

## ACADEMIC STAFF PROMOTION PROCEDURE

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### 1. PURPOSE

The Australian National Institute of Management and Commerce (hereafter the Institute) is committed to providing opportunities for existing academic staff to pursue careers that are personally and professionally satisfying while at the same time consistent with the mission and needs of the Institute in respect of teaching, scholarship, engagement and service. The purpose of this document is to specify the procedures for application and approval of academic promotion. It informs both prospective applicants and the Academic Promotions Committee.

### 2. PROCEDURES

#### 2.1 Eligibility

To be eligible for consideration, at a minimum, applicants must have:

- a. Completed at least two years' service (or its equivalent in non-continuous periods of service) in an academic position at IMC by the closing date for applications. For an application to level E there must be at least three years' service;
- b. Consulted with their Dean; and
- c. Not had a substantiated finding of any form of misconduct in the previous two years.

Both continuing and fixed-term academic staff who meet the above minimum requirements are eligible to apply for promotion. However, while fixed-term staff are eligible for promotion, this will not, if granted, extend their fixed term position.

Other than in exceptional circumstances, applicants may apply for promotion only to a level that is one level higher than their current level.

Other than in exceptional circumstances, an unsuccessful applicant in one year is not eligible to apply again in the round of the year following their unsuccessful application other than in exceptional circumstances and with the approval of the Principal or delegate.

#### 2.2 Criteria

Applicants for promotion will be expected to demonstrate how they meet the criteria of the level to which they seek promotion and the category in which they are applying. The criteria for promotion will be:

- a. Appropriate academic qualifications for the level sought;
- b. Performance at a level of merit that exceeds the expectations of their current level of appointment; and
- c. Demonstrated ability to meet minimum standards for the academic level being sought.

The Position Description (available separately) for each academic level provides details of minimum expected performance at levels B, C, D and E. Specific criteria for promotion applications will be informed by the Position Description. In summary, levels are generally differentiated by the level of complexity, degree of autonomy and leadership requirements of the position. It is expected that as staff progress through levels of promotion they will demonstrate increasing quality and impact of their teaching, scholarship, and engagement.

### **2.3 Merit**

Promotion offers academic staff recognition and reward for demonstrated and sustained performance in the three elements of academic endeavour:

- a. Teaching;
- b. Research;
- c. Scholarship;
- d. Engagement which encompasses internal service and external engagement.

The three elements are often mutually supporting; each contributing to the development of the others in ways that are jointly productive and beneficial.

#### **2.3.1 Teaching**

Teaching is a process, requiring mastery of both content and pedagogy, that provides opportunities for students to achieve learning outcomes. It includes, but is not limited to:

- a. Preparing for and delivering lectures, tutorials and workshops in a professional manner;
- b. Developing new units and revising existing units where necessary;
- c. Managing or contributing to curriculum review and development;
- d. Developing effective learning environments, student support and guidance;
- e. Adopting and evaluating new technologies such as those involved in digital learning;
- f. Performing tasks involved with assessment such as: invigilation of tests; provision of examination questions and assessment tasks; monitoring students; marking and completing follow-up activities; and providing adequate feedback to students;
- g. Recording and reporting student participation, providing adequate student consultation and maintaining standards that ensure the quality of the student experience across all campuses and including online delivery.

#### **2.3.2 Scholarship**

Scholarship is activity concerned with gaining new or improved understanding, appreciation and insights into a field of knowledge, and engaging with and keeping up to date with advances in the field. This includes advances in disciplinary knowledge through original

research. Scholarship is based on the Boyer Framework that includes the Scholarship of Teaching and Learning.

### **2.3.3 Scholarship of Teaching and Learning**

The Scholarship of Teaching and Learning includes, but is not limited to:

- a. Creating and evaluating innovations in teaching and learning strategies, based on knowledge of contemporary developments in course discipline and pedagogy and professional practice;
- b. Authoring or co-authoring teaching materials such as textbooks or case study books or digital learning materials;
- c. Integrating scholarship output into the advancement of expected learning outcomes, course content, the way courses are taught and professional practice;
- d. Demonstrating leadership in teaching and curriculum development, e.g., initiating and leading project teams;
- e. Contributing to a quality teaching culture such as through mentoring and sharing resources ;
- f. Securing internal or external grants related to the creation of teaching innovations, resources or tools;
- g. Presenting to peers at education focussed seminars and conferences; and/or publishing pedagogic research in peer-reviewed journals.

### **2.3.4 Research**

Research is considered to be part of scholarship and includes, but is not limited to:

- a. The creation of new knowledge and/or the use of existing knowledge in a new and creative way to generate new concepts, methodologies and understandings.
- b. Publication of research in high-ranking academic journals and other outputs, including contract research reports with demonstrated research impact and/or demonstrated research engagement. This does not include paid consulting assignments;
- c. Securing internal and external research funding;
- d. Research leadership;
- e. Contribution to research culture;
- f. Higher degree research supervision;
- g. Leadership, development and facilitation of partnerships with industry, government, business or community groups to support research initiatives.

### **2.3.5 Engagement**

Engagement encompasses internal service which includes, but is not limited to:

- a. Leadership roles commensurate with the academic level;
- b. Contribution to working groups and committees;

- c. Participation in student related activities;
- d. Student and staff mentoring and oversight.

Engagement can be external professional and community engagement which includes, but is not limited to:

- e. Representing IMC in relevant professional and academic bodies;
- f. Engagement with the Academic community;
- g. Provision of expertise to government/industry;
- h. Engagement with the wider community through media commentary.

### **2.3.6 Achievement Relative to Opportunity**

The Academic Promotion Committee will take into account the opportunities that have been available to a staff member based on their individual circumstances. While appropriate levels of achievement are required, achievement will be considered relative to:

- a. Requirements of working arrangements;
- b. Available opportunities relative to position held;
- c. Career history which may include late entry to academia or interrupted academic career; and
- d. Personal circumstances such as carer responsibilities, disability or medical condition.

Such circumstances do not alter the capacity for quality work but may have impacted the quantity of output. Achievement relative to opportunity assessments may give more weight to overall quality and impact of achievements than to quantity of output.

## **2.4 Application Processes**

### **2.4.1 Annual Applications**

Applications will be considered annually. They must be submitted for consideration by the end of the first week in August. Where possible, decisions will be notified to all applicants before the end of November. Generally, promotion will only occur within the scheduled promotion round.

### **2.4.2 Application Procedure**

Prior to applying for promotion applicants must first consult with the Dean or other senior academic manager relevant to the field. They should then submit to the Provost a written application detailing their achievements in those areas where they are seeking to demonstrate merit. This written application shall not exceed ten pages in length. Applicants are advised of the importance of the application being evidence based. In making a case for promotion staff should provide evidence of how they meet the criteria for the position they are applying for, as well as demonstrating how their performance exceeds the expectations for their current position. Applicants at levels B, C, D or E may nominate up to two persons independent to the Institute to act as referees for their application. At level E applicants may nominate up to three persons independent to the Institute to act as referees. The referees will normally have an academic rank at or above the level being applied for where relevant. These references are to be referred to as the 'Applicant's References'.

The Chair of the Academic Promotions Committee will also seek, following consultation with senior academics in the applicant's field of study, one additional external academic reference who shall be independent of the candidate and IMC. For applications to level E there shall be two additional external references. These are to be referred to as the 'Independent References'

References of both types are to be made available to all members of the Committee on a timely basis prior to the Committee meeting.

#### **2.4.3 Academic Promotions Committee Composition**

Other than where noted in section 2.5, the Academic Promotions Committee is a sub-committee of the Academic Board consisting of at least five people comprising:

- a. The Chair of the Academic Board (or nominee), who shall chair the committee,
- b. At least two Professors within the Institute (see notes below).
- c. At least one member of Institute Council.
- d. At least one of member who is a senior academic from another academic institution.

#### **2.5 The Operation of the Promotions Committee**

The Chair of the Academic Board may delegate the task of chairing meetings of the Committee to senior members of IMC; including but not limited to the Provost, Vice Principal or Chair of the Research Strategy Committee.

The Chair of the Committee shall only vote if a casting vote is required.

For promotions to levels B or C, there is no requirement for a member of the committee to be from another academic institution, and the two internal members (b) may be other than Professor but must be at least one rank higher than the level applied for. External committee members are expected to be impartial, independent and objective advisors and to provide a balanced view of the applicant's achievements and worthiness for promotion at the Institute. Staff from the Human Resource unit should be invited to observe, take minutes, advise on process and perform other duties as required at all Academic Promotions Committee Meetings.

##### **2.5.1 Conflict of Interest**

Members of the Committee shall ensure that there is no actual, perceived or potential conflict of interest between their personal interests and their responsibilities as a committee member. Any potential conflict of interest or lack of independence shall be declared at the commencement of the meeting

Should committee members have either a personal relationship with an applicant or consider that there is an actual perceived or potential conflict of interest, they should draw this to the attention of the Chair of the Committee not later than two weeks before the scheduled meeting of the Committee, who will determine if alternative arrangements are necessary.

### 2.5.2 Evaluation of Applications

A meeting of the Academic Promotions Committee will be convened when all references have been received, and other than in exceptional circumstances, no more than two months after the closing date for submissions.

An applicant's whole career will be taken into account, but special attention will be paid to the applicant's achievement since appointment or last promotion or in the past five years (whichever is shorter) to their current level at IMC.

Applications will be evaluated objectively, fairly and rigorously and in accordance with documented annual performance reviews and plans. Academic level position descriptions will be used to determine whether or not the applicant has demonstrated sustained performance and achievement commensurate with the level to which they are applying. It may also be appropriate to consider factors that have impacted performance and achievement including:

- a. Consistency with norms that prevail in the applicant's particular discipline;
- b. Achievement relative to opportunity; and
- c. Impact of workload allocations and responsibilities on the focus and time allocated to areas of teaching, scholarship, and engagement.

Applicants who are applying for promotion will be assessed on the criteria.

- a. Teaching
- b. Research
- c. Scholarship
- d. Engagement.

### Achievement Levels

Applicants will be required to provide evidence of the level of achievement of criteria. The three levels are:

**Outstanding** – Demonstrates highly significant achievements and contributions which clearly meet, or exceed, the minimum criteria for the level to which appointment is being sought.

**Superior** – Demonstrates significant achievements and contributions at the level at which the applicant is currently appointed.

**Satisfactory** - Demonstrates achievements and contributions at the level at which the applicant is currently appointed.

For promotion to level B or C, applicants must provide evidence of the achievement of each of the three criteria as per the following minimum levels. Achievement of one of the criteria must be considered "Outstanding" and two of the criteria must be "Satisfactory". In addition, it would be expected that a level C applicant would have achieved a greater number and quality of outcomes than a level B applicant.

For promotion to level D, applicants must provide evidence of the achievement of each of the three criteria as per the following minimum levels. Achievement of one of the criteria must be considered “Outstanding”, one “Superior” and one “Satisfactory”. In addition, it would be expected that the applicant has; national recognition in their area of expertise, a history of leadership, been the sole or principal author of several research papers, obtained nationally competitive research grants.

For promotion to level E, applicants must provide evidence of the achievement of each of the three criteria as per the following minimum levels. Achievement of one of the criteria must be considered “Outstanding”, and two “Superior”. In addition, it would be expected that the applicant has; international recognition in their area of expertise, a history of leadership, been the sole or principal author of several research papers, obtained nationally or internationally competitive research grants.

**2.4.6 Decisions of the Committee will be made by a majority of members.**

A recommendation regarding the decision of the Academic Promotions Committee must be approved by the Academic Board and notified to Council. Applicants must be notified by the Chair of the Academic Promotions Committee within two weeks of the final Academic Board approval or other decision.

Pay adjustments arising from promotion will take effect on the first pay period of the following calendar year.

**2.4.7 Appeal**

Unsuccessful applicants may seek a review of the reasons for their unsuccessful application from the Chair of the Academic Promotions Committee. An appeal against a decision may be made only on the grounds of a procedural failure. Such an appeal must be submitted in writing within two weeks of notification of the decision. It is then submitted through the Principal to Council detailing the alleged procedural irregularity. Council may require any appealed case for promotion to be reconsidered by the Academic Promotions Committee.

**3. RELATED DOCUMENTS**

- i. *Academic Quality Assurance Policy*
- ii. *Academic Staff Appointment and Promotion Guidelines*
- iii. *Academic Staff Promotion Policy*
- iv. *Academic Staff Recruitment, Selection and Appointment Policy*
- v. *Academic Staff Recruitment, Selection and Appointment Procedure*
- vi. *Conflict of Interest Policy*
- vii. *Workload Model*

**Version Control**

Historical Version	Approved by	Approval Date
2016.08	Academic Board	16 August 2016