

STAGE 6 An expert EAP teacher	
<p>1. At this stage you may have some of these characteristics</p> <ul style="list-style-type: none"> • <i>Have overall managerial responsibilities</i> • <i>Be a curriculum leader, accountable to stakeholders</i> • <i>Be able to justify, demonstrate and explain to others the full range of skills in the BALEAP competency framework available at www.baleap.org.uk/teap/index.aspx</i> • <i>Be able to use this framework as a basis for recruiting and developing staff</i> • <i>Be required to be academically active, i.e. publish materials or research</i> 	
<p>2. You may have some of these needs</p> <ul style="list-style-type: none"> • <i>to prepare and support a department through inspection or validation (internal and external)</i> • <i>to liaise and negotiate with a wide range of sectors and stakeholders (university departments, agents, students)</i> 	
<p>3. Understanding and skills you need to develop</p> <ul style="list-style-type: none"> • <i>A comprehensive understanding of syllabus design, assessment frameworks and procedures, especially within a university context</i> • <i>Advanced administrative and managerial skills</i> • <i>Ability to identify and co-ordinate appropriate resources, including staff, technology and finance, to best implement the curriculum</i> • <i>Research skills</i> 	
<p>4. How you progress at this stage</p> <ul style="list-style-type: none"> • <i>Visiting other institutions and networking</i> • <i>Participating in interdisciplinary CPD, including The Higher Education Academy www.heacademy.ac.uk/</i> • <i>Participating in academic working groups such as exam boards</i> • <i>Undertaking roles such as inspector, external examiner or external course reviewer</i> • <i>Submitting and reviewing research and materials for publication</i> 	

Positive signs of development at this stage	Ways in which you should be supported by your institution
<i>Aligning the department to academic norms Actively seeking improvement of the department</i>	<i>Support for attendance at course director level CPD and cross disciplinary working groups</i>
Things to beware of at this stage	Ways in which these can be tackled by your institution
<i>Complacency: tolerance of non EAP syllabus and materials, non-academic standards generally Poor administrative standards, e.g. failure to plan ahead, keep adequate records or set and keep to deadlines. Stressed staff who can't perform to their best because they are constantly 'putting out fires'</i>	<i>Inspection and validation Use of the existing QA systems to address these problems Appropriate delegation</i>