University of Cambridge

THE GENERAL BOARD OF THE FACULTIES

Academic (Teaching & Scholarship) Career Path:
Changes to the transfer process between academic career pathways

**Summary:** In March 2021, the Council and the General Board published a Joint Report creating the Academic Career Pathway (Teaching & Scholarship) (ACP T&S). The new arrangements and category of T&S staff came into effect on 25 March 2022. Following a request for clarification from the Schools, the process to transfer staff between the pathways has been considered and more clearly defined.

The Human Resources Committee (HRC) proposes that there should not be a process to transfer from ACP T&S to ACP Research and Teaching (ACP R&T), and that a revised process is introduced for transferring from ACP R&T to ACP T&S.

**Action requested of the General Board:** The General Board is asked to approve, for its part:

i) the revised process to transfer between the academic career pathways; and

ii) the draft Notice and Graces for publication in the Reporter.

**Risks:** The Career Pathway, which this Guidance supports, aims to mitigate the following risks on the University’s Risk Register: Risk 4 - Failure to communicate effectively across the Cambridge community; Risk 5 - Failure to have administrative processes and structures that are fit-for-purpose, now and for the future; Risk 6 - Failure to be an inclusive and diverse University; and Risk 9 - Failure to ensure our people feel valued.

**Previous decisions/decisions taken by sub-Committees:**

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<tr>
<th>Committee</th>
<th>Reason why the matter was considered at the Committee</th>
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<tr>
<td>HR Committee</td>
<td>Concerns raised about the ACP T&amp;S transfer process</td>
<td>Subject to some amendments, approved the Notice/Grace and revised transfer process</td>
<td>16/06/22</td>
<td>Paper 16/06/22/HR 1017</td>
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<td>General Board</td>
<td>Concerns raised about the ACP T&amp;S committee structure</td>
<td>Approved the Notice/Grace and revised committee structure</td>
<td>08/06/22</td>
<td>Paper no. 22.06.08.C5</td>
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<td>Council’s Business Committee</td>
<td>Draft Report of the Council and the General Board on the introduction of an academic (teaching and scholarship) career pathway</td>
<td>Approved on behalf of the Council</td>
<td>18/03/21</td>
<td>Item 6i; Report published on 24 March 2021</td>
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<td>General Board</td>
<td>Draft Report of the Council and the General Board on the introduction of an</td>
<td>Approved</td>
<td>17/03/21</td>
<td>Paper 21.03.17.D3</td>
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Next steps: Subject to the approval of the General Board and the Council's Business Committee, the Notice and Graces will be published as soon as possible thereafter.

Annexes:

Annex A: Notice, with annexed revised transfer process, and Graces
Annex B: Additional Eligibility Criteria, as approved by the HR Committee in October 2021
Academic (Teaching & Scholarship) Career Pathway

Context

1. The process for considering transfers between the academic career pathways was set out in paragraph 20 of the Joint Report.

2. The process has come under greater scrutiny following several academic staff enquiring about applying to transfer between pathways. This has resulted in a request from Schools that the process is reconsidered and more clearly defined.

3. Feedback from the University-wide consultation exercise, during Michaelmas term 2019, indicated that it should be made possible to transfer between pathways, provided certain safeguards were put in place. These are addressed in the Report as follows:
   - It is not intended that staff at different stages of their career will switch back and forth between pathways.
   - No member of staff may be constrained to change pathways against their will or against the best interests of their career development.
   - The possibility of transfer between pathways should not be utilised as a substitute for supporting and managing staff in their existing roles.
   - There may be exceptional cases where staff wish to transfer from one pathway to another, after receiving advice.

Work undertaken

4. Schools and HRBM raised the following points, which have been taken into account in the revised process:
   - The process needs to be clear that Schools and Institutions may not support all cases.
   - There needs to be some flexibility in the process, but it must be clear who is responsible for making decisions.
   - Promotion criteria can be used to assess applications to transfer from R&T to T&S.
   - Information should be provided about the effect on terms and conditions of employment when transferring pathways.
   - The criteria for progression on the T&S and R&T posts are not the same. The default position for appointing R&T UTOs is that they will always be on the basis of specific, openly advertised posts, without exception, and this principle should also apply to transfers.

5. The Schools have been consulted on the revised transfer process (set out in Annex B). The process is designed to be flexible in order to meet the differing needs of the Schools. The revisions provide the following clarifications:
   - Applicants should seek support and mentoring from senior colleagues before making an application.
   - There is no process to transfer from the T&S to the R&T pathway. Applicants who wish to move from T&S to R&T should apply when a position is open and advertised. The post will be filled by the best available candidate.
   - Applicants who wish to transfer from R&T to T&S need to meet the Additional Eligibility Criteria.
   - Heads of Institutions and Heads of Schools may refer to their normal selection, probation and promotion criteria when assessing applications.
   - Schools and Institutions may not support all cases, and HoIs and HoS need to consider the strategic and operational needs of the Institution (including resource considerations, research strategies and teaching requirements), as well as the individual's career development and suitability for appointment to an R&T or T&S role as appropriate;
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- Who is responsible for making decisions at each stage of the process, and the relevant bodies that institutions may wish to involve.
- Staff who successfully apply to transfer from the R&T to the T&S pathway will retain their existing grade and status (established or unestablished).
- R&T staff moving to T&S will not be entitled to sabbatical leave.

Notice and Graces

6. As the proposed changes revise the proposals approved by Grace on the introduction of the T&S pathway, they need approval by the Regent House. A General Board Notice and Graces have been prepared (see Annex A). This will be a combined Notice with the changes to the ACP T&S Committee structure already agreed by the General Board at its meeting on 8 June 2022.

Action requested of the General Board

7. The General Board is asked to **approve, for its part:**
   - the revised process to transfer between academic career pathways; and
   - the draft Notice and Graces for publication in the **Reporter**.

Next steps

8. Subject to the approval of the General Board and Council’s Business Committee, the Notice and Graces will be published as soon as possible thereafter.

9. Prior to publication of the Notice, an email will be sent to T&S staff advising them of these changes, alongside changes to the ACP T&S committee structure. A briefing to inform Heads of Institution and Departmental Administrators (and equivalents) will be published in the Key Issues Bulletin to coincide with publication of the Notice.
Annex A

Notices by the General Board

Academic (teaching and scholarship) career path: Changes to the committee structure and process of transfer between academic career pathways

[X June 2022]

By Grace 1 of 12 May 2021, the Regent House approved the introduction of an academic (teaching and scholarship) career path. The Report sets out details of the dedicated career support for those in teaching-focused roles (Reporter, 6612, 2020–21, p. 454), including:

- the promotions process, with academic (teaching and scholarship) applications considered by two promotions committees, separate from the existing School level promotions committees considering applications from academic (research and teaching) staff; and
- the opportunity to transfer between the respective pathways for research and teaching and for teaching and scholarship.

The General Board has reconsidered these arrangements and has agreed:

(a) in order to ensure there is comparable rigour and scrutiny with the academic (research and teaching) career pathway at both institution and School level, academic (teaching and scholarship) applications should be considered alongside academic (research and teaching) applications by the same committees. The committees would consider applications for promotion under the academic (teaching and scholarship) pathway separately from those under the academic (research and teaching) pathway, applying the different criteria relevant to each pathway;

(b) a revised process to transfer staff from the academic (research and teaching) pathway to the academic (teaching and scholarship) pathway, which defines the process and information required in more detail, as set out in the Annex; and

(c) there is no process to transfer from the academic (teaching and scholarship) pathway to the academic (research and teaching) pathway. Those wishing to move to the academic (research and teaching) pathway will need to be appointed to an advertised position following an open recruitment exercise.

The General Board also recommends the following changes to the membership of the academic (research and teaching) promotion committees:

- Provision will be made for an additional external member to be included on the Vice-Chancellor's Committee, who has knowledge and experience of implementing similar schemes, to help the University embed institutional understanding of an academic (teaching and scholarship) career pathway.

- An additional member, with specific expertise in teaching-focused academic practice, may be invited to join the Faculty or School Committee, where deemed relevant by a School.

The Council is submitting Graces (Graces 1 and 2, p. 000) proposing the changes described in this Notice, with the expectation that the academic (teaching and scholarship) promotions exercise will go ahead as planned in Michaelmas Term 2022.

Graces

1. That the changes to the committee structure to consider applications for promotion under the academic (teaching and scholarship) pathway, as described in the General Board's Notice dated [X June 2022] (p. 000), be approved.
2. That the changes to the process to transfer between academic career pathways, as described in the General Board’s Notice dated [X June 2022] (p. 000), be approved.
Annex

Academic (Teaching & Scholarship) Career Pathway

Process to transfer between academic career pathways

Principles agreed in the original Joint Report of Council and the General Board

a. The creation of the T&S contract and career pathway is not intended to pave the way for staff to switch back and forth between pathways.

b. There may be exceptional cases, although it is anticipated these will be rare, where academic staff wish to transfer between pathways, after receiving advice.

c. No member of staff may be compelled to change pathways against their will or against the best interests of their career development. The possibility of transfer between pathways should not be utilised as a substitute for supporting and managing staff in their existing roles.

Support/mentoring

In the exceptional circumstances that a member of staff is considering making an application to transfer between pathways, they are strongly advised to seek advice, support and/or mentoring from a senior colleague. This is to ensure they fully understand the implications of the move, should their application be successful, and the differences between the two pathways, such as the increased teaching load and loss of entitlement to sabbatical leave when transferring from R&T to T&S. They may also wish to take procedural advice from HR. If the staff member decides to make an application, they should inform their Head of Institution (HoI) in advance.

1) Transfers from R&T to the T&S pathway

This process is designed to be flexible in order to meet the differing needs of the Schools. Schools are therefore able to draw up their own processes, within the following parameters:

Process to transfer from R&T to T&S pathway

If an R&T staff member believes their career has developed away from being active in research, they may wish to make a case that the T&S path is more appropriate for them. Their case should explain why they consider a transfer to be appropriate, which should include how they meet the Additional Eligibility Criteria as set out in Annex B. The case should be made in writing to the HoI and include a CV detailing their teaching stint and teaching plans.

If an R&T staff member believes their career has developed away from being active in research, they may wish to make a case that the T&S path is more appropriate for them. Their case should explain why they consider a transfer to be appropriate, which should include how they meet the Additional Eligibility Criteria as set out below. The case should be made in writing to the HoI and include a CV detailing their teaching stint and teaching plans.

On receipt of the case, the HoI should consider the following:

- the strategic and operational needs of the Institution (including resource considerations, research strategies and teaching requirements); and

- the individual's career development and suitability for appointment to a T&S role as appropriate.

The HoI should pass the staff member’s case and the institution case to the relevant School who will make a recommendation as to whether to support it or not.

HoI's and Schools may also wish to refer to their normal selection, probation and/or promotion criteria for the relevant grade and may choose to involve relevant bodies such as Faculty Board, Needs Committee (or equivalent).

Complete cases (whether approved or not by institutions and/or Schools), and the institution and School recommendations, should be sent to the relevant HR Business Manager who will take them forward to an HRC Sub-committee on Academic Transfers. Further scrutiny and approval or rejection
will be undertaken by the sub-committee of the HR Committee, augmented by representation from the relevant School and chaired by a Pro-Vice-Chancellor.

Terms and conditions on transfer
Staff who successfully apply to transfer from the R&T to the T&S pathway will retain their existing grade and status (established or unestablished). However, they will not be entitled to Sabbatical leave.

Staff who successfully apply to transfer from the R&T to the T&S pathway will retain their existing grade and status (established or unestablished). However, they will not be entitled to Sabbatical leave.

2) **Transfers from T&S to R&T pathway**
Appointments to R&T posts are always on the basis of a successful application to an openly advertised post, and this principle is without exception. As such, there is no process to transfer from the T&S to the R&T pathway.

Should a T&S staff member wish to move to the R&T pathway, they should apply when a position is open and advertised. In addition to submitting the application, the staff member should separately inform the HoI in writing of the reasons they consider it appropriate for them to move to the R&T pathway and be considered for the vacancy.

Following the normal selection process, if the staff member is the best candidate, they will be moved to the R&T post; if they are not the best candidate, the HoI will inform them that they will remain in their T&S post and provide appropriate feedback.

Terms and conditions
The terms and condition of the vacancy would apply.
Annex B

Academic (Teaching & Scholarship) Additional Eligibility Criteria (agreed by HR Committee on 21 October 2021)

Essential criteria

Preamble: The Teaching and Scholarship pathway seeks to recognise and acknowledge staff whose primary responsibility is teaching while avoiding a proliferation of academic posts. Given the different contexts in which teaching is performed in the university, there needs to be some interpretive flexibility in applying criteria 2-5 but criterion 1 needs to be met in full under all circumstances (save for the exception referred to under criterion 1). Importantly, the criteria below also serve to highlight expectations that the University has of staff in grades 9-12 who wish to pursue the T&S pathway in future.

1. Plan, prepare and deliver research-informed lectures, seminars and classes that are intellectually challenging, including lecture material and handouts, online supporting material and video capture etc. This may also include leading practicals and field trips for students. The amount of teaching should normally be greater than that of a University Teaching Officer (UTO).
   NB: In the vast majority of cases, an individual will need to deliver teaching as set out above. However, there may be exceptions for a small number of people who may no longer deliver teaching themselves, but who now provide the strategic lead and direction to others delivering teaching. Such director level roles would require the post holder to have prior experience of delivering teaching.

2. Participation in curriculum development and enhancement, informed by scholarship.

3. Responsible for various aspects of quality assurance for the programmes under their leadership and direction.

4. Setting and marking of assessments or examinations as determined by the Head of Institution.

5. Contribution to applied research (or academic research) directed at enhancement of teaching, learning and assessment.

Desirable criteria

6. Provide innovative course development in relevant subject area(s) based on scholarship.

7. University supervisions e.g. Master's programmes (college supervisions should not be included)

8. Design and deliver a marketing strategy for the course including promotional materials (leaflets, website, social media etc.) to ensure that the course continues to attract the best students and industrial sponsors.


10. Invitation to conferences in specialist subject area to present papers and liaise and network with national/international colleagues.

11. Contribute to strategic or developmental initiatives at disciplinary, department / faculty / university, sector and national/international levels.

Additional considerations will apply to clinical academics in the University with an honorary contract.