

## ERE LEVEL 7 | ENTERPRISE PATHWAY | CONTRIBUTION MATRIX

This document is a matrix of indicators of contributions for staff at Level 7, which will be building on those at Levels 4 to 6. The contribution in each area will vary depending on the role and personal experience over time. On this pathway staff will be expected to contribute predominantly through Enterprise and Leadership, Management and Engagement activities. Staff may also make contributions in the areas of Research and/or Education, but these are unlikely to be a major feature of the role; these areas are therefore shaded in grey.

This matrix is not a prescriptive checklist of achievements or an exhaustive list to be ticked off in order for staff to succeed or progress. The information in this matrix, together with other ERE Career pathways information should be used alongside job descriptions, appraisal forms and other key documents (such as promotions criteria) to inform other processes.

ENTERPRISE	LEADERSHIP, MANAGEMENT AND ENGAGEMENT
<ul style="list-style-type: none"> <li>▪ Being acknowledged nationally or internationally as an expert in a significant field of enterprise (e.g. consulting, applied research, management of a specialist clinical services, service provision, or facilitating spin-offs) as evidenced by a sustained track record of engagement by external clients, undertaking challenging work at the leading edge of the profession; a sustained record of publication in the field; or developing and sustaining partnerships with external organisations and clients.</li> <li>▪ Leading and directing a major enterprise activity or major facility in the University. This may be within an Enterprise Unit but not necessarily as Head/ Chair of the Unit.</li> <li>▪ Overseeing the design and development of enterprise activity within a discipline, taking overall responsibility for the quality of enterprise work and high levels of income generation or significant reputational benefit.</li> <li>▪ Leading and reviewing innovative approaches to enterprise activity which advance techniques and standards and serve as a contribution to broader debate.</li> <li>▪ Raising the profile of University enterprise activity and/or specialist external services on a national or international level.</li> <li>▪ Championing innovation in enterprise activities and contributing to University, national or international policy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Able to implement successful change management initiatives and formulate strategic plans that reflect and support the priority needs of the faculty and university.</li> <li>▪ Able to recognise and deal with obstacles and difficulties so that the team can deliver.</li> <li>▪ Able to demonstrate leadership abilities in HE and to raise performance standards throughout own work areas.</li> <li>▪ Able to champion and oversee key contributions to the faculty/University research, education and/or enterprise strategies.</li> <li>▪ In addition to Levels 4, 5, 6, able to establish and build major relationships with stakeholders; Able to use influence to develop positions or strategies.</li> <li>▪ Able to act as the main figurehead for key activities and develop important national/ international contacts.</li> <li>▪ Make a sustained contribution to academic leadership at discipline, academic unit and faculty level and may be asked to take on a Leadership role on a rotation basis</li> <li>▪ Contribute to the running and strategic direction of the University through designated committee, representative or project activities.</li> <li>▪ Sit on national and international bodies; act as advisor to government and in other external advisory capacity</li> <li>▪ Contribute to the development of the University's profile in the UK and internationally.</li> </ul>
RESEARCH	EDUCATION
<ul style="list-style-type: none"> <li>▪ Sustain and enhance a significant national and international reputation for academic excellence in their field.</li> <li>▪ Sustain excellence in research activities.</li> <li>▪ Continue to enhance an expanding portfolio of prestigious scholarly publications.</li> <li>▪ Lead major research grants and/or contracts.</li> <li>▪ Sustain significant record of supervising PhD students.</li> <li>▪ Directly manage post-doctoral and other research staff.</li> <li>▪ Act as advisor to national research funding bodies including the relevant disciplinary research councils or other government funding bodies.</li> <li>▪ Lead as PI, and win, major research grants and contracts of national significance.</li> <li>▪ Oversee significant staff teams and resource management processes necessary to deliver Faculty/University strategic research plans.</li> <li>▪ Develop major research partnership with external organisations.</li> <li>▪ Influence and shape national and international research agendas and directions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustain and enhance a significant national and international reputation for academic excellence in their field.</li> <li>▪ Sustain excellence in teaching and learning activities.</li> <li>▪ Play a leading role in the development of education strategies in the faculty through on-going leadership in the dissemination of knowledge and/or curriculum development.</li> <li>▪ Manage significant portfolios of programmes.</li> <li>▪ Undertake significant institutional, national or international leadership of teaching and learning initiatives.</li> <li>▪ Be engaged in developing new student markets and educational business models.</li> <li>▪ Produce materials and /or educational practices widely adopted in other leading Higher Education Institutions in the world.</li> <li>▪ Lead and disseminate internationally recognised excellent pedagogic research through leading peer reviewed publications and invited key note addresses at national and international conferences.</li> <li>▪ Act as an advisory to national bodies designing new curricula, QAA procedures etc.</li> <li>▪ Have membership of international advisory bodies and participate in learning bodies and expert working groups.</li> </ul>