

# Academic Career Pathways Promotion Process

Monday 13<sup>th</sup> January 2025 - (11:00 - 12:30) on Teams

Wednesday 15<sup>th</sup> January 2025 - (13:00 - 14:30) on Teams

Friday 17<sup>th</sup> January 2025 - (11:00 – 12:30) on Teams

**Professor Andrew Westby – DVC Research and Knowledge Exchange**

**Professor Jenny Marie – PVC Education**

**Professor Derek Moore – PVC and Executive Dean FEHHS**

**People Directorate**

# Agenda

Welcome

Academic Promotions Process

Timeline

Panels

Criteria

CV and References

Questions

Demonstration of forms

Role of administrators – Faculty & People Directorate

# Academic Talent Management is key to the University Strategy 2030



# Our Values



## **Inclusive**

Always Inclusive and empowering - Being fair, supportive, aware, compassionate, polite, respectful, determined and ensuring all people are supported and celebrated.

## **Collaborative**

Embracing diverse collaboration to achieve innovation - Working together, being open-minded, listening and adapting, free-thinking, enterprising and seeking out new ideas together.

## **Impactful**

Outcomes focused – Making a difference, demonstrating our contribution, achieving goals for ourselves, others and the university community.

Activity	Timeline
<b>Academic promotion roadshows on Teams in January 2025</b>	13 <sup>th</sup> January 2025 @11:00 – 12:30 15 <sup>th</sup> January 2025 @13:00 - 13:30 17 <sup>th</sup> January 2025 @11:00 - 12.30
<b>Academic promotions – call for submissions</b>	20 <sup>th</sup> January 2025
<b>Application Deadline</b> <b>Academic promotions – application submitted to identified Faculty Administrator</b>	Friday 7 March 2025
<b>Academic promotion – local Faculty panel</b>	March - April 2025
<b>Academic promotion – Faculties submit information to the People Directorate</b>	April 2025
<b>Academic promotion – References sought for Associate Professor/Professor promotion submission</b>	April – 23 <sup>rd</sup> June 2025
<b>Academic promotion – University panel</b>	w/c 23rd June 2025
<b>Academic promotion – University panel decisions on submitted applications and notification communicated to applicants</b>	August 2025
<b>University wide promotions communication issued</b>	September 2025
<b>Common implementation date for all successful applicants for promotion</b>	1 September 2025

# FACULTY AND UNIVERSITY PANEL CONSTITUTION

## Faculty Promotions Panel

**Pro Vice-Chancellor (Chair)**

**Faculty Members:**

**Deputy/Associate Dean/s or nominee**

**Heads of Schools**

**Pro Vice-Chancellor from another Faculty (External)**

**People Executive Director nominee (SPBP)**

***Additional members as required (no fewer than three and no more than six) to ensure subject matter expertise and gender balance including representation of wider protected characteristics; it is recommended there should be one member at an early career stage on the panel.***

**Administrator:** Faculty nominated

## University Promotions Panel

**The Vice-Chancellor (Chair)**

**Deputy Vice-Chancellors**

**Pro Vice-Chancellors**

**One Professor from each Faculty – ensuring pathway expertise and diversity representation**

**External member:**

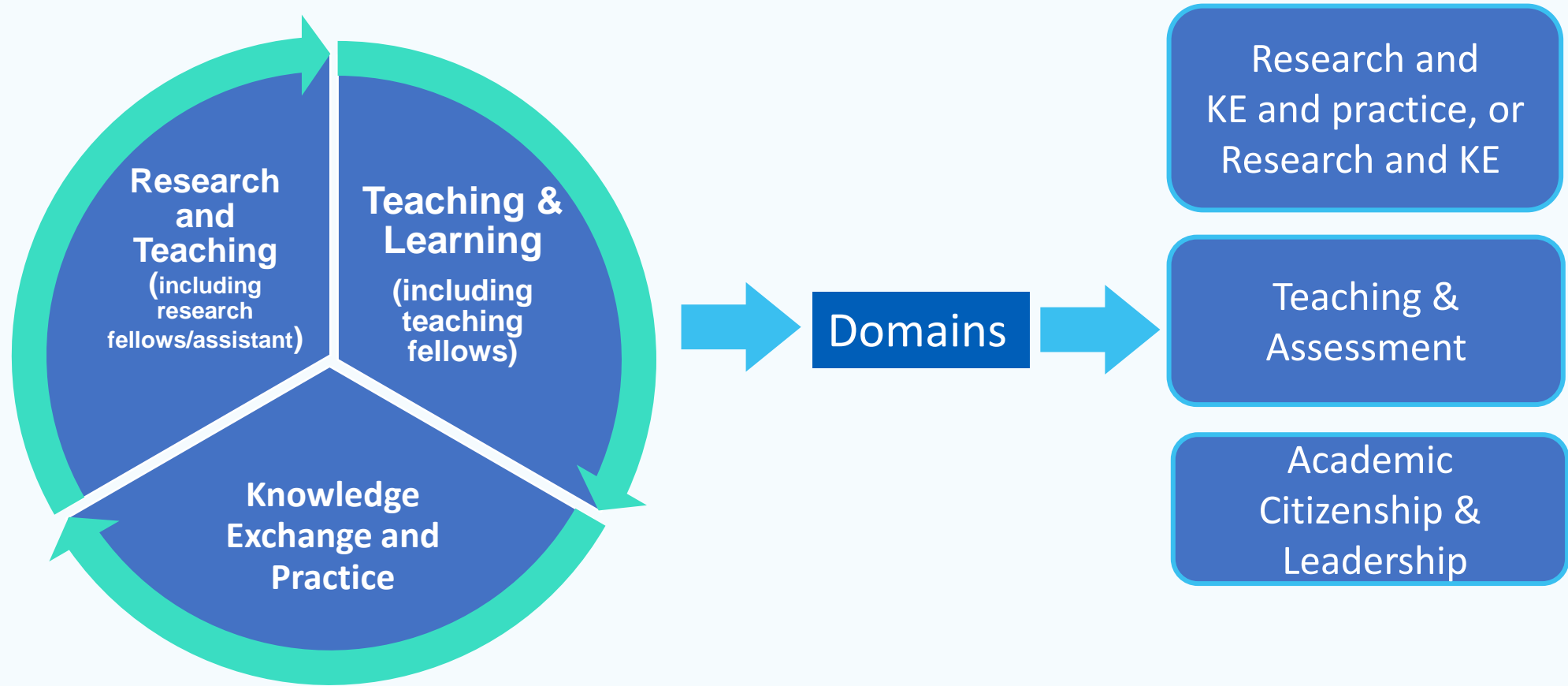
**People Executive Director (or nominee) or/and other staff to be co-opted as appropriate**

**Panel membership will need to reflect appropriate gender balance and wider protected characteristics, and internal members should be selected to ensure a broad discipline mix.**

**Administrator:** People Directorate staff members

# Career Pathways and Assessed Domains

Demonstration of excellence - applicants must demonstrate **sustained excellence** against **career** pathways



# Criteria- Principles

- Identifiable achievements and evidence of sustained impact. With increasing level of accomplishment for AC3-AC4-AC5.
- No university requirement for a PhD/Doctorate except on the research pathway
- HEA fellowships or equivalent
- Benchmarked according to subject (e.g. REF criteria)
- Parity of standards across the HE sector
- Some evidence of rising trajectory & some recognition of future potential – see [Greenwich Leadership Framework CARE Model](#)
- We will take into account personal circumstances (if this information is shared)



# Criteria – Relating to HEA

You must hold the expected level of HEA fellowship when applying:

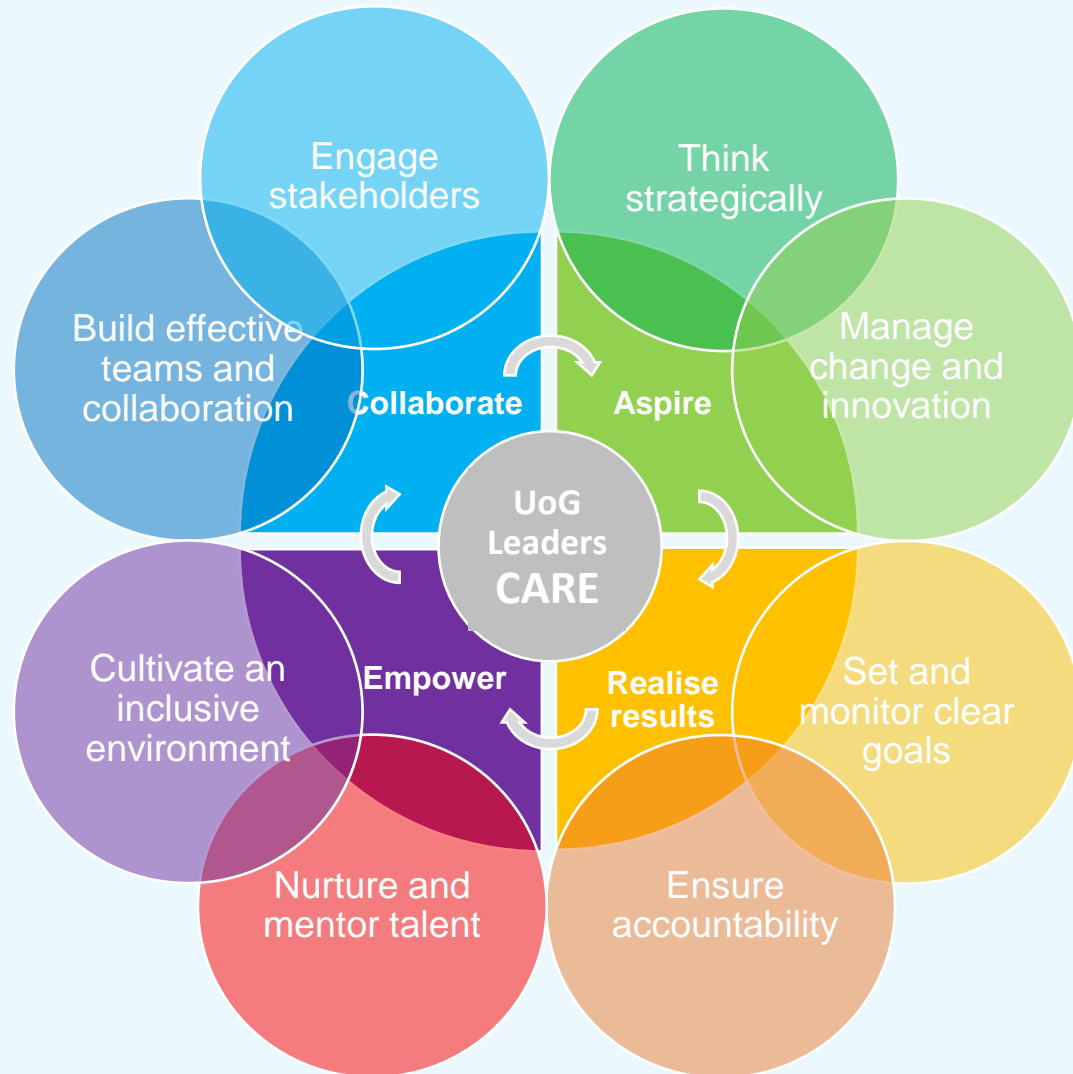
T&L pathway;

- Senior Lecturer/Senior Teaching Fellow - Fellow
- Associate Professor - Senior Fellow
- Professor - Senior Fellow or equivalent

Research or Knowledge Exchange and Practice;

- Associate Professor/Professor - Fellow

# Greenwich Leadership Framework: UoG Leaders CARE



## Greenwich Leadership Framework

The framework articulates 4 leadership pillars and 8 core competencies that characterise current and future leaders at the University of Greenwich.

# Application - Principles

- Are you ready? Be honest & factual, do not oversell or undersell
- Focus on impact. What difference has your work made to society. Qualify the “what” in terms of evidence i.e. spin-offs, income, policy, influence on pedagogy etc, avoid unsubstantiated personal opinions
- Address the criteria directly and specifically. In the main applications are judged on the overall body of significant and sustained evidence from your career at Greenwich
- If appropriate avoid lengthy narrative, if you address personal circumstances
- Ask a senior colleague to review it
- Submit application for promotion or alignment to faculty nominated administrator

# Application - Central Data

Central Research & Knowledge Exchange data provided to the panel on:

- Grants won/Income from: Knowledge Exchange activities and Research activities (2018/19-current) benchmarked against REF UoA income/FTE data.
- PGR completions (2018/19-current)
- No of 3\*+4\* ranked outputs (from GREAT Cycles), as attributable author and as co-author
- GALA outputs (2018/19-current)
- Number of outputs and citations in Scopus (2018/2019-current)

# What is Knowledge Exchange?

Knowledge Exchange, or Knowledge Transfer, is a key output of academic research.

It conveys how knowledge and ideas move between the knowledge source and the potential users of that knowledge. It may occur through the training of postgraduate researchers who subsequently apply that knowledge in the public or private sector, or through direct engagement between the academics and public/private sector via collaborative or contract research, or through the exploitation of intellectual property through the creation of start-up companies, or in many other ways.

The key common element is that information and expertise is exchanged with businesses, society and/or the economy.

The UK Research Councils have drawn up some [principles to encourage good practice in Knowledge Exchange](#).

# Examples of Research Evidence

- Publications in peer reviewed journals or other forms of outputs
- Measures of esteem such as editorships, citations, invitations to present at conferences, keynotes, invited lectures...
- Collaborative research with leading groups
- Research income particularly from prestigious sources (UKRI, Industry, EU...)
- Doctoral completions
- Research Leadership contribution at UoG or in the discipline, e.g. conference organisation, membership of committees...
- Evidence of your engagement/impact of your research e.g. on industry, society etc.

*The above are just possible examples*

# Examples of Teaching and Learning Evidence

- Impact on T, L and assessment outcomes: recruitment or, student outcomes data, NSS, PTES improvement, TEF outcomes
- Pedagogic outputs, research, published teaching resources, text books, grant income, invited keynote presentations
- Pedagogic impact- e.g. text book sales worldwide, invited to review national curriculum with professional body, prizes and awards
- University and sector roles in L&T- ensure that you provide evidence of outputs or esteem
- External roles e.g. with PSRB's, editorial work, roles or projects with professional or sector bodies, collaboration (home, EU and international)
- Esteem indicators - HEA (Fellow of the HEA for Lecturer and Teaching Fellow; Senior Fellow of the HEA for up to Ass Prof. T&L professor should also have evidence of impact on other teachers). National Teaching Fellowship, roles with QAA, HEA or equivalent (must be achieved or substantive evidence towards completion at the time of promotion. Pay increment is dependent upon certificate evidence) OFS and relevant professional bodies

*The above are just possible examples*

# Examples of evidence for Knowledge Exchange and Practice

- Impact on society as a consequence of knowledge exchange, enterprise, practice
- Outputs in Professional Journals, Policy reviews, Parliament/Government Reports, Patents...
- Measures of esteem such as commissioned reports, government advice, Parliamentary evidence, strategy documents, expert panel membership, media activity, expert witness...
- New products or services, new companies, spin outs, impact case studies...
- Practice based research expertise i.e. leading participatory research studies etc
- Consultancy or advisory role (paid or non-paid) for international national, third and governmental sectors
- Enterprise or Knowledge transfer income such as KTP, Innovate UK, industry, consultancy, government or EU, charities, social enterprise, investment funding...
- External training activities such as CPD, professional training, apprenticeships or other employer led training ...
- Internal or external leadership roles in enterprise or knowledge exchange or practice

*The above are just possible examples*



# What does good Teaching and Learning look like?

## **Example provided by Nadia Benbouzid promoted to Associate Professor in 2023/24 in GBS\***

I designed, developed and led 3 modules: Finance and Economics FINA1126 (Level 4, 680 students, 4 programmes, 5 TNEs, leading 11 colleagues) Financial Markets and Products FINA 1121 (Level 7, 74 students, 2 programmes, 2 TNE's, leading 4 colleagues) Investment Management FINA1007 (Level 6, 30 students).

My blended learning expertise and software/database proficiency (Bloomberg, Eikon, Orbis, Stata) enabled me to facilitate experiential learning, guiding students to apply theory to real world financial scenarios.

This resulted in inclusive and innovative teaching, with excellent retention and progression rates, Evasys 4-4.7 (2016-2023). FINA1126 module is part of the highest performing programme in the NSS (100% in 2023)(TA4,TA5), evidencing strong student satisfaction and experience.

As International Advisor to the Ecole Supérieure de Gestion et D'Economie Numerique Kolea ESGEN Algeria. I reviewed and redesigned programmes in Finance aligning them to the new Algerian Ministry of Higher Education regulation. I led change to adopt blended learning , delivery, improving student participation, fostering active collaboration in knowledge creation and improving student progression and experience.

*\*Example relates to individual, their context and should be considered with respect to the subject/discipline*



# What does good Research look like?

## Example provided Paul Gorczynski promoted to Associate Professor 2023/24 in FEHSS\*

My research addresses the development, implementation, and evaluation of the mental health promotion strategies within education, clinical practice, and elite sport. I have published (Orcid):

94 peer-reviewed articles (60 first/second author; 41 in Q1 and 17 in Q2 journals)

35 abstracts (28 first/second author)

19 book chapters (13 first/senior author)

3 articles for The Conversation, syndicated in The Independent, World Economic Forum and Yahoo News

8 Industry reports (Speedo, Health Foundation)

My writing has cited 5574 times (h-index 29, 10-index 57) with 4449 citations since 2019. On Google Scholar I am the 22<sup>nd</sup> highest cited researcher for the University of Greenwich....I have the 9<sup>th</sup> most publications globally in elite sport and mental health. Four publications were submitted to REF2021.

I have acquired and managed £1,211,174 of internal and external funding....

*\*see slide 16*



# What does good KE and Practice look like?

**Example provided by David Waterworth promoted to Associate Professor 2023/24 in FLAS\***

In 2019, I was awarded a 3-month residency at Serlachius Museums, Finland, to explore ideas of a wider, 'satellite' collection of objects and stories linking the museums to their stakeholder communities. Concurrently, my exhibition, 10-4 (2018) was included in Anglo-Finnish documentary 'Art as Problematic Waste' (Hyvärinen, Chapman, 2019) which has toured widely, including Turku, Finland (2019), The Nunnery, London (2022) and selected for the International Fine Art Film Festival, Santa Barbara (2021). Recently, my project, Not Necessarily in the Right Order (2023), investigating curatorial presentations of sound, received an enthusiastic full-page review in 'The Wire' (issue 471).

*\*see slide 16*

# Application Guidance – General Requirements

- Start with the general information about you
- Complete general expectations aligned to our values and behaviours. If applicable describe your contribution to university following your last promotion, and future developments.
- If necessary, add a section on personal circumstances which may have impeded your career evidence.
- Ensure Head of School or equivalent's report and recommendation section is completed and signed
- Ensure application is accompanied by an abridged CV (2 pages) and a full list of publications

*Applications submitted after the deadline **will not** be considered*

# Application Guidance – Assessment Criteria

Panels are looking to assess:

- The prioritisation of your best evidence which specifically addresses the criteria with proof of the most relevant elements.
- How your evidence demonstrates impact or sustained impact with demonstrable outcomes for the university.

*You should stay within the 500-word limit for each element.*

# Application – Supporting Documentation

- Include your career progression with dates
- **Separate** publications/outputs into: (make sure they are in GALA!)
  - Books/Monographs
  - Book chapters
  - Journal articles
  - Conference papers
  - Other media
  - Reports
- Make sure your name is **boldface** in the list of authors

# Summary

- Focus on outcomes, impact & evidence
- Be concise and clear
- Address the specific criteria directly

Good luck!

# Demonstration of Portal

- Forms –slight differences between them to support each [Career Pathway](#)  
Important check your personal information matches the information on Horizon
- At the University panel, People Directorate will check you have an up-to-date appraisal and completed all [mandatory training](#) (Information Security Awareness, Data Protection, DSE Online Training, Annual Workstation Assessment and if you are a line manager have attended the one-day line managers induction). Pay increments are dependent on these being up to date.
- The University will seek independent reviews/references for benchmarking Associate Professor and Professor applications
- Administrator contact details are listed
- HoS/Equivalent Manager report and recommendation (600 words)
- 2 page CV and full list of publications



# Line Manager Induction Dates 2024-25

## Dates for 2025 (dependent on enrolment numbers and room bookings):

- Wednesday 22nd January 2025 – Avery Hill Campus – S209
- Monday 24th February 2025 – Medway Campus – P130
- Thursday 3rd April 2025 – Avery Hill Campus – S207
- Monday 28th April 2025 – Greenwich Campus – Coopers 018
- Wednesday 14th May 2025 – Medway Campus – P130
- Monday 23rd June 2025 – Avery Hill Campus – SH003

[Available offerings - Oracle Fusion Cloud Applications](#)

# Faculty Administrators

- Set up Faculty Panels within agreed deadlines
- In liaison with the PVC, ensure the composition of panel meets required expectations
- Receive and acknowledge receipt of individual applications for promotions
- Prepare all paperwork for Faculty panels
- Submit applications for ratification and recommendations to University panel (with data cover sheet) to People Operations
- In liaison with PVC, inform applicants of progress to the University panel and write to unsuccessful applicants with the result of the Faculty decision
- Arrange feedback sessions for unsuccessful candidates

# People Directorate

Primarily to support the administration of the University Panel (not Faculty Panels)

Internal communications (with Communications and Recruitment Directorate):  
Up-to-date info on webpages

Supporting the University Panel Chair:

Note taking during panel meetings

Obtaining independent references

Data collection/analysis – including checking mandatory training and appraisal objectives/goals have been completed. Note if these are not you will be asked to update all outstanding training prior to your promotion being approved.

You must have passed your probation before the University panel.

Working with Finance to facilitate promotion

# Sources of Support

## Faculty senior leadership

### Senior People Partners (HR)

Ike Adebawale – FES

Janet Akinkuolie - FLAS

Michael Imomoh- GBS

Leiha Smith – FEHHS

Reward and Benefits Team – People Directorate

**Thank you**