Academic Promotion

Information session, 23 March 2020
Agenda

• Overview of the promotion scheme & key changes for 2020
• Promotion process
• Setting yourself up for success:
  o Understanding criteria
  o Assessing your level of achievement
  o Tips for success
Overview of the promotion scheme

Prof Lesley Hughes, PVC (Research Integrity and Development)
Promotion scheme

BACKGROUND

• New promotion scheme implemented in 2017 is a strengths-based system that acknowledges and supports diverse and flexible career pathways
• Based on Ernest Boyer’s model of scholarship, plus the additional pillar of Leadership & Citizenship
• Designed to be:
  ✓ Strengths-based and flexible
  ✓ Fair and transparent
  ✓ More aligned with recruitment
  ✓ Less cumbersome for applicants and committees
  ✓ More embedded in Faculties
Promotion scheme

BOYER’S MODEL OF SCHOLARSHIP

- Academics have been doing more than research, teaching and service for some time
- A better recognition of the complexity and diversity of scholarship
- Concern that other approaches (e.g. different promotion streams) limit career pathways
- Scholarship at the core

Ernest L. Boyer: Scholarship Reconsidered, The Priorities of the Professoriate 1990
Review process 2019

Three successful promotion rounds completed in 2017, 2018 and 2019
Review after 2 years under the Policy Framework

OBJECTIVES
Considering data, outcomes and trends from the two rounds of promotion and any unintended or perverse outcomes
Adapting for job families (including obligations under the EBA)
Refining criteria and scoring
Considering and addressing any points of feedback/issues in the first two years
Providing further clarification on the process in areas where ambiguity has arisen.

WORKING GROUP
Nicole Gower, Director, Human Resources
Professor Lesley Hughes, Pro Vice-Chancellor (Research Integrity and Development)
Professor Mariella Herberstein, Chair of Academic Senate
Professor Dominique Parrish, Pro Vice-Chancellor (Learning and Teaching)
Craig MacMillan, Senior Lecturer, Economics (NTEU representative)

PROCESS
data analysis
applicant and committee surveys
interviews
broader stakeholder consultations
### Review process 2019

#### KEY CHANGES FOR 2020 ROUND

<table>
<thead>
<tr>
<th>Change Type</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional point in Teaching for Teaching &amp; Leadership job family</td>
<td>Applicants who are appointed to the Teaching and Leadership job family can claim an additional point in the Scholarship of Teaching (i.e. can claim 4 points)</td>
</tr>
<tr>
<td>Link between workload allocation and points</td>
<td>Applicants need to demonstrate alignment between their workload allocation and areas in which they are claiming points. E.g. applicants on 40:40:20 workload allocation, are expected to demonstrate evidence of performance in Discovery and Teaching and will not be promoted if there is no achievement (i.e. 0 points) in either of these areas.</td>
</tr>
<tr>
<td>Improved referee requirements</td>
<td>No peer or junior references required. Reduced number of applicant-nominated referees from 4 to 2. Applicant-nominated referees must include referees of national and international standing for more senior levels, and include referees external to MQ.</td>
</tr>
<tr>
<td>Exemptions process (e.g. from 2 years of service rule)</td>
<td>Applicants must attach evidence of exemption to their application. As a general rule, exemption to apply for promotion won’t be granted to applicants with less than 12 months of service at their current level.</td>
</tr>
</tbody>
</table>
Promotion process

Svetlana Martynovich, EO to Vice-President, People & Services
Application numbers

![Application numbers graph](image)

- **Y-axis:** Application numbers from 0 to 140
- **X-axis:** Years from 2012 to 2019
- **Lines:**
  - Brown: All
  - Red: F
  - Black: M

- **Legend:**
  - All
  - F
  - M
## Success rates

<table>
<thead>
<tr>
<th>Level</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>M</td>
<td>All</td>
</tr>
<tr>
<td>Level B</td>
<td>95%</td>
<td>60%</td>
<td>88%</td>
</tr>
<tr>
<td>Level C</td>
<td>90%</td>
<td>70%</td>
<td>81%</td>
</tr>
<tr>
<td>Level D</td>
<td>50%</td>
<td>76%</td>
<td>67%</td>
</tr>
<tr>
<td>Level E</td>
<td>78%</td>
<td>73%</td>
<td>75%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>84%</td>
<td>71%</td>
<td>78%</td>
</tr>
</tbody>
</table>
# 2020 Key Dates (Updated)

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
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<tbody>
<tr>
<td>20 April</td>
<td>Draft applications submitted to HoDs for preparation of HoD reports</td>
</tr>
<tr>
<td>11 May</td>
<td>Executive Deans receive applications and HoD reports for review and sign off</td>
</tr>
<tr>
<td>1 June</td>
<td>Applications due date</td>
</tr>
<tr>
<td>September – November</td>
<td>Applicant interviews</td>
</tr>
<tr>
<td>1 January 2021</td>
<td>Promotion effective date</td>
</tr>
</tbody>
</table>
Your promotion portfolio

KEY DOCUMENTS

Application

CV

Head of Department Report

Applicant nominated referee reports x 2

Levels D & E: Independent references x 2
## Referee requirements

<table>
<thead>
<tr>
<th>Level</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level B</strong></td>
<td>2 x referees nominated by the applicant (internal or external to the University)</td>
</tr>
<tr>
<td><strong>Level C</strong></td>
<td>2 x referees nominated by the applicant (at least one must be external to the University)</td>
</tr>
<tr>
<td><strong>Level D</strong></td>
<td>2 x referees nominated by the applicant (at least one must be external to the University, including referees of national standing)</td>
</tr>
<tr>
<td></td>
<td>2 independent referees nominated by HoD</td>
</tr>
<tr>
<td><strong>Level E</strong></td>
<td>2 x referees nominated by the applicant (must be external to the University, including referees of international standing)</td>
</tr>
<tr>
<td></td>
<td>2 independent referees nominated by HoD</td>
</tr>
</tbody>
</table>
Promotion committees

<table>
<thead>
<tr>
<th>Level</th>
<th>FPC – assessment and interview</th>
<th>UPC - assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level B</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Level C</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Level D</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Level E</td>
<td>Y</td>
<td>Y</td>
</tr>
</tbody>
</table>

**Faculty Promotion Committee**  
(7 members)

- Executive Dean
- Associate Dean or Head of Department from the faculty
- External academic member from another faculty
- Member of Academic Senate
- 3 x academic members from the faculty
- HR representative in attendance

**University Promotion Committee**  
(10-11 members)

- Vice-Chancellor (Level E UPC only)
- DVC (Academic)
- DVC (Research)
- DVC (Engagement)
- Chair, Academic Senate
- External academic member from another university
- 4 x academic members representing each faculty
- HR representative in attendance
Setting yourself up for success
Professor Mariella Herberstein, Chair, Academic Senate
Promotion criteria

Promotion to B/C – 8 points (min 1 point from Leadership/Citizenship)
Promotion to D/E – 9 points (min 2 points from Leadership/Citizenship)
Outstanding in at least one category

0 = No achievement or n/a
1 = Achieved
2 = Superior
3 = Outstanding
*4 = additional point in Teaching for T&L job family
Assessment against criteria

- Applicants self-assess in each category for which they claim achievement. Promotion Committee assesses whether the applicant’s case is justified, based on the evidence provided.

- The scoring system is flexible: applicants do not need to score across all 5 categories (except mandatory points in Leadership & Citizenship).

- The indicators/examples of evidence are indicative only and not a checklist – the focus is on quality of achievement, not on the number of indicators/examples covered by an applicant.

- Achieved vs Superior vs Outstanding
  - No hard definition
  - Difference is based on volume, quality and impact of work
  - Level of achievement /expectations may vary based on discipline
Discovery

The pursuit of new knowledge and understanding; the outcomes, process and passion that add value to discovery

- Research output (publications of original research, creative works)
- Research impact (citations, journal and publisher quality)
- Grant income
- HDR supervision (student completions and thesis examinations)
Integration

Linking and connecting disciplines; giving meaning and perspective to original research and/or research fields; connecting discovery with curriculum; illuminating and interpreting discoveries to bring new insight; changing practice at University

[Within University Sector]

- Synthesis of research and contribution to interdisciplinary research teams, publication and dissemination of research findings beyond disciplinary boundaries
- Embedding research activity or research into student learning and curriculum
- Media or community communications
- Contribution to tertiary education policy and practice
Teaching

Maintaining the continuity of human knowledge via a dynamic exchange of ideas to facilitate active learning; encouraging and equipping students with critical, creative thinking; instilling the ability and passion for learning, and actively shaping all forms of scholarship

- Curriculum or learning environment development and innovation
- Excellent student outcomes, properly moderated
- Peer and student review of teaching quality
- Reflective engagement with feedback
- Professional development and/or accreditation
- Broad and deep engagement with the scholarship of learning and teaching
Application

Activities that link universities with society; the translation and application of knowledge and discovery to the broader community; a two-way flow where knowledge can inform application and application can inform discovery; connecting students with, and embedding learning into applied practice

[Outside University Sector]

- Engagement with industry, government or community of value to the University
- Contributions to enhancing the employability of graduates
- Positive engagement and/or leadership within one’s profession or discipline outside the academy
Leadership & citizenship

Modelling the University values and leadership qualities; active contribution to the University and broader academic community

- Demonstration and modelling of University values of scholarship, integrity and empowerment through everyday behaviour and conduct
- Active service and contribution to University strategy and business through administrative and leadership roles, and to the broader academic and non-academic community
- Mentoring and development of others and self
- Reflective practice
Examples of rating

Teaching – Self rating – 3

• 2 University & 2 national teaching awards
  • Highlight student focused outcomes; well developed philosophy consistently applied, demonstrable improvement for students; broad implication beyond Department

Integration – Self rating – 1

• Written reviews; media releases and engagement; some interdisciplinary research

Research – Self rating – 2

• Good track record (papers, citations), some grant funding, HDR completions; no big prizes or medals or similar
Preparing to apply

Long before application:

- Engage with promotion criteria long before thinking of promotion
- Use as roadmap to align your activities
- Criteria tell you what the University wants you to do in your daily working life

- Review the Academic Promotion Policy, Procedure and Criteria
- Discuss your intention to apply with your HoD
- Contact your referees to seek their consent to act as your referee (no need to organise any reports – HR will contact your referees and provide them with your application and referee questionnaire)
- Draft your application and update your CV
Writing a strong application

✓ Verifiable claims with a focus on achievements since last promotion or appointment
✓ Evidence of quality and impact
✓ Clear, succinct, well-written and well-presented case for promotion
✓ Application specifically addresses relevant promotion criteria
✓ Avoid using overlapping evidence
✓ Demonstrated commitment to modelling the University’s values and reflective practice

A good application.....
• Makes me understand you as a person
  o What drives you and how you do things
  o Not just a list of activities
• Well written and compelling
• Makes me understand how a promotion will empower you further
Interview

WHAT TO EXPECT AND HOW TO PREPARE

• Understand who is on the FPC panel:
  o 7 members
  o chaired by Exec Dean
  o includes external representatives

• 20-30 minutes

• Mix of standardised questions (based on the points you claim) and targeted questions

• Be prepared to defend your claims for superior and outstanding

• Some questions to clarify claims you have made

• An opportunity to speak to your work and your achievements
For more information:
Academic Promotion Policy, Procedure and Criteria
Academic Promotion webpage

Contact:
Catherine L.R. McDonald, Academic Promotions Coordinator on academicpromotions@mq.edu.au