

# Academic Career Pathways Promotion Process

Wednesday 14<sup>th</sup> January 2026 - 2.30pm - 4pm on Teams

Friday 16<sup>th</sup> January 2026 - 11am - 12.30pm on Teams

Monday 19<sup>th</sup> January 2026 – 11.30am - 1pm on Teams

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

**Professor Jenny Marie – PVC Education**

**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
Academic promotion roadshows on Teams in January 2025	14 <sup>th</sup> January 2026 @ 2.30pm-4.00pm 16 <sup>th</sup> January 2026 @ 11.00am- 12.30pm 19 <sup>th</sup> January 2026 @11.30am-1.00pm
Academic promotions – call for submissions	19 <sup>th</sup> January 2026
Application Deadline Academic promotions – application submitted to Head of School for review/recommendation Academic promotions – Final application submitted to identified Faculty Administrator	Thursday 19 February 2026 Friday 6 March 2026
Academic promotion – local Faculty panel	March - April 2026
Academic promotion – Faculties submit information to the People Directorate	April 2026
Academic promotion – References sought for Associate Professor/Professor promotion submission	April – June 2026
Academic promotion – University panel	w/c 29th June 2026
Academic promotion – University panel decisions on submitted applications and notification communicated to applicants	August 2026
University wide promotions communication issued	September 2026
Common implementation date for all successful applicants for promotion	1 September 2026

# 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**

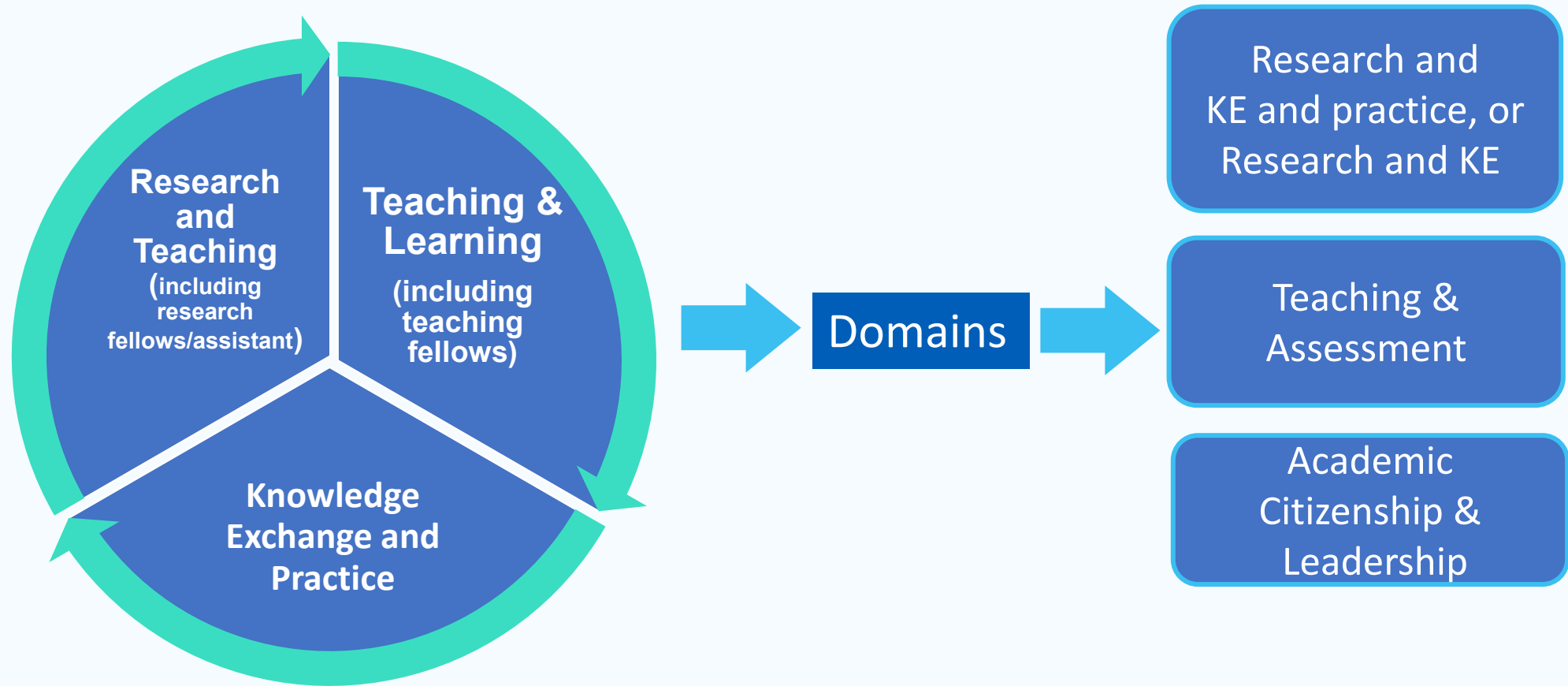
**External panel members with relevant areas of expertise**

**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

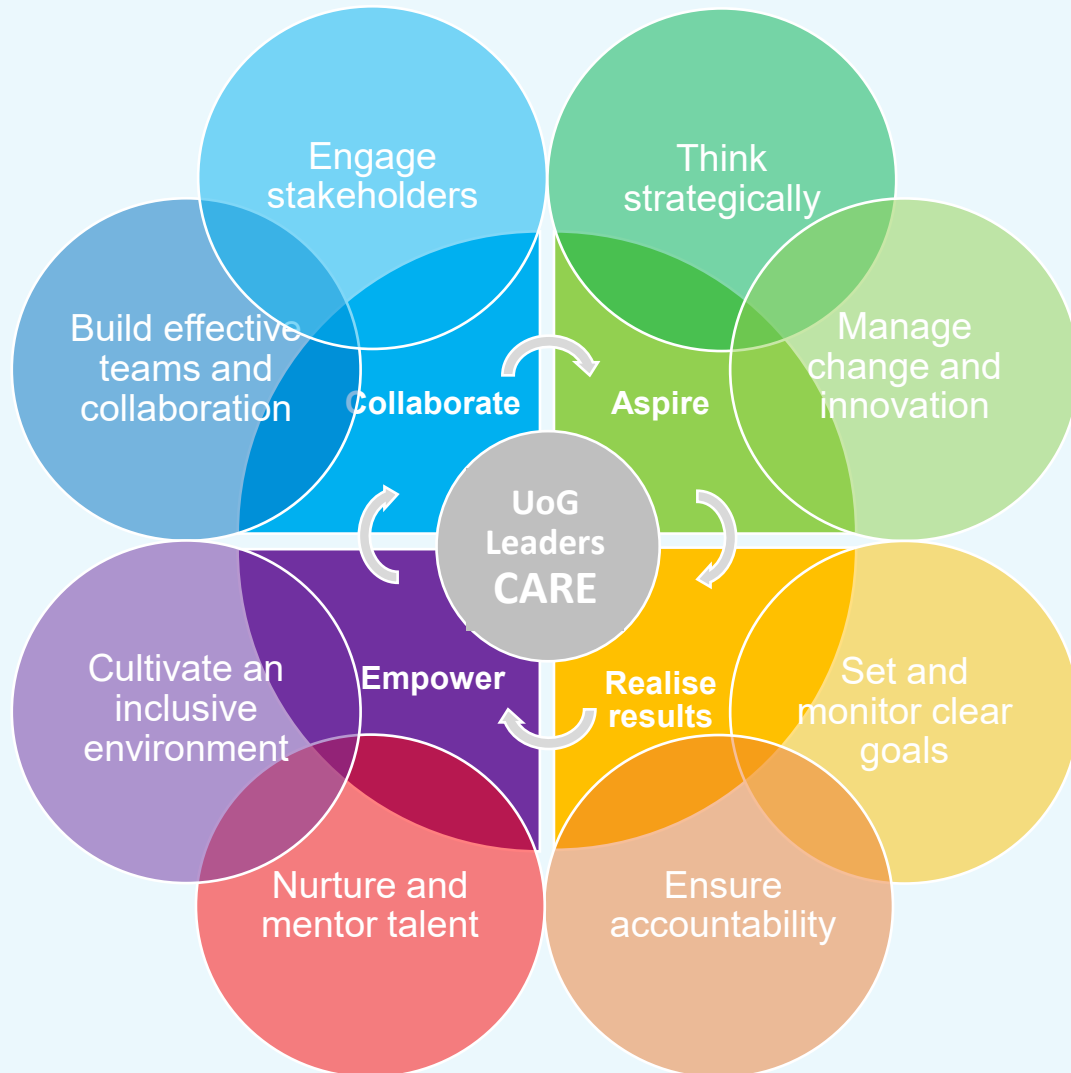
Research or Knowledge Exchange and Practice;

- Associate Professor/Professor - Fellow

**\*\* Guidance updated September 2025, to support transition for 2025/26 expected HEA fellowship level required in time for University Panel.**

**For 2026/27 you must hold the expected level of HEA fellowship at point of application.\*\***

# 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:

- Income from: Knowledge Exchange activities and Research activities (2018/19-current)
- PGR completions (as 1<sup>st</sup> supervisor; 2018/19-current)
- GALA Outputs (2018/19-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...

*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 22nd highest cited researcher for the University of Greenwich....I have the 9th 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 Elaine Williams promoted to Associate Professor 2024/25 in FLAS\***

My world leading research on knife crime is applied in practice through multiple long-term third sector research partnerships and has delivered a significant body of impact. I was PI on the Therapeutic Intervention for Peace (TIP) research report, authored with youth practitioners and clinical psychologists. As an outcome of this, the TIP programme has been delivered for five years with over 1000 direct beneficiaries. This programme is currently being upscaled nationally.

I have published a body of outputs in media appropriate for knowledge exchange and impact. In addition to my one-of-a-kind world leading text-book on knife crime, my academic outputs are routinely graded 3 and 4\* during the GREAT exercises and I have been referred to the GRI team to develop a case study for potential REF submission.

I have been involved in the acquisition of external and internal funding totalling £95,000 as well as private consultancy funding to resource knowledge exchange activities.

I am Working Group Lead of an EU funded Collaboration in Science and Technology (COST) Action; 'CA22139 - Justice to youth language needs: human rights undermined by an invisible disadvantage'. This three-year, £700,000 project, has 170 participating members from 30 European Countries. I am responsible for managing an interdisciplinary team of 49 academics and practitioners to share knowledge, collaborate on outputs and meet the aims of the action.



*\*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
- \*\*Staff who hold a Skilled Worker Visa in their current position, must confirm they've notified and consulted the Staff Visa Compliance team regarding intended promotion application\*\*

*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.
- Recommended to add skills, qualifications and career pathway on Horizon
- Staff who hold a Skilled Worker Visa in their current position, must confirm they've notified and consulted the Staff Visa Compliance team regarding intended promotion application.



# Demonstration of Portal

- 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 2025-26

**Dates for 2026 (dependent on enrolment numbers and room bookings):**

- [Line Manager Induction](#) – 25 February 2026 – Greenwich Campus – 9:30am – 4:30pm
- 12 March 2026- Avery Hill Campus- 9:30am – 4:30pm
- 23 April 2026- Greenwich Campus- 9:30am – 4:30pm
- 14 May 2026- Medway Campus- 9:30am – 4:30pm

# 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 updated 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 (People Directorate)

Ike Adebawale – FES

Janet Akinkuolie - FLAS

Michael Imomoh- GBS

Anino Benson-Uwheru – FEHHS

People Operations - People Directorate

Talent, Development and Reward Team – People Directorate

# Thank you