The Role of a Director of Teaching

*Please note – this is not a policy document:* For up-to-date information on policy, always refer to the Learning & Teaching website ([https://www.st-andrews.ac.uk/staff/teaching/](https://www.st-andrews.ac.uk/staff/teaching/)). This is an informal guide for DoTs, to be circulated by e-mail and hard copy to new and current DoTs. It is not for formal publication.

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Role

The Head of School (HoS) has ultimate responsibility to the Senior Management of the University for the School’s activities. Nevertheless, the University expects the HoS to delegate some responsibilities to colleagues. Specifically, the HoS is encouraged to delegate to “Directors” to oversee teaching, research, and postgraduate students. The University requires the HoS to appoint one Director of Teaching (DoT) for each School, and at present there is no University-wide policy on the term of this office. Some larger Schools may also devolve parts of the DoT role to deputies, but the University will only interact officially with the principal DoT in case of any delegated roles.

The DoT has a key role promoting and being involved in the quality enhancement of learning and teaching for all undergraduate and postgraduate-taught programmes in the School. In many Schools, the totality of the responsibilities outlined in this document may be assigned to the DoT. This is not uniformly the case however, and the HoS should therefore identify where other individuals or School officers handle some of these responsibilities in place of the DoT. For example, in some Schools the DoT and Examinations Officer may in fact be the same individual, even though the roles have quite distinct lines of external liaison. The Directors of Teaching are supported and advised by the Proctor, Deans and Associate Deans who are always available for consultation.

Responsibilities

The Director of Teaching:

- Is responsible for the effective delivery of teaching in the School.
- Must be up to date with all University policies with respect to learning and teaching with responsibility for the correct implementation of these policies at School level.
- Represents the School at University level with respect to Learning and Teaching matters.
Proctor’s Office

- Is ultimately responsible for all assessment and examination processes including those examination and assessment processes within postgraduate taught (PGT) programmes in the School.
- Is normally a member of the School Management Group.
- Represents the School on the Learning and Teaching Committee (LTC), with responsibility for communicating LTC issues and decisions to the School, and for responding to LTC communications on behalf of the School.
- Liaises directly with the Proctor and the relevant Dean on matters associated with learning and teaching.
- Convenes School Teaching Committee(s) to develop policy, and monitor the practice of teaching within the School.
- Promotes Quality Enhancement of Learning and Teaching within the School, often including interactions with CAPOD staff.
- Writes the School Reflective Analysis and Annual Academic Monitoring report and attends meetings as required by the Academic monitoring process.
- Maintains Key Information Set data to ensure it is correct and up to date.
- Convenes the Special Circumstances Board when required.
- Ensures all publications about the School with respect to learning and teaching (prospectus, course catalogue, etc.) are up to date and accurate.

The responsibilities of the Director of Teaching are not confined to the list above and the purpose of the following guidance is to define the remit further.

**Learning and Teaching Committee (LTC)**

The LTC, chaired by the Proctor, normally meets two to three times a semester. Papers are sent out in advance and the DoT is responsible for ensuring that there is wide consultation within the School so that the DoT can represent the School’s views.

Information on LTC can be found on the dedicated website:
https://www.st-andrews.ac.uk/staff/teaching/committees/ltc/
Proctor’s Office

DoTs should attend all LTC meetings and LTC Fora. If you are unable to attend, then you are required to send a deputy and notify the Clerk of LTC in advance of their attendance at the meeting they are deputising on your behalf.

In reviewing LTC papers, it is important to differentiate between existing policy, new policy being ratified, and discussions of policy in development that may or may not be applied in the future. DoTs are also encouraged to be actively involved in LTC through contributions to working groups, suggesting new ventures, and putting proposals to LTC.

DoT Lunches

Every few months, the Proctor hosts a lunchtime meeting with the DoTs to discuss issues arising during the course of the semester. These are informal affairs (there is no agenda and no minutes are taken) and seek to be informative and promote collaboration on learning and teaching matters. A list of topics for discussion may be circulated in advance, but DoTs can raise any issue without prior notification. The discussions are an opportunity to seek or give clarification on various issues.

Teaching Strategy

The DoT is responsible for developing and producing the learning and teaching element of the strategy document produced by the School for the annual strategic planning meetings.

The process of writing this paper should be a reflective review of the internal and external environment of the School and should relate to how the School wishes to develop teaching in the future given the constraints detailed in the review. The development of a strategy can provide clarity of direction for the School, and should be an annual review of where the School is with respect to teaching strategy.
Annual Monitoring process

Information on Academic Monitoring can be found here:
https://www.st-andrews.ac.uk/staff/teaching/monitoring/

The DoT submits the Annual Academic Monitoring (AAM) report by mid-August. The Administrative Officer (Quality) will email DoTs the necessary guidance and documentation in April. Schools participate in an AAM dialogue at least once every three years with a subset of the Academic Monitoring Group. Themes and positive practice arising from the dialogues will be shared at LTC.

There is also a cycle of University-led reviews of learning and teaching, which each School participates in every six years. Efforts are made to liaise with Schools to discuss professional statutory body accreditation if required to ensure no duplication of effort.

Allocation of teaching duties to staff

Your School should have a workload model which will have a component associated with teaching and administrating duties. The DoT is often responsible for coordinating the Teaching data contributing to the workload model. Normally allocation of teaching duties is performed by the Head of School with the support of the Director of Teaching. All external people assessing at Honours level who are not already on the exam board must be appointed onto the exam board by the Head of School.

Whilst postgraduates or postdocs can teach (as tutors or demonstrators) in Sub-Honours and occasionally Honours modules, postgraduates or postdocs cannot be Module Coordinators. Rarely, PGs or Post-docs can teach as lecturers, but only with special permission and for good reason at Honours. They should attend formal training delivered by CAPOD and the School should offer appropriate training, and support through the period of teaching.
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**Curriculum Matters**

Information on Curriculum can be found on the dedicated webpage:

[https://www.st-andrews.ac.uk/staff/teaching/curriculum/](https://www.st-andrews.ac.uk/staff/teaching/curriculum/)

The DoT is responsible for ensuring that all academic submissions go to CAG (Curriculum Approvals Group; and business case submission goes to the Principal’s Office where needed for PGT and collaborative programmes) in adequate time for approval. CAG meetings are held six times per year and papers for inclusion are required two weeks before each meeting.

The relevant Associate Deans must be contacted prior to submission of proposal / amendment forms to advise on major changes to curriculum. They provide very useful comments on draft forms and assist with any curriculum change that is being considered. DoTs may be asked to attend and present to CAG as and when necessary.

The University Evening Degree Coordinator should also be involved in modules that are offered as part of Evening / Flexible Learning degrees. Interdisciplinary modules or programmes require approval from the relevant HoSs before submission to CAG.

DoTs must be mindful of the co-ordination of joint degrees with other schools/institutions with respect to curriculum changes which involves liaising with other DoTs during curriculum and timetable changes.

**Assessment Matters**

*NB. An Examinations Officer may already be appointed in your School to assist with these processes.*

Detailed information on examinations and assessment can also be found here:

[https://www.st-andrews.ac.uk/staff/teaching/examinations/](https://www.st-andrews.ac.uk/staff/teaching/examinations/)
Students with additional requirements

The DoT or Examinations Officer is responsible for liaising with Student Services and the University Examinations Officer with respect to students requiring additional facilities at examination time.

Further information from the Advice & Support Centre (The ASC) on Academic and Examination Arrangements and Adjustments can be found here:

https://www.st-andrews.ac.uk/students/advice/disabilities/academicandexamarrangements/

Module Boards

Each module is required to have a Module Board where the results of each module are considered. Module boards should consist of the module co-ordinator, the relevant External Examiner, and the signatory designated by the HoS. Schools can also include other staff such as members of the assessment team, Examinations Officers, and DoTs in these meetings if they so wish.

Please see Assessment Policies and Procedures for details on conducting module boards:

https://www.st-andrews.ac.uk/media/teaching-and-learning/policies/APP.pdf

External Examiners

External examination is an important aspect of quality assurance and enhancement, and ensures the quality and standards of awards, the standards of student performance, and the validity of assessment procedures.

The Head of School is responsible for the appointment of External Examiners, but will usually liaise with the DoT. External examiners normally have an appointment period of four years, and nomination forms, together with a one-page CV, are submitted to
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Registry at least one month before the appointment of an External Examiner is due to start. The DoT often is responsible for reading and writing responses to the External Examiner’s reports.

The university has a specific policy for the appointment and conduct of external examiners which can be found here: https://www.st-andrews.ac.uk/media/teaching-and-learning/policies/external_examining.pdf

S-coding

The S-coding policy (a system for taking special circumstances into account for Honours modules) is available as part of the Assessment Policies and Procedures policy: https://www.st-andrews.ac.uk/media/teaching-and-learning/policies/APP.pdf.

DoTs should be familiar with the current policy with respect to S-coding, and they are responsible for establishing a small S-code committee of relevant office holders for confidential discussion of cases relating to S-coding prior to the module board. Student Services cannot offer S-coding to students and the student must submit the request directly to the School. S-coding requests will not be considered unless the student submits their request directly to the HoS or their nominated delegate.

Retrospective S-coding can only be given under very exceptional circumstances, and requires compelling and substantial reasons for not previously disclosing an issue at the time it occurred. Schools can advise the Dean of the relevant faculty on retrospective S-coding, but it is the Dean who makes the final decision.

Module Grades and Grade Reporting

The DoT and Examinations Officer are to ensure ratios for all assessment and mark-to-grade mappings for all modules are correct on MMS such as default ratios/mappings across the School, and/or any exceptions. Please note that ratios and mappings cannot be redone easily
if incorrect. It is also of key importance that the DoT and Examinations Officer are also up to date on the process of Honours degree classification.

It is important to ensure use of comments box on MMS system for the award of grades that are non-standard, providing an explanation as to why a grade has been awarded in this manner. Each School also has to have ‘authorised signatories’, such as the Director of Teaching and/or the Examinations Officer, who are responsible for the final sign-off of the examination results and any special letter reporting grades.

Any grades which miss the annually published reporting deadlines need a ‘late reporting’ letter from DoT or Exams Officer to the relevant Dean. This letter cannot be issued by the module co-ordinator, and MMS is used to generate these letters. There is no alteration of grades once a fail has been reported as ‘fail with no right to reassessment’. Module Boards should therefore scrutinize grades just below 4 and decide if there is a case for adjustment before reporting. If an appeal against grades less than 4 is upheld, a grade of O D should be issued.

**Deferred Assessment**

The School will determine the deadline for completion of deferred assessments, and must make the arrangements for these in consultation with the relevant officers (e.g., if examination based, with the University Examinations Officer in Registry). For work due during normal semester time, this will not extend beyond the academic year within which the work or examination was due to be completed.

Alternative/deferred examinations for students who were unable to take an examination at the normal time may be scheduled within the same diet if possible. If this cannot be accommodated, then the examination becomes a deferred examination and must be taken at the next resit or full examination diet.
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Where required schools should ensure they have alternative exam papers to allow for this. Deferred assessments will be the same format and length as the original scheduled assessments. This is in contrast to reassessment, where assessments will differ according to the requirements outlined in the corresponding assessment pattern.

**Entry to Honours and Requests for Review**

The policy on Entry to Honours outlines the conditions under which students progress into an Honours programme at the University. This can either be automatically following the satisfaction of the published criteria, or through qualified entry based on the grades achieved at a University-administered Honours Entry examination. It is important that students in sub-honours are aware of these criteria, and the Entry to Honours criteria should be clear in School documentation and School booklets.

The Entry to Honours policy can be found here:

https://www.st-andrews.ac.uk/media/teaching-and-learning/policies/honsentry.pdf

Further to this, students who fail to meet the requirements for Entry to Honours and refused entry to their chosen degree programme are eligible to request a review of this decision on certain grounds as set out in the Policy on Requests for Review of Decision for Entry to Honours:

https://www.st-andrews.ac.uk/media/teaching-and-learning/policies/HonsReview.pdf

**Coordination of joint degrees with other schools/institutions with respect to degree outcomes**

DoTs will need to liaise with the DoTs in the student’s other corresponding School(s) when Joint Honours students should be taken to the Special Circumstances Board to consider their degree classifications.
Study abroad

All Schools must have a trained Study Abroad Coordinator (SAC) and they should attend an annual briefing session organised by Registry. Students must be on official study abroad visits with agreed partners to bring back credits to St Andrews. Students can also appeal grade conversions normally within five working days of their release. Appeals on individual assessments graded by the host institution must be submitted to the university they attended, and normally before leaving.

The Collaborations and Study Abroad Team have a specific webpage for staff to consult (requires university log-in): https://www.st-andrews.ac.uk/studyabroad/staff/

Graduation

It is expected that Directors of Teaching attend the graduation ceremonies of their graduands and encourage as many of the academic staff in their School to also attend. Graduation is the pinnacle of the student experience and the opportunity for a final farewell for students and teachers alike. Students expect to see their favourite staff on the stage and parents expect the opportunity to be able to thank us for our work. It is a very special day for our students and not to be missed.

Publications

With respect to publications, the DoT is responsible for:

- Responding to Course Catalogue proofing processes when contacted by the Publications Unit and ensuring significant changes are submitted to CAG prior to amendment of catalogues.
- Being aware of the Undergraduate and Postgraduate prospectus deadlines and liaising with the Admissions Officer within the School to ensure academic changes are included.
• Ensuring that local School handbooks should not include or contradict core policy in the main University Handbook. DoTs will be contacted in the spring to provide the suggested information to be included in local handbooks.

• Ensuring no errors or inconsistencies of information occur in any handbook or on the webpages.

• Programme Specifications – these are public online documents which define each of the degree programmes in the University. Registry staff will ask for details or updates as appropriate.

• Ensuring that all Key Information Sets (KIS) data is accurate and up to date for the modules taught within the School.

• Any changes to the Programme Requirements, as specified in the Course Catalogues, require CAG approval prior to implementation.

Further information from the Publications team can be found at:

https://www.st-andrews.ac.uk/printanddesign/publications/

Student Matters

Student Services

All of the resources at the Advice and Support Centre (ASC) are available to students at the University. The ASC is able to help students with anything ranging from financial and international advice, managing ongoing disability, academic problems, or anything else involving personal matters or mental health issues. In the first instance, all students coming to The ASC will have an initial appointment with a Student Advisor, who will assess the student’s needs and make appropriate arrangements for support.

The support can take the form of regular meetings with a Student Advisor, referral to a member of counselling staff, one of the specialist advisors, or a referral to an external agency. The support offered at The ASC is wherever possible bespoke and Student Advisors will work with the individual student to design a support structure that suits their needs. The
Proctor’s Office

ASC also offer assistance to faculty members seeking advice on handling student welfare, and will make contact with any student if a member of staff or DoT has concerns about the wellbeing or academic progress of a student.

Further information on Student Services can be found here:
https://www.st-andrews.ac.uk/studentservices/

We would also recommend consulting the Advice and Support pages for further information on the services they provide:
https://www.st-andrews.ac.uk/students/advice/

Students in distress and extenuating circumstances

DoTs are often a port of call for students in distress having been referred by the student’s Adviser of Studies or their Module Coordinator. Many students have real and genuine problems that need addressing and DoTs have the support of Student Services with respect to personal and medical issues, and the Registry Officer (Student Support) who can escalate issues to the relevant Associate Dean for your Faculty when such issues significantly affect a student’s ability to study.

DoTs are often asked to adjudicate in situations of requests for extensions or exemptions for assessment or attendance. The Policy on Student Absence is also useful here as is, in some cases, a telephone conversation with Student Services, the relevant Associate Dean, or the Dean:

The University’s webpage on advice and support is also useful to consult in these situations:
https://www.st-andrews.ac.uk/students/advice/

Academic Alerts

The Academic Alert system is a mechanism for alerting students to deficiencies in engagement with their studies, directing students to sources of help and advice, as well
Proctor’s Office

as providing students with a way of warning students of the penalties for lack of engagement.

The DoT should ensure that all Module Coordinators are aware of the Academic Alert policy and use the system productively. The DoT would not normally be responsible for the issue of an Academic Alert but will have access to the MMS system for all modules in the School and be able to access and appraise a student’s Academic Alert record.

The Academic Alerts policy is available here:
https://www.st-andrews.ac.uk/media/teaching-and-learning/policies/Academic%20Alerts.pdf

School Presidents and Staff-Student Consultative Committees (SSCC)

The School President is elected by the student body and is responsible for the management of your class reps, communication with the student body, representation of the student body, Chair of the Student Staff Consultative Committee (SSCC), and attending School President forums. They may have some social responsibilities in your School depending on the activity level of the student society.

Any undergraduate student at Honours level can run to be President of their School. A student taking Joint Honours is eligible to run for either School. The Student Staff Consultative Committees should run in your school once or twice a semester and may be split to deal with Honours and Sub-Honours issues separately or the larger modules may have individual SSCCs. As DoT you will need to establish a good working dialogue with the School President and hopefully much of the organisational and communication work to do with the School’s students can be facilitated by the School President.

Information on School Presidents and their remit can be found here: https://www.st-andrews.ac.uk/staff/teaching/engagement/presidents/

Information on Student Staff Consultative Committees (SSCC) and their remit can be found here: https://www.st-andrews.ac.uk/staff/teaching/engagement/committees/
**Appeals and complaints**

Appeals and Complaints are dealt with under two separate policies:

- Policy on Student Academic Appeals:
  - [https://www.st-andrews.ac.uk/students/rules/appeals/policy/](https://www.st-andrews.ac.uk/students/rules/appeals/policy/)
- The University Complaints Handling Procedure:
  - [https://www.st-andrews.ac.uk/administration/complaints/](https://www.st-andrews.ac.uk/administration/complaints/)

DoTs must be completely familiar with both processes and advise students contemplating using them. Schools must record complaints and so it is important to follow the process when a complaint is received. It is worth noting that matters taken to the SSCC for resolution, issues raised through survey responses, or through the School President, when raised for the first time are not ‘complaints’ but rather represent ‘first line requests for a service.’ These do not need to be recorded, particularly once resolved.

DoTs must ensure that responses to requests for information with respect to Appeals or Complaints are always given high priority and met within tight deadlines. Appeals and/or Complaints can be upheld simply because the issue was not dealt with within the deadlines set out by the policies. If invited to attend a Senate Appeals panel, the DoT (like HoS) must attend in person; they must not delegate this to someone else.

**Good Academic Practice**

All work submitted by students is expected to represent good academic practice. The University recognises it has an obligation to students to make clear to them what constitutes academic misconduct.

The policy can be found at the following link:

[https://www.st-andrews.ac.uk/media/teaching-and-learning/policies/GAP.pdf](https://www.st-andrews.ac.uk/media/teaching-and-learning/policies/GAP.pdf)

It is an expectation that DoTs will also be familiar with the current policy with respect to Good Academic Practice and must deal with misconduct issues confidentially and on a ‘need-to-know’ basis in conjunction with a nominated Academic Misconduct
Proctor’s Office

Officer (AMO) whose role it is to implement the policy on behalf of the DoT. The AMO cannot be the same individual as the DoT. Information on the AMOs remit can be found here: https://www.st-andrews.ac.uk/media/restricted/tlac/documents/AMO%20Remit.pdf

The policy is supported by further supplementary and guidance documentation on the L&T Policies and Regulations webpage, by following the below link, and following the links under the Good Academic Practice policy link: https://www.st-andrews.ac.uk/staff/teaching/strategypolicy/policy/#G

CAPOD and the Associate Deans also provide briefing and training sessions on the Good Academic Practice policy that all AMOs must attend.

**General degree students**

General degree students often fall between the cracks in terms of advice, guidance and coherent study plans. It is therefore a good idea to delegate the responsibility for General degree students in your School to an experienced Adviser of Studies.

**Visiting students**

Students visiting from abroad are often unique in the challenges they present sometimes requiring unusual combinations of modules and/or having come from institutions with very different learning and teaching environments. In such cases the Adviser of Studies may refer to the Director of Teaching for advice. Again allocating these students to an experienced Adviser of Studies is helpful.

**Disability**

The DoT of should be current with respect to Disability legislation and students with special requirements such as extra time and specific support with study plans. Each School must also have a School Disability Officer who liaises with Student Services and supports students with a disability.
Proctor’s Office

Information on supporting disabilities, including relevant information on current legislation can be found here: https://www.st-andrews.ac.uk/staff/studentadmin/disabilities/

Library provision and liaison

Each School does have a Library representative and the Library has Academic Liaison Officers, however the DoT should be active in ensuring that there is sufficient teaching provision for the undergraduate and postgraduate students by working with the above people.

Information on Library Academic Liaison can be found at: https://www.st-andrews.ac.uk/library/contact/academicliaison/

Centre for Academic, Professional, and Organisational Development (CAPOD)

CAPOD provides a range of opportunities to support personal, professional, and academic development for both staff and students. For students CAPOD provide programmes such as MSkills, GRADskills, and the Professional Skills Curriculum; courses and workshops; and resources to help develop and improve academic and study skills.

More information on CAPOD can be found at the following webpage: https://www.st-andrews.ac.uk/capod/

Where to find the answers…

As outlined in this document, there are several sources of support to assist you in engaging in your responsibilities as DoT.

- **Learning and Teaching Webpages/Policies/Regulations**: A great starting point are the Learning and Teaching (L&T) webpages which outline all current policies, and also priorities going forwards for the year ahead. It is also important to familiarise yourself with the various learning and teaching policies, as well as the Senate Regulations. Further to this, speaking to other DoTs is also helpful, and therefore participation in the DoT lunches, LTC, and related fora is very beneficial.
Proctor’s Office

- L&T webpages can be found here:
  https://www.st-andrews.ac.uk/staff/teaching/
- L&T policies can be found here:
  https://www.st-andrews.ac.uk/staff/teaching/strategypolicy/policy/
- Senate Regulations for Undergraduates:
  https://www.st-andrews.ac.uk/students/rules/ugsenateregulations/
- Senate Regulations for Postgraduates:
  https://www.st-andrews.ac.uk/pgstudents/rules/pgsenateregulations/

- **Proctor’s Office**: A great deal of your interactions with regards to learning and teaching will be with the Proctor’s Office. There are several sources of academic and professional support available to you, especially with regards to the application of academic policy:
  - The Proctor
  - Deans,
  - Associate Deans
  - Executive Officer to the Proctor; Academic Policy Officers; Administrative Officer to the Proctor

- **Registry**: Registry supports Schools, students, senior management, and external stakeholders through its responsibility for student administration from application to graduation. It is made up of several teams that look after all the various aspects of student administration, clustered into thematic portfolios:
  - Registry Student Journey
  - Curriculum, Partnerships, and Student Transitions
  - Compliance and Scholarships
  - Systems, Data, and Records Management
You will therefore have various interactions with Registry during your time as DoT, be it from working with them on curriculum approvals, organising examinations and ensuring the associated module reporting, and managing students who have changes in their circumstances. More information on Registry can be found on their webpages: https://www.st-andrews.ac.uk/registry/
• **Student Services/CAPOD**: As already detailed earlier under Student Matters in this guide, both Student Services and CAPOD provide excellent sources of advice and support, and should also be consulted where relevant.
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<th>Role</th>
<th>Person</th>
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<tbody>
<tr>
<td>Senior Vice-Principal (Proctor)</td>
<td>Professor Clare Peddie (proctor@)</td>
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<tr>
<td>Dean of Arts and Divinity</td>
<td>Professor Frank Lorenz Muller (deanarts@)</td>
</tr>
<tr>
<td>Dean of Science</td>
<td>Dr Jon Issberner/Dr Graham Kirby (deansci@)</td>
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<tr>
<td>Associate Dean Education (Arts &amp; Divinity)</td>
<td>Dr Ian Smith (assocdeanarts-education@)</td>
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<td>Associate Dean Education (Science)</td>
<td>To be Confirmed (assocdeansci-education@)</td>
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<td>Associate Dean Student (Arts &amp; Divinity)</td>
<td>Dr Stephen Tyre (assocdeanarts-students@)</td>
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<td>Pro Dean Curriculum (Arts &amp; Divinity)</td>
<td>Dr David Evans (prodeanarts-curr@)</td>
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<td>Pro Dean Curriculum (Science)</td>
<td>Dr Sharon Leahy (prodeansci-curr@)</td>
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<td>Pro Dean (PGT/PGR)</td>
<td>Dr Sibylle Scheipers (prodean-pgr@)</td>
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<td>Academic Policy Officer (UG &amp; PGT)</td>
<td>Dr Kevin McNamara (aig3@)</td>
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<td>Academic Policy Officer (Quality)</td>
<td>Rosalind Campbell (rc42@)</td>
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<td>Academic Policy Officer (PGR)</td>
<td>Emmy Feamster (ef54@)</td>
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<td>Academic Policy Officer (Projects)</td>
<td>Meaghan Hardie (mh259@)</td>
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<tr>
<td>Provost</td>
<td>Dr Monique MacKenzie (provost@)</td>
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<tr>
<td>Director of the Graduate School</td>
<td>Dr Monique MacKenzie (dirgs@)</td>
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<tr>
<td>Assistant Director of the Graduate School</td>
<td>Dr Emma Bond (efb@)</td>
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<tr>
<td>Graduate School Manager</td>
<td>Brett Dodgson (bsd3@)</td>
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<tr>
<td>Director of Education</td>
<td>Amy Bretherton (doed@)</td>
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<tr>
<td>PG Convenor (Academic)</td>
<td>Emma Whitefield (pgconvenor@)</td>
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<td>Head of Student Development (CAPOD)</td>
<td>Cat Wilson (cmw9@)</td>
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<td>Student Developer (CAPOD)</td>
<td>Dr Eilidh Harris (ep28@)</td>
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<tr>
<td>Academic Registrar</td>
<td>Marie-Noel Earley (registrar@)</td>
</tr>
<tr>
<td>Life &amp; Wellbeing Advisors (Student Services)</td>
<td>support.advice@</td>
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<tr>
<td>International Student Adviser (Student Services)</td>
<td>Jacky Lawson (advent@)</td>
</tr>
<tr>
<td>PG Support Adviser (Student Services)</td>
<td>Dr Sarah Whittle (skw20@)</td>
</tr>
<tr>
<td>Registry Officer (Student Support)</td>
<td>To be Confirmed (reg-support@)</td>
</tr>
<tr>
<td>UG Admissions (Pre application)</td>
<td>admissions@</td>
</tr>
<tr>
<td>UG Admissions (Post application)</td>
<td>myapplication@</td>
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<tr>
<td>PG Admissions (Pre application)</td>
<td>pgreruitment@</td>
</tr>
<tr>
<td>PG Admissions (Post application)</td>
<td>pgr.application@</td>
</tr>
<tr>
<td>Registry Student Journey Manager (Matriculation to Graduation)</td>
<td>Dr Kostas Zafeiris (kz1@)</td>
</tr>
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# A year in the life of a DoT

<table>
<thead>
<tr>
<th>Month</th>
<th>Activity</th>
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<tbody>
<tr>
<td>August</td>
<td>Approve all school and module booklets</td>
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<td></td>
<td>Deadline for return of all modules availability to Publications</td>
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<td></td>
<td>Fix module budgets</td>
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<td>Fix teaching committee dates (useful to look at LTC dates)</td>
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<td>Double check all staff available</td>
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<td>Check all is organised for Orientation week</td>
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<td>September</td>
<td>Orientation</td>
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<td>DoT start of year briefing</td>
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<td>Fix dates of SSCC with the School president</td>
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<td>AAM Dialogue with selected Schools</td>
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<td>October</td>
<td>First LTC</td>
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<td>First DoT lunch</td>
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<td>Start to prepare exam papers</td>
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<td>Undergraduate Prospectus – Academic changes to Admission officers</td>
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<td>L&amp;T Dissemination Event</td>
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<td>November</td>
<td>DoT lunch</td>
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<td>Academic Forum</td>
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<td>LTC</td>
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<td>Send examination papers to Exams Officer</td>
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<td>December</td>
<td>DoT Lunch</td>
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<td></td>
<td>Exam diet and alternative assessments</td>
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<tr>
<td>Month</td>
<td>Events</td>
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<tr>
<td>January</td>
<td>Special circumstances board&lt;br&gt;Module boards&lt;br&gt;Reporting of grades&lt;br&gt;Undergraduate Course Catalogue proofing process begins&lt;br&gt;Postgraduate prospectus academic changes to Directors of Postgraduate Studies&lt;br&gt;Semester 2 Module booklets&lt;br&gt;LTC Away Day</td>
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<tr>
<td>February</td>
<td>Teaching starts&lt;br&gt;LTC&lt;br&gt;DoT Lunch</td>
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<td>March</td>
<td>Preparation and submission of exam papers to University exams office&lt;br&gt;DoT Lunch</td>
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<tr>
<td>April</td>
<td>Ensure all research leave for next academic year is covered&lt;br&gt;Finalise UG catalogue material for pre-advising&lt;br&gt;Pre-advising period&lt;br&gt;LTC&lt;br&gt;Teaching Excellence Awards Ceremony</td>
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<tr>
<td>May</td>
<td>Exam diet&lt;br&gt;LTC&lt;br&gt;Good Practice Exchange&lt;br&gt;Special circumstances board&lt;br&gt;Module boards&lt;br&gt;Grade reporting&lt;br&gt;School classification board&lt;br&gt;Submit Academic Monitoring Report</td>
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<tr>
<td>Month</td>
<td>Tasks</td>
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| June  | Graduation  
        Fix module organizers for next year  
        Advisers of study for next year  
        Decide and inform students about entry to Honours  
        Manage appeals  
        Confirmation from Schools to University Examinations Officer for resit diet candidates |
| July  | Resit exam preparations and submission of papers  
        Final data check of all module availabilities  
        Receive and respond to External examiners reports  
        Timetabling  
        Reading lists for next semester to Library AND RELAX! |