Appendix 2 – Expectations of a Professor

A Professor is expected to exercise a special responsibility in providing academic leadership and in fostering excellence in research, teaching, professional activities. A Professor is also expected to lead development of the academic discipline within the University and the community.

Specific Duties

Specific duties required of a Professor may include:

- Provision of a continuing high level of a personal commitment to, and achievement in, a particular scholarly area;
- The conduct of research;
- Fostering the research of other groups and individuals within the department or other comparable organisational unit and within the discipline and related disciplines;
- Development of research policy;
- Supervision of research students and of postgraduate students engaged in course work;
- Making a distinguished, personal contribution to teaching at all levels;
- The conduct of tutorials, practical classes, demonstrations, workshops, student field excursions, clinical sessions, and studio sessions;
- The preparation and delivery of lectures and seminars;
- Consultation with students;
- Marking and assessment;
- Playing an active role in the maintenance of academic standards and in the development of educational policy and of curriculum areas within the discipline;
- Development of policy and involvement in administrative matters within the department or other comparable organisational unit and the University;
- Participation in and provision of leadership in community affairs, particularly those related to the discipline, in professional, commercial, and industrial sectors where appropriate.

The expectations of a Professor include the following:

1. Professors are expected to provide guidance and assistance to more junior staff in developing their capacity for teaching and research. Many Professors will secure substantial grants which cover teams including junior staff while others will carry on research at lower cost and/or at a more individual level. In many disciplines, provision of an environment for post-graduate students is dependent upon the ability of the Professor to attract external funds. In all cases, the Professor is expected to foster the research of other groups and individuals within the Department, within the discipline and within related disciplines. They should introduce research students and colleagues to useful networks inside and outside the University. Professors will also normally be required to carry a teaching load and be involved in at least some of the large classes and in teaching of both undergraduate and postgraduate students.

2. It is expected that a Professor will seek continuing improvement in academic standards rather than merely maintaining them, and make a distinguished contribution to teaching in the faculty and University. A Professor will be expected to provide leadership in curriculum development, design of courses, and innovations in the delivery of teaching in the discipline. Professors should be role models in their relationships with students and with general staff at all levels. They should be accessible in the Department and should take part in the community life of the University, including ceremonies where degrees are awarded to students of the department and to persons honoured by the University. They should foster collegiality and the highest ethical standards.

3. Professors are expected to participate in the appropriate national and international organisations of their discipline or profession. In most fields, such international involvement and standing should be clearly evident. It is expected that a Professor will serve on expert committees, be willing to
participate in reviews and to work at a national and international level.

4. Professors have a responsibility to advance the reputation of the University in the community locally, nationally and internationally. That reputation will be enhanced by excellent research and good teaching, the receipt of awards and participation in major conferences. Further involvement will include giving talks to community groups, visiting schools and taking a constructive and informed part in debate on matters of concern to the community.

5. Professors should be willing to contribute to policy formation and management of their department, their faculty and the University (through Senate), and should play a constructive role in appointment, continuation, promotion and professional development processes for academic and general staff.

Leadership
The expectations of a Professor rest primarily on the nature of academic and professional leadership appropriate for a major international research university. Professors must always be distinguished academically in an international environment and are expected to maintain that distinction. While some may confine their leadership largely within their strict academic discipline (as shown, for example, by providing a focus and inspiration for research and teaching in their area of expertise), it is unlikely to be fulfilled simply by continuing to pursue their own work in isolation from others, as this does not denote leadership.

Leadership can take several forms:

- Leadership of a group of individuals in research centred on the Professor and broader research leadership developing the research talents of other academics;
- Leadership of staff members involved in developing undergraduate or postgraduate teaching;
- Leadership in providing overall management of particular functions in a department, such as co-ordination of a department's research or undergraduate teaching activities;
- Leadership in an academic field as evidenced by publications in outstanding journals, authorship of books, monographs and artistic works, invited papers and presentations at international conferences and by the organisation of such conferences;
- Leadership in management, particularly in assisting individuals and/or groups to channel and focus their efforts;
- Leadership in the community beyond the University, particularly in professional organisations and institutions and in industrial and/or government and business activities.

Relationship with Head of Department
It is generally preferable that Heads of Department be Professors. There are three main reasons for this preference. First, Professors generally have greater standing in their discipline outside the Department than do non-professorial Heads. Second, it is usually easier for a professorial Head of Department to deal with 'difficult' Professors than for a non-professorial Head. Third, those who are not of professorial rank should be given every opportunity to establish their academic and research standing without being unduly encumbered by a large management load at a critical stage in their careers.

Therefore Professors should accept a term as Head or Deputy Head of Department and be responsible for departmental duties including attending faculty meetings and serving as course advisers and on committees dealing with student matters.

The Head of Department has the authority to delegate to a Professor, or to other staff members, such duties as those above and to allocate other administrative tasks and teaching loads.

The Professor has a role in providing advice when it is sought by the Head and giving the Head access to his or her contacts in the University system when those contacts could be useful in solving problems.