



St Mary's
University
Twickenham
London

Academic Career Pathway

October 2022

Academic Careers Pathway

Introduction

The Academic Careers Pathway is a significant step forward for academic colleagues. For the first time at St Mary's, we outline the academic pathway from Lecturer to Professor. As such, it is an important tool to support the career development of all academic colleagues, whatever combination learning and teaching, research, enterprise & engagement and leadership activities undertaken.

To help plan and support career development and recognise achievements, the pathway can be used by managers and staff for a number of activities. These could include:

- planning careers
- building a case for promotion
- assessing promotion applications
- identifying skills gaps and development opportunities in appraisals
- and succession planning

Career Pathway Criteria

The criteria clearly articulate the academic expectations associated with academic roles and the pathway being pursued. This provides colleagues with clarity about what they may be working towards, including the expectations and evidence of achievement required to be considered for the next role.

Within the pathway, academic colleagues will normally work across three of the four pathways identified in the framework.

The pathway allows the titles of Reader and Principle Lecturer to be consolidated into a single title of Associate Professor, and retains the principle of equal standing between the pathways. As such it remains that case that promotion to Professor can be achieved under the learning and teaching, research and enterprise & engagement pathways.

The framework is designed to be relevant to all staff who hold an academic contract, and scholarship is expected of all academic colleagues in their pathway.

Promotion

Promotion will be assessed against the criteria set out in the Academic Career Pathways document. The framework tracks hierarchical changes across the different dimensions of academic work – Learning and Teaching, Research, Enterprise & Engagement, and Leadership.

Within the promotion process we have embedded the concept of the three dimensional academic, with an 80% requirement across the three of the four pathways required to achieve promotion.

The concept of promotion as a result of time served has been removed and replaced with promotion on merit and reflective of academic standing relative to the criteria at Senior Lecturer, Associate Professor and Professor levels.

Movement from Lecturer to Senior Lecturer is no longer progression, with promotion to Senior Lecturer assessed on the basis of merit and against the career pathway criteria. Colleagues are able to apply for promotion to Senior Lecturer as soon as they feel they meet the criteria, and are no longer required to be on an identified spine point to apply.

Promotion from L to SL will be assessed at Faculty level, with the right to an appeal at University level. The broad processes for promotion to Associate Professor and Professor will remain consistent with previous years.

Given the nature of modern academic careers, overlap between the pathways is anticipated and colleagues should consider the most effective means of presenting their achievements.

CAREER PATHWAY CRITERIA

TEACHING

RESEARCH

ENTERPRISE & ENGAGEMENT

LEADERSHIP

1. Applicants will have met 3 of the 4 criteria (including teaching)
 2. There should be documented evidence of the following:

Snr Lecturer

- Evidence of consistently good performance, evidenced through teaching sessions which actively challenge, enthuse and engage students, eliciting high quality student work and sustaining a high quality of student intellectual responses;
- Good student evaluation data and peer reviews of teaching and evidence of continuous development and improvement in teaching skills and repertoire;
- Consistently positive reports on the delivery of courses which are seen by external examiners and / or professional bodies;
- Likelihood of evidence of significant contributions to student support;
- Evidence of success in a leadership role in teaching across the academic unit, with evidence of sustained leadership of course development and the use of a range of both innovative and traditional pedagogical practices.

- A portfolio of research outputs that are recognised nationally;
- Research which has considerable impact in terms of reach and significance (e.g. a contribution to a REF impact case study);
- A role in supervision of PGR students e.g. acting as second supervisor);
- Leading role in a research cluster or centre.

- Evidence of academic enterprise across a narrow range of public and community engagement activities;
- Participation in enterprise initiated by others (e.g. helping with bids, teaching on short courses);
- Significant contribution to knowledge exchange projects;
- Promotion and maintenance of moderate levels of interaction with public and community organisations including the public sector;
- Contribute to the development of new collaborative partnerships with UK or global HE providers;
- Contribute to the development / enhancement of an effective external partnership addressing EDI, Sustainability or Widening Participation issues.

- Evidence of success in a leadership role in relation to programmes or enterprise projects or research projects;
- The development of a successful new programme which contributes to institutional KPIs;
- Development of successful new enterprise projects
- Evidence of good 'university citizenship' – e.g. a collegial approach to setting an example in supporting colleagues/ chairing working groups/ committees to facilitate University business.
- Actively participate in wider University strategic initiatives, groups and committees in EDI, Sustainability,

	<ul style="list-style-type: none">• Track record of active student support and guidance, proactively identifying engagement issues at an early stage;• Demonstrate effective academic and pastoral support for students and supporting positive student outcomes;• Actively engaged with student employability and embedded it within your programmes.			<p>Widening Participation or Staff Development;</p> <ul style="list-style-type: none">• Informal / formal mentor to colleagues, including those wishing to progress or taking on new responsibilities.
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CAREER PATHWAY CRITERIA

	TEACHING	RESEARCH	ENTERPRISE & ENGAGEMENT	LEADERSHIP
<p>1. Applicants will have met 3 of the 4 criteria (including teaching)</p> <p>2. There should be documented evidence of the following:</p>				
Associate Professor	<ul style="list-style-type: none"> • Highly effective teaching that is reflective and informed by knowledge of pedagogical scholarship and has been benchmarked to at a minimum D2 of the UK Professional Standards Framework; • Evidence of remaining in good standing with Advance HE e.g. attending CPD courses; • Excellent supervision of undergraduate and/or postgraduate student research, work placements and/or field work at undergraduate and postgraduate levels; • Effective dissemination of innovation in teaching and learning through contribution to the Curriculum Framework as well as external channels (for example, conferences, presentations, networks, collaborations, workshops, publications, websites); • A sustained record of effectiveness in relation to teaching and learning and supporting, mentoring and supervising others in specific aspects of teaching and learning provision; 	<ul style="list-style-type: none"> • A substantial body of research outputs of international level of significance; • Being an internationally recognised authority in the subject area (for example by citations or by invitations to present major conference plenaries or to join major conference colloquia in the UK and/or abroad); • Carrying out independent subjects specific research studies of 3*/4* quality; • Regular delivery of presentations at Faculty Research seminars; • A role in supervising PG students; • Research supervisor and/or Director of Studies roles on PGR teams; • Examination of M.Phil. or PhD students; • External funding for research projects, either 	<ul style="list-style-type: none"> • Initiation and development of collaborations with other organisations, such as other education providers, industry, business, the public sector, the third sector; • A developing track record of generating income for the University from consultancy, business and public sector contracts or professional development activities; • Contribution, through the provision of expert opinion and consultancy, to the enhancement of professional policy or practice which impacts on the local, regional or national economy; • Exploitation of intellectual property rights, such as through patents and/or licences that result in a contribution to University income and/or a more general benefit to society; • Contribution to a spin-out company for the University that is of benefit to the local, regional or national economy; • Contribution to developmental/ training activities in connection with 	<ul style="list-style-type: none"> • Evidence of success in a leadership role at programme/departmental level across the academic unit, with evidence of sustained leadership of course development; • Providing academic leadership in research/teaching/enterprise within the Faculty and University; • The development of a successful new programme which contributes to institutional KPIs; • Significant leadership role in the development of knowledge exchange projects. • Membership/chairing of Faculty and University Committees; • Contribution to faculty and university initiatives, decision making and governance related to

<p>Associate Professor</p>	<ul style="list-style-type: none"> • Supporting others meaningfully to make links between research, scholarship and teaching in order to improve the student learning experience; • Undertaking a role in course innovation/ design, including use of technology, ideas for planning and delivery, and methods for evaluating changes, all underpinned by a sound understanding of how students learn; • Active participation in relevant professional bodies at national and/or international level; • A developing external profile in learning, teaching and scholarship, for example through contributions to peer review bodies or organisations such as Advanced HE. Acting as a subject expert for internal QA purposes (for example, by writing validation documents, Chairing panels or chairing programme Exam Boards); • The invention and generation of ideas, images, performances and artefacts where these lead to new or improved insights; • Takes a lead in ensuring exemplary standards of student support, guidance and supervision are maintained; 	<p>alone or in collaboration with colleagues, internal or external to the institution;</p> <ul style="list-style-type: none"> • Providing academic leadership in research within the Faculty and University, for example by cluster or centre leadership and by mentoring other staff; • Membership of editorial boards of journals or active participation in subject associations or professional bodies; • Further research output that is internationally excellent for which there must be evidence of work in preparation; • A leading role in an impact case study which will have very considerable impact. 	<p>enterprise and innovation within the University;</p> <ul style="list-style-type: none"> • Exceptional performance in transferring knowledge from research and scholarship activity; • Participating in Knowledge Transfer Partnerships (KTPs) and other similar schemes; • Income or in kind benefit generation through external bids and Consultancy; • Lead a sustained external partnership recognised for its contribution to EDI, Sustainability or Widening Participation issues. 	<p>the enhancement of learning and teaching;</p> <ul style="list-style-type: none"> • Contribution to faculty and university initiatives, decision making and governance related to Knowledge Transfer; • Mentoring less experienced colleagues, and supporting their professional development through CPD; • Contribution to faculty and university initiatives, decision making and governance related to research projects; • Informal / formal mentor to colleagues, including early career and recently promoted colleagues wishing to progress; • Mentoring less experienced colleagues, and supporting their professional development through engagement with the UKPSF and/or
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<p>Associate Professor</p>	<ul style="list-style-type: none"> • Demonstrate effective academic and pastoral support for students and supporting positive student outcomes, providing leadership at programme or departmental (or University) level; • Actively engaged and mentored colleagues to embed student employability within multiple programmes. 			<p>research or enterprise and innovation;</p> <ul style="list-style-type: none"> • Successful development and delivery of initiatives which improve faculty performance on KPIs; • Active participation in University and Faculty committees; • Lead School or Faculty strategic initiatives in EDI, Sustainability, Widening Participation or Staff Development.
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CAREER PATHWAY CRITERIA

	TEACHING	RESEARCH	ENTERPRISE & ENGAGEMENT	LEADERSHIP
<p>1. Applicants will have met 3 of the 4 criteria (including teaching) 2. There should be documented evidence of the following:</p>				
Professor	<ul style="list-style-type: none"> • Should already have achieved D2 evidence of remaining in good standing with Advance HE, and if drawing extensively on teaching and learning, be able to evidence practice aligned to D3. • Active participation in relevant professional bodies at national and/or international level; • Significant contribution to teaching & learning strategy at Faculty and/or University level; • Sustained and effective strategic impact in relation to teaching and learning, with evidence of effective curriculum development and innovation in course delivery, and evidence of mentoring and coordinating learning and teaching practice of colleagues; • Providing academic leadership in teaching & learning within the Faculty and University; • An established and prominent external profile in teaching & learning, for example through contributions to regulatory and peer review bodies and/or professional institutions; 	<ul style="list-style-type: none"> • A substantial body of research outputs which are internationally excellent or better. This should include evidence that one or more outputs is close to being world-leading. Research impact will be taken into account when assessing this criterion; • Being an internationally recognised authority in the subject area (for example by citations or by invitations to present major conference plenaries or to join major conference colloquia in the UK and/or abroad); • Successful postgraduate supervision of research projects at PGR level; • Examination of PhD students within the University or externally; • Successful applications for substantial external research funding, either alone or in collaboration with colleagues, either 	<ul style="list-style-type: none"> • Enterprise and innovation achievement of high distinction with national or international recognition; • Significant success in generating income for the University from consultancy, business and public sector contracts or professional development activities; • Significant contribution to the enhancement of professional policy or practice which impacts on the local, regional or national context; • Proven success in leadership and management of enterprise/innovation projects, which could include management of financial, human, and physical resources and production of timely and appropriate outputs; • Generation and exploitation of intellectual property rights, such as through patents and/or licences that result in a substantial contribution to University income and/or a more general benefit to the University and society; 	<ul style="list-style-type: none"> • Evidence of success in a leadership role at faculty and or university level e.g. Associate Dean Head of Department; Programme Director; • A proven contribution to public debate on key issues of national debate; • Recognition as an external authority, by example of publications, invitations to present key notes addresses or national policy related roles; • Acting as a subject expert for national purposes (for example by serving as an external reviewer at other universities or for national bodies); • A leading role in developmental/ training activities in connection with teaching & learning within the University and/or in the

<p>Professor</p>	<ul style="list-style-type: none"> • Effective external dissemination of innovation in teaching & learning, which could include conferences, presentations, networks, collaborations, joint projects, workshops, publications, websites; • Proven success in leadership and management of University and sector-led teaching & learning related project; • Organisation of national or international educational meetings and conferences; • A leading role in developmental/ training activities in connection with teaching & learning within the University and/or in the HE sector; • Pedagogical or technological innovations with demonstrable uptake and value within and beyond the UK; • Predominantly world leading/ internationally excellent attainment and performance; • Lead and shape student support initiatives at subject, Faculty or University level; • Provide leadership to enhance the quality of learning opportunities provided to students and student outcomes, mentoring and support less experienced colleagues; 	<p>internal or external to the institution;</p> <ul style="list-style-type: none"> • Editorship of journals and books, leading role in subject organisations, reviewing external programmes and degrees; • Further external funding for research projects, either alone or in collaboration with colleagues within or external to the institution; • Further postgraduate supervision at PGR level; • Chairing and acting as a panel member in external PGR Vivas. 	<ul style="list-style-type: none"> • A leading role in a successful spin-out company or licensing process for the University, of benefit to the local, regional or national economy; • A leading role and contributing to developmental/ training activities in connection with enterprise and innovation within the University; • A leading role in at least one impact case-study likely to be graded 3* or above by the REF process; • A record of significant engagement with successful collaboration initiatives, for example, through a leading contribution to the development of professional practise, or through a leading role in the development and/or maintenance of industry, public sector, third sector or international partnerships; • A significant contribution to the development of and leadership in academic enterprise across a broad range of enterprise and cultural activities; • Exceptional contribution to the public good; 	<ul style="list-style-type: none"> • HE sector; • Chairing university committees, working parties and review groups; • Significant involvement in university-wide planning exercises; • Informal / formal mentor to colleagues, including early/mid-career colleagues and those wishing to progress or taking on new responsibilities; • Engage in and contribute to, the leadership to University strategies and policies in EDI, Sustainability, Widening Participation, or Staff Development.
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Professor	<ul style="list-style-type: none">• Lead Department, Faculty or University initiatives embedding employability within multiple programmes.		<ul style="list-style-type: none">• Exceptional levels of interaction with business, professional bodies and/or government;• Exceptional performance in transferring knowledge from research activity;• Lead a substantive and sustained external partnership recognised for its impact on EDI, Sustainability or Widening Participation issues.	
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