

11 ACADEMIC LEADERSHIP: FACULTY STRUCTURES

Introduction

- 11.1 The university has implemented a horizontal structure of cognate subject groups, each of which belongs to a faculty. Each faculty will be led by a Dean of Faculty and each cognate subject group led by an associate dean, normally located within an academic partner, and reporting to the relevant dean. Both faculties are supported by the academic standards and enhancement team and the wider learning, teaching and students directorate. The two faculties are situated within the Deputy Principal (academic and research), with the deans of faculty reporting to the Deputy Principal.
- 11.2 Within the two faculties there are six cognate subject groups. Each faculty and each cognate subject group will include further education, higher education, research and knowledge exchange. Equal value will be attributed to each. These structures are designed to include all elements of the core academic provision of the university, from activity related to the senior phase of school to work-based learning, apprenticeships, further education, higher education, and research, and knowledge exchange.
- 11.3 Associate deans have overall responsibility for the management of their cognate subject group. They will develop, implement and maintain a cognate subject group operational plan which is grounded within faculty, academic partner and corporate strategic plans and priorities.
- 11.4 Associate deans will also be responsible for the development, delivery and quality of academic provision for their cognate subject group, framed within the university's academic structures and strategic priorities. This will include implementing, monitoring and reporting on agreed performance indicators for the cognate subject group.
- 11.5 Through liaison with academic partners, associate deans will ensure that the operational direction of the cognate subject group is appropriate to all stakeholder needs. They will also liaise closely with programme leaders operating within the cognate subject group, and from time to time with module leaders on particular issues.

Responsibilities of the Dean of Faculty

- 11.6 The Dean of Faculty, as senior tertiary academic leaders of the university, will liaise with academic partner principals and senior academic leaders in the academic partners and have significant responsibility for external engagement. The associate deans and the research cluster leads report to the deans of faculty. The deans are responsible for:
- a. using a strongly collaborative approach across the academic partnership, defining an ambitious faculty tertiary and research academic growth strategy, which reflects the UHI strategic plan, UHI 2024, and academic partner planning, and which aligns with, and helps realise, the ambitions of the University's Research, Impact and Knowledge Exchange Strategy and the Learning and Teaching Enhancement Strategy, as well as the overarching UHI strategy

- b. meeting agreed regional academic key performance indicators relating to this, especially in relation to agreed student number targets/further education credits at regional level, curriculum growth and curriculum efficiency
- c. representing the university externally at high level in a wide range of fora, including at national and international level, appropriate to the cognate subject disciplines of the faculty
- d. assuming responsibility for a range of whole university initiatives, including those out with the cognate subject groups in the faculty, as agreed with the Deputy Principal (academic and research)
- e. working in strong collaboration with academic partners, and leads of the cognate subject groups, to deploy facilitative leadership at regional level in regard to curriculum planning across the cognate subject groups in the faculty, including the development of new curriculum areas, the connectedness between further and higher education articulated in tertiary curriculum mapping, the sharing of good practice across the region in further education learning and teaching, including work-based learning, and the modification and retiral of higher education programmes and modules in order to secure growth of student numbers and curriculum efficiencies year on year
- f. assuming strategic oversight of the development of the research environment in cognate subject groups, including the development of cross partnership research communities in cognate subject groups, in close liaison with the Dean of Research and Innovation, the Head of Research Environment and Culture, research cluster leads, and academic partners
- g. assuming strategic oversight of the research clusters and knowledge exchange sector groups aligned with the faculties and the facilitation of their linkage with teaching and learning, and curriculum
- h. senior participation in major academic reviews as appropriate, including those undertaken by QAA
- i. creating key strategic relationships with external bodies in order to support the academic growth of the faculty
- j. through an in-depth understanding of the quality frameworks for both further and higher education, and in collaboration with academic partners, providing the Regional Strategic Body (RSB) with assurance in regard to the quality of all elements of academic activity in the faculty
- k. liaising with the Institutes and Centres which are aligned with the faculty.

Responsibilities of the Associate Deans

- 11.7 The associate deans are responsible for developing practitioner academic communities across the region, inclusive of further education, higher education, research and knowledge exchange. The associated deans will report to the Dean of Faculty and be responsible for:
- a. working with the faculty dean, other associate deans, and senior academic leaders in academic partners supporting the operationalisation of agreed faculty level academic plans across the region
 - b. facilitating the development of a cross-partnership initiatives in further education, including networking of provision where appropriate, thereby strengthening the further education community
 - c. facilitating the development of a pan-regional academic community of practitioners within a cognate subject area that optimises the potential synergies between further education and higher education, and teaching and research
 - d. supporting the realisation of the learning and teaching enhancement strategy, the greater connectedness of further education practice across the region

- e. in close collaboration with academic partners, facilitating the development of new curriculum areas and the major re-refresh of existing curriculum areas, especially where these involve multiple academic partners
- f. operationalising agreed quality assurance and quality enhancement arrangements in further and higher education, including in relation to exam boards in higher education, and the development and validation of new taught programmes
- g. in liaison with the research cluster leads and the knowledge exchange sector group leads, developing and facilitating linkages between teaching and research and/or scholarship as appropriate
- h. working with relevant cluster leads to develop appropriate research strategy and contribute to operational delivery of this at the cognate subject area level where appropriate
- i. creating a culture of academic scholarship across the academic partnership reflective of the subject disciplines within the cognate subject area
- j. monitoring and reporting on a range of agreed key performance indicators of relevance to the cognate subject area including student numbers, student satisfaction and those arising from the institution's learning and teaching and research and knowledge exchange plans, and discuss any issues of concern with relevant staff
- k. liaising with external bodies in specialist areas where these sit within the specific cognate subject groups, including the Nursing and Midwifery Council and General Teaching Council for Scotland.

Responsibilities of the Research Cluster Leads

- 11.8 The research cluster leads will report directly to the Dean of Faculty, and there will also be a 'dotted line' relationship to the lead of their 'home' cognate subject area, so as to encourage the deep integration of research and knowledge exchange within the cognate subject areas.
- 11.9 The research cluster leads will be responsible for:
- a. proactively developing a cross-partnership interdisciplinary research and scholarship community involving specified cognate subject disciplines, and including research students, experienced researchers, staff undertaking informal scholarship and staff who are new to research, or aspire to becoming more involved with research. In some instances these communities may be the same as for tertiary education, i.e. teacher education, but for others they may be separate research and teaching communities. The number of cognate subject communities in each cluster may well vary considerably
 - b. contributing to the formation of institutional strategy in research and knowledge exchange and to the operationalisation of this
 - c. working with relevant associate deans to seek out and enhance potential synergies between teaching and research
 - d. supporting and nurturing potential agreed new areas of research strength, where these are deemed to have strategic priority, and encourage the further development of existing areas
 - e. creating meaningful links between research and the knowledge exchange sector groups, to encourage impactful research in the key sectors aligned with research clusters. **Note:** all knowledge exchange sector groups are aligned with a research cluster, except for Creative and Entrepreneurship which are aligned with Business, Leisure and the Creative Economy
 - f. establishing a yearly programme of interdisciplinary research seminars for staff and students in liaison with the research centres and institutes aligned with each faculty

- g. supporting and encouraging the development of research bids and grant capture within cognate subject areas and in liaison with the research centres and institutes aligned with each faculty
- h. supporting and facilitating public engagement arising from research in cognate subject areas relevant to the faculty, including making links to other outreach teams such as STEM
- i. participating in research studentship competitions, ensuring that clear recommendations are made for progression at institutional level
- j. participating in Research Excellence Framework (REF) preparations in close liaison with Unit of Assessment leads and the REF team
- k. in liaison with the cognate subject areas and the Dean of Research and Innovation deploying agreed research related resources.