

The Associate Professorship Development Scheme

Purpose/Scope

- 1.0 The purpose of the Associate Professorship Development Scheme (APDS) is to provide a supported development pathway for staff to gain, in due course, a full professorial role and title. Members of staff must be nominated for the scheme by their Dean or Director and then complete the application process.
- 1.1 The title of Associate Professor will be conferred on any staff member whose application to join the APDS is successful. Please note that the title of Associate Professor does not replace your contractual job title but may be used alongside it. Successful applicants will demonstrate that they meet the APDS criteria, set out below, under the strands of **Research and Enterprise, Learning and Teaching** and **Professional Practice**.

APDS Criteria

- 2.0 **Strands.** Staff will indicate in their application their intention to 'major' in one and 'minor' in at least one other of the following three strands:
 - 2.1 **Associate Professor 'Research and Enterprise':** the candidate demonstrates a sustained contribution to knowledge and scholarship in its widest sense through research or consultancy and the associated impact. The candidate provides strong evidence of national and a degree of international standing and recognition, for example through publications (books, peer-reviewed journals, book chapters, editorial contributions, exhibitions and performances), generation of patents. It is essential that the candidate demonstrates a record of generating significant external funding from research grants and enterprise activity
 - 2.2 **Associate Professor 'Learning and Teaching':** the candidate provides evidence of their sustained contribution to teaching and learning enhancement and innovation in one or more modes of delivery (on campus, online, blended, practice or work-based). The candidate demonstrates how their approaches, methods and innovations have the potential to be taken up at a sector, national or international level. This may be shown, for example, through high-quality pedagogic research, peer-reviewed publications in the field of learning and teaching, learning and teaching strategies and consultancy, all with the associated impact. It is essential that the candidate demonstrates a record of generating significant external funding from research grants and enterprise activity
 - 2.3 **Associate Professor 'Professional Practice':** Candidates are academically 'applied' in their orientation. Their work makes a significant contribution to the unique identity of this university as an 'enterprising, externally and industry or professionally-engaged' institution. They are able to demonstrate an explicit and practical commitment to external engagement with one or more spheres of public, private, industry or professional sectors. Within one or more of these sectors, candidates demonstrate how they are held in high standing amongst their peers, both internally and externally, with an emergent national or international influence and profile. They can evidence their influence through leadership, enterprise or entrepreneurship, including commercial or social enterprise within professional or awarding bodies, or other key professional communities. They can show how that influence can

benefit the university. It is essential that the candidate demonstrates a record of generating significant external funding from research grants and enterprise activity

Identification of potential APDS candidates

- 3.0 Deans and Directors will identify staff with the potential to develop, through APDS, into full professors.
 - 3.1 An individual member of staff is nominated and supported in their application to the Associate Professorship scheme by their Dean or Director, usually following a PDR. The Dean or Director must be satisfied that the candidate meets the criteria to join the APDS and that there is a clear justification as to why the individual should join the scheme related to research outputs, income and the potential for teaching and learning to be informed.

Eligibility Criteria

- 4.0 Applicants shall be assessed against each of the criteria listed below.
 - 4.1 The candidate should be linked to a Research Institute, Centre or Group.
 - 4.2 APDS applicants will normally be employees who normally hold a permanent contract. Fixed term employees may apply but should be aware that they may only be part of the scheme whilst they are employed and it is not guaranteed that they are eligible for Professorship at the end of the scheme.
 - 4.3 It is a desirable criterion for applicants to be holders of a Doctorate or equivalent.
 - 4.4 They must be in a job of at least Grade 8 level at the time of application.

Application process

- 5.0 Nominated candidates must submit their application to join the APDS as outlined below.
 - 5.1 In the Autumn term applications will be invited for employees to join the APDS.
 - 5.2 The documentation required is as follows:
 - a) A completed cover sheet (see appendix 1).
 - b) a personal letter of application, indicating which strands the application should be considered under ('major' and 'minor' - see APDS criteria in section 3) and summarising the key points that the panel should consider in respect of the applicant (in total: one side of A4 maximum);
 - c) a record of achievement, clearly set against the criteria shown below, with supporting evidence if required (8 sides of A4 maximum);

- d) names and contact details of two external referees of professorial rank or equivalent, within the same or a closely related field to that of the applicant.
- 5.3 Applications should be submitted via email to the Executive Dean of Research, Impact and Enterprise.
- 5.4 The Executive Dean of Research, Impact and Enterprise will convene an appointment panel in the Autumn term, which will consist of a Dean from a different Faculty to which the applicant is associated with, an internal Professor, a panel member external to the University and a representative from Human Resources. The panel will review all applications and arrange interviews for candidates whose applications are deemed to meet the APDS Eligibility criteria and have included the below information.
- 5.5 Feedback regarding applications and their outcomes will be given by the Dean or Director of the Faculty or Professional Service that the employee is based.
- 5.6 In their APDS applications, **all** candidates will:
- 5.6.1 Demonstrate and justify that they have the potential to meet or exceed all the criteria for full professorship in a maximum of four years from the start of APDS or a pro rata equivalent for part time staff.
 - 5.6.2 Have reviewed the University's professorial criteria and assessed themselves against them, identifying any development needs.
 - 5.6.3 Include, as part of their application, a summary of this self-assessment, mapping their skills against those expected of a full professor, and indicating the areas they believe require enhancement during the scheme if their application is successful.
 - 5.6.4 Provide evidence that they comfortably meet all the specific requirements for their 'major' strand, as detailed in section 2. All applicants must also demonstrate their levels of achievement against the criteria under the strand they are 'minoring' in, clearly indicating how that achievement supports their major strand.
 - 5.6.5 Possess externally validated evidence of national and increasingly international leadership and achievement in their field by, for example, citing examples of peer reviewed research outputs, conference presentations, and impact on policy and practice. They must show that they have made a sustained contribution, independently recognised as excellent under one or more of the strands outlined in section 2.
 - 5.6.6 Provide evidence of a track record of excellence and impact in one or more of the strands listed under section 2.
 - 5.6.7 Demonstrate a track record of generating income to fund own research/teaching and learning/professional practice activities and

that of others, both through previous projects and plans for involvement in future ones.

- 5.6.8 Have excellent organisational, communication and ICT skills, with a demonstrable capability in the use of technology for research, learning and teaching.

APDS 'majoring' in **research and enterprise**, will additionally:

- 5.7 Provide evidence of sustained success in attracting external research or consultancy funds, including external funding from a variety of funding bodies, research councils, cultural organisations, public sector, philanthropy and industry.
- 5.8 Have a solid research profile of national standing as a minimum, externally recognised as excellent. This profile should be evidenced, for example, through published books and peer-reviewed articles in international journals.

In addition to the requirements listed for all candidates, eligible APDS candidates 'majoring' in **learning and teaching**, will:

- 5.9 Provide evidence of sustained excellence in learning and teaching (including technology-enhanced learning) in higher education (HE). Evidence might include excellent student feedback over time, University or national awards and recognition, membership of national or international teaching and learning organisations, etc.
- 5.10 Have conducted and published on their pedagogic research and its impact on the learner experience.
- 5.11 Demonstrate an ability to enable colleagues to develop as teachers in relevant HE contexts.
- 5.12 Demonstrate a commitment to their own development and enhancement as teachers.
- 5.13 Demonstrate a track record of attracting external income to support their activities, and the work of others

In addition to the requirements listed for all candidates, eligible APDS candidates 'majoring' in **professional practice**, will:

- 5.14 Provide evidence of outstanding current contribution to their professional community through links to the industry, commercial, private, public or voluntary sectors. Such contribution may be regional in nature but should have the potential to be scaled up and achieve national or international influence and recognition.
- 5.15 Evidence engagement through the development of professional, enterprising and entrepreneurial links (including, where appropriate, social

entrepreneurial work) aligned with the University's interests in pedagogy, partnership, intellectual leadership, employability or internationalisation.

- 5.16 Have undertaken leadership roles within their professional, industrial, commercial or practitioner sphere (directors, consultants, policy groups, etc.) that demonstrate their own professional or industry esteem and their relevance to both the development and implementation of professional practice or policy nationally.
- 5.17 Provide evidence of successful and sustained generation of income through grants, contracts or awards for the development, implementation and evaluation of applied, practice-based or research, teaching and learning, and enterprise projects, with their outputs disseminated through publication or adoption by key players in the sector.
- 5.18 Demonstrate an ability to enhance the professional, commercial or industrial practice of others in the relevant professional or industrial subject or sector.
- 5.19 Have conducted research and published on their professional practice and its impact on both external policy and practice the learner experience.

Mentoring

- 6.0 As part of the nomination process the Dean/Director must identify a suitable mentor who has links to the subject and who has agreed in advance to undertake the role if the application is successful. The name of the mentor should be recorded on the application via the cover sheet (appendix 1). Typically the mentor will be external to the University. Each AP will be assigned a mentor for the duration of the scheme. The role of the mentor is to enable progression and development of the Associate Professor through regular advice and guidance, against pre-agreed targets and within the timeline of the scheme. Using the University's Criteria for Professorships, the mentor will help the mentee identify areas for improvement and will report progress jointly to the mentee and to the Dean/ Director.

Review process

- 7.0 Deans and Directors undertaking the PDRs of individuals on the APDS should feedback progress to the Executive Dean of Research, Impact and Enterprise on an annual basis.
- 7.1 Candidates will be required to plan towards a point as discussed in their PDR, no sooner than 2 and no later than 4 years from joining the APDS, where a full review of the candidate's suitability for the award of the title and role of Professor will be undertaken. In the relevant Summer term employees on the APDS will be invited to go through the review process.
- 7.2 The Executive Dean of Research, Impact and Enterprise will request employees to submit a personal letter of application indicating which strands the application should be considered under and summarising the key points that the panel should

consider (one side of A4 maximum) and a curriculum vitae specifying the record of achievement (8 sides A4 maximum).

- 7.3 The review process will be led by the Executive Dean of Research, Impact and Enterprise who will convene and chair a panel consisting of a HR representative and 2 internal Professors. The panel will consider the evidence submitted by the employee and there will be one of three outcomes:
- 7.3.1 The Associate Professor is recommended to be considered by a Professorial conferment board as per the Professorship criteria.
 - 7.3.2 The Associate Professor is given a further period of no more than one year to meet the requirements to be considered by a Professorial conferment board.
 - 7.3.3 The Associate Professor is unlikely to meet the requirements within a year and they exit the scheme.

What the University expect of staff on APDS

- 8.0 A regular, proactive, dynamic and stimulating participation in research and enterprise (strand 2.1), learning and teaching (strand 2.22.2) or professional practice (strand 2.3) that is relevant, has proven potential future outputs and is clearly aligned to the University's and relevant Faculties agenda and priorities.
- 8.1 A strong and inspiring contribution to our student experience in one or more of the fields relevant to learning and teaching at the sponsoring Faculty or, in the case of staff from Directorates, relevant Faculties. Indicators of performance will include a clear link between teaching and learning content and materials and the work of the APDS member as measured by both the TEF and the REF.
 - 8.2 A demonstrable existing and future capacity to lead and develop the scholarly, pedagogic or professional aspirations of staff in Faculties and in Research Institutes, Centres and Groups within the University. Indicators of performance will include contribution to staff development as measured by the PDR system and the development of the research environment for REF submissions.
 - 8.3 An ability to initiate and coordinate research and enterprise cooperation within and across the Faculties and the University's Research Institutes, Centres and Groups, and externally, supervise post graduates, and secure external funding for research, learning and teaching or enterprise projects. Indicators of performance will include external income generation (including from philanthropic sources), numbers of post graduate research students supervised and their progress, numbers of multi-disciplinary projects initiated and delivered, development of REF entries for environment and impact.

Conditions of the Scheme

- 9.0 Subject to agreement with their Dean or Director, line manager or appropriate senior staff member, Associate Professors would be expected to work professionally and flexibly to achieve the aspirations for this role. They would be subject to PDR and performance and target reviews, and would agree a working schedule commensurate with the agreed targets and outputs of a senior academic.
- 9.1 Candidates are expected to use their entitlement to time for scholarly activity to progress on the scheme. Additional hours may be agreed depending on outputs but this is not a requirement.
- 9.2 A pause of no more than 12 months may be agreed with the Dean or Director and the candidate where there are mitigating circumstances or business demands such that the candidate is unable to continue on APDS.
- 9.3 Unless otherwise agreed, line management arrangements will be unaffected by the employee joining the scheme.
- 9.4 A recommendation to exit the development scheme may happen where it has been identified during the PDR that the candidate is failing to achieve the expected and agreed targets and outcomes and is therefore unlikely to, within the timescales provided, meet the requirements of full professorship role and title. The final decision to terminate will be made by a panel, as constituted in Section 5.4.
- 9.5 A candidate may request to exit the scheme at any time (please note this is different to pausing the scheme). If they wish to rejoin the scheme at a later date they must apply in the usual way.
- 10 **Equality Impact Analysis:** this protocol has been subject to an equality impact assessment.

Appendix 1

Associate Professor Development Scheme Application Cover Form

Nominee:	
Dean/Director:	
Dean Director Signature:	
Justification for individual joining the scheme:	
Name of Mentor:	