

## ERE LEVEL 6 | ENTERPRISE PATHWAY | CONTRIBUTION MATRIX

This document is a matrix of indicators of contributions for staff at Level 6, which will be building on those at Levels 4 and 5. 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>▪ Develop and manage a broad and significant range of enterprise activities e.g. consulting; testing; experimental programme; an extended portfolio of concurrent projects; or an extended programme of tests, trials, or evaluation activities or other specific, specialist services (e.g. applied research, clinical or technical service provision, or facilitating spin-offs) for clients, customers and stakeholders external to the University.</li> <li>▪ Take a lead role in commercial or enterprise specific management of a significant activity within a major facility or team, including, for example relationship management at a senior level with external clients and developing partnerships with external organisations.</li> <li>▪ Contribution to developing innovative approaches to enterprise activity which advance techniques and standards and serve as a contribution to broader debate. May lead on the introduction of new innovative practice in enterprise across the wider Academic Unit, Faculty, or University.</li> <li>▪ Have a significant role in income generation e.g. through generating new income streams, profits and reputation from enterprise activities; developing spin out companies etc.</li> <li>▪ May involve negotiating projects and programmes of work with clients and manage marketing activities, liaising with client's senior management.</li> <li>▪ May involve overall responsibility for a broad specialism or major activity.</li> <li>▪ May attend and participate in or chair national or international conferences sessions and working groups, representing the University as a lead expert.</li> <li>▪ May participate in impact and public engagement activities.</li> <li>▪ Lead the development of new activities or manage significant processes in the running of an Enterprise activity, Enterprise Unit or major facility.</li> <li>▪ Contribute to business planning of Enterprise activities, e.g. within a team, Enterprise Unit or major facility.</li> </ul>	<ul style="list-style-type: none"> <li>▪ In addition to Levels 4 &amp; 5, able to negotiate effectively on behalf of the unit/faculty/university on key issues.</li> <li>▪ Able to develop and lead key communications strategies,</li> <li>▪ Able to represent the unit/faculty/university at national/international conference sessions or senior management meetings as a lead expert.</li> <li>▪ Able to develop significant new concepts and original ideas within their field in response to intractable issues of importance to the research or teaching area.</li> <li>▪ Lead the development of activities and manage significant processes in the running of the academic unit/research group/teaching programme/consultancy unit.</li> <li>▪ Contribute significantly to the development and running of the academic unit, for example in leading development activity on research or teaching assessment.</li> <li>▪ Contribute to the development and management of staff and resources.</li> <li>▪ Represent the University in the subject community externally.</li> <li>▪ May lead for the academic unit on the admissions process, marketing and recruitment, Quality Assurance, pastoral care, supervising the exam process etc.</li> <li>▪ May develop and manage staff and resources, in support of major research, education or consulting activities.</li> <li>▪ May represent the University/faculty/academic unit in the subject community externally.</li> <li>▪ May sit on a University-wide committee which is charged with a change making agenda.</li> <li>▪ Contribute significantly to the continuous development of academic colleagues across the wider faculty and/or University.</li> </ul>
RESEARCH	EDUCATION
<ul style="list-style-type: none"> <li>▪ Able to plan and shape the direction of an area of research/ teaching/ enterprise activity; Able to contribute to the development of teaching and/or research/enterprise policy.</li> <li>▪ Contribute to the development of research strategies in the academic unit.</li> <li>▪ Act as principal investigator on major externally funded projects, taking responsibility for defining original research objectives and questions.</li> <li>▪ Develop and oversee the application of innovative and creative methodologies and techniques appropriate to the type of research being pursued.</li> <li>▪ Disseminate and explain research findings through leading peer reviewed national and international publications, conferences and exhibitions.</li> <li>▪ Provide expert advice and subject leadership, including research supervision.</li> <li>▪ Develop and sustain major research activity of high reputation in the UK and internationally through original research work.</li> <li>▪ May lead research programmes and teams, setting up and managing the resources needed to deliver the plan. May lead major funding bids and research activity in an area of recognised excellence for the University.</li> <li>▪ May devise new research methods, developing an international reputation as a research leader in a major subject area.</li> <li>▪ Interpret findings from research projects and develop new insights, expanding, refining and testing hypotheses and ideas.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Able to plan and shape the direction of an area of research/ teaching/ enterprise activity</li> <li>▪ Able to contribute to the development of teaching and/or research/enterprise policy.</li> <li>▪ Contribute to the development of teaching and learning strategies, including research-led teaching.</li> <li>▪ Take responsibility for overseeing and developing fresh teaching and learning approaches and material, which create interest, understanding and enthusiasm amongst students.</li> <li>▪ Take responsibility for the quality of the design of courses and programmes, and promote the development of learning and teaching methods in the Academic Unit.</li> <li>▪ Design, develop and deliver a range of programmes and study, sometimes for entirely new courses at various levels.</li> <li>▪ Act as internal and external examiner for undergraduate and postgraduate students.</li> <li>▪ May act in senior roles within the academic unit or faculty to advance student academic development.</li> </ul>