knowledge of and be responsible for preparing and submitting accreditation documentation to the relevant academic and professional accreditation body (as required). • Have knowledge of and ensure compliance with academic regulations, quality standards and processes in relation to teaching, learning and assessment. • Monitor and record student performance on all modules within the programme(s). Identify trends and poor performance issues for discussion at Course Boards as appropriate. • Establish norms to enable the identification of modules that deliver lower-than-expected average grades or above-average failure rates.
<p>Key Competencies/ Attributes</p>	<ul style="list-style-type: none"> • Leadership and Collegiality: Appreciates the wider view and provides purpose and direction to others. Leads by example. Acts as an advocate for the team. • Results Focus: Takes action to make sure things happen. Delegates appropriately. • Collaborative Working: Builds teamwork. Works collaboratively with team members and colleagues. Treats colleagues fairly and with respect. • Managing Change: Introduces and promotes the need for change/new approaches/new content. Understands the concerns of colleagues and communicates the reasons for change.

