

Senior Academic Staff Appointments and Promotion Policy

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*The Senior Academic Staff Appointments and Promotion Policy
Process Flowchart*

available on The Nest [Policies and Procedures Page](#).

1 INTRODUCTION

Unitec recognises and rewards academic accomplishments that further its strategy and vision. In line with this commitment, Unitec appoints academic staff at the level that recognises their achievements and provides staff with the opportunity to be promoted. Eligibility for promotion focuses on demonstrated accomplishment. Appointment or promotion to senior academic positions brings with it an acceptance of the challenges and expectations of consistently providing academic performance at a recognised advanced level.

This policy applies to the **establishment of** and **appointments to** the following positions:

- (a) Professor / Ahorangi
- (b) Associate Professor / Ahorangi Tuarua
- (c) Senior Lecturer / Pūkenga Matua

This policy also applies to the **promotion** of academic staff to the following positions:

- (a) Professor / Ahorangi
- (b) Associate Professor / Ahorangi Tuarua
- (c) Senior Lecturer / Pūkenga Matua

All appointments and promotions to senior academic positions are carried out in accordance with this Policy. For the purposes of this Policy, a SASM as defined in the Academic Staff Collective Agreement or in any other Unitec Policy, is not regarded as a Senior Lecturer.

This policy also applies to staff in academic positions with titles such as Academic Adviser, Academic Programme Manager or Discipline Head/Leader.

2 DEFINITIONS

“Senior academic position” means a position at the level of Professor, Associate Professor, Senior Lecturer, Professor Emeritus, Adjunct Professor or Visiting Professor

“PASM” (Principal Academic Staff Member) means an academic staff member on the PASM salary scale at Schedule B1 of the Academic Staff Collective Agreement

“SASM” (Senior Academic Staff Member) means an academic staff member on the SASM salary scale at Schedule B1 of the Academic Staff Collective Agreement

“ASM” (Academic Staff Member) means an academic staff member on the ASM salary scale at Schedule B1 of the Academic Staff Collective Agreement

“Senior Lecturer” includes academic staff on the PASM salary scale, but excludes academic staff on the SASM and ASM salary scales

“Lecturer” includes academic staff on the ASM or SASM salary scales

“SAAP Committee” means Senior Academic Appointments and Promotions

Committee

“Professoriate” means all academic staff within Unitec upon whom the title “Professor” or “Associate Professor” has been conferred or authorised pursuant to this policy and Visiting Professors, but excludes Adjunct and Emeritus Professors

3 ESTABLISHMENT OF SENIOR ACADEMIC POSITIONS

3.1 Establishment of Professorial and Associate Professorial Positions

- 3.1.1 The Deputy Chief Executive – Academic, Director – Schools & Performance and Heads of School wishing to establish a position at the level of Professor or Associate Professor within their portfolio or school shall submit a proposal for the consideration of the Chief Executive and Pou Houtu. The Chief Executive will not normally approve the establishment of such positions otherwise than upon the advice of the Executive Leadership Team.
- 3.1.2 Notwithstanding clause 3.1.1, if at any time the Chief Executive and Pou Houtu mutually consider that it is in the interests of Unitec to establish a position at the level of Professor or Associate Professor, the Chief Executive may do so after consultation with the Executive Leadership Team.

4 REQUIREMENTS FOR PROFESSOR / AHORANGI, ASSOCIATE PROFESSOR / AHORANGI TUARUA AND SENIOR LECTURER / PŪKENG MATUA

4.1 General

- 4.1.1 The characteristics of a Senior Lecturer / Pūkenga Matua, Associate Professor / Ahorangi Tuarua and Professor / Ahorangi at Unitec are defined in Appendix 1.
- 4.1.2 All candidates will demonstrate leadership in relation to Te Noho Kotahitanga – Our Values.

4.2 Requirements for Appointment to Professor / Ahorangi

- 4.2.1 For appointment to the position of Professor, a candidate will be expected to provide evidence of leadership and performance excellence comparable to international professorial standards, normally over a period of at least seven years, in both of the following categories:
 - (a) Teaching and Academic Leadership
 - (b) Research and Advanced Practice
- 4.2.2 A candidate will normally be expected to have held the position of Associate Professor for at least two years.
- 4.2.3 A candidate will normally be expected to hold a doctoral qualification or equivalent.
- 4.2.4 A candidate for promotion to Professor will be expected to identify academic, school, institutional and disciplinary responsibilities appropriate to the position of Professor, which the candidate will assume if successful.

4.3 Requirements for Appointment or Promotion to Associate Professor / Ahorangi Tuarua

- 4.3.1 For appointment or promotion to the position of Associate Professor, a candidate will be expected to provide evidence of nationally-recognised leadership and performance excellence, normally over a period of at least five years, in both of the following categories:
- (a) Teaching and Academic Leadership
 - (b) Research and Advanced Practice
- 4.3.2 A candidate will normally be expected to have held a position equivalent to that of Senior Lecturer for at least two years.
- 4.3.3 A candidate will normally be expected to hold a doctoral qualification or equivalent.
- 4.3.4 A candidate for promotion to Associate Professor will be expected to identify academic, school, institutional and disciplinary responsibilities appropriate to the position of Associate Professor, which the candidate will assume if successful.

4.4 Requirements for Appointment or Promotion to Senior Lecturer / Pūkenga Matua

- 4.4.1 For appointment or promotion to the position of Senior Lecturer, a candidate will be expected provide evidence of performance excellence, normally over a period of at least three years*, in both of the following categories:
- (a) Teaching Excellence and Academic Contribution
 - (b) Research** and Advanced Practice

* Exceptional evidence before this period may be considered

** Research applies to degree teaching staff only and any other staff formally designated as on the Non-Degree Teaching Research Track.

- 4.4.2 A candidate will normally be expected to have held a position equivalent to that of Lecturer for at least three years.
- 4.4.3 A candidate will normally be expected to hold at least a masters qualification or equivalent. Candidates may provide comparable evidence of achievement in technical and academic endeavour in disciplines where higher degrees are not traditionally required or available.

4.5 Disqualifications

There are two criteria that may disqualify an Applicant from eligibility:

- The SAAP Panel will seek verification from the Head of School and/or People and Culture that the Applicant has not, in the past 12 months, been subject to student complaints that required remedial action in favour of the student/s.
- The SAAP Panel will seek verification from People and Culture that the Applicant has not, in the past 12 months, been subject to disciplinary outcomes and is not, at the time of the application, currently subject to disciplinary action.

Where an Applicant is, at the time of the application, subject to a formal allegation of misconduct pertaining to their academic mahi and integrity, the Application will be put on hold until the allegation has been resolved. If the result is that the allegation is substantively rejected, then the application may proceed from the date that the outcome is issued; if the outcome is that the allegation is substantively upheld then the SAAP Panel may, at its sole discretion, cancel the Application.

Unitec recognises the importance of following due process in determining the outcome of any allegations, and does not accept any liability for missed deadlines or lack of opportunity due to waiting for an outcome to be issued.

5 SENIOR ACADEMIC APPOINTMENTS AND PROMOTIONS (SAAP) COMMITTEE

5.1 Composition

5.1.1 The SAAP Committee shall comprise the following members*:

- (a) Deputy Chief Executive – Academic (Chair)
- (b) Deputy Chief Executive – Learner Experience & Success**
- (c) Director – Research & Enterprise
- (d) Director – Schools & Performance
- (e) Up to five members of the Unitec professoriate, appointed by the Deputy Chief Executive Academic. The term for these members will usually be three years. For the appointment of or promotion to a Professor, a Professor external to Unitec and in the relevant discipline will join the committee.
- (f) For the appointment of or promotion to a, Assoc Professor or Professor by a Candidate focused on Advanced Practice (rather than Research), a senior academic from the relevant discipline will join the committee.

* The Panel must include expertise in Māori, Pacific and Disabled, as well as non-research senior academic staff.

** In order to impartially serve as Chair for SAAP Appeals (section 8), the DCE Learner Experience & Success will not participate in the deliberation or determination of applications.

5.1.2 The SAAP Committee may, seek advice from a senior discipline expert external to Unitec when the decision about a candidate for Professor or Associate Professor requires specialist input. However, before inviting any such person to participate, advice will be sought from the candidate as to whether there is any potential conflict of interest.

5.1.3 Members of the SAAP Committee who have a potential conflict of interest must disclose that fact to the SAAP Committee. In the event of conflict, the SAAP Committee shall determine whether or not the member shall participate in the decision under consideration. Examples of such a conflict may include (and are not limited to the following):

- Professional (e.g. line manager, or frequent teaching or research collaborator)
- Personal (e.g. family member, personal relationship)

- Commercial (e.g. supplier, vendor or collaborator in paid outside work)
- Formal Dispute (e.g. personal grievance)

5.2 Quorum

- 5.2.1 A quorum of the SAAP Committee for any particular appointment or promotion shall be 4 members, unless otherwise determined by the Chief Executive.

5.3 Role

- 5.3.1 The role of the SAAP Committee is to evaluate candidates for their suitability to be a Professor, Associate Professor or Senior Lecturer.
- 5.3.2 The SAAP Committee will make recommendations to the Chief Executive with respect to each candidate considered. The Chief Executive may accept or decline any recommendation made by the SAAP Committee.

6 APPOINTMENT PROCESSES

6.1 Recruitment

- 6.1.1 Except as otherwise provided in this Policy, the procedure for the appointment of Professors, Associate Professors and Senior Lecturers shall be in accordance with the Unitec's Recruitment, Selection and Appointment of Staff Policy and Procedures.
- 6.1.2 The chairs of appointments committees shall ensure there are direct links with the SAAP Committee so that unnecessary duplications of process and delays are avoided.
- 6.1.3 In the case of the appointment to an Associate Professor or Professor position, the appointment committee shall include at least two members of the SAAP Committee, at least one of whom shall be at the same level as or higher than the position under consideration. In instances where the SAAP applicant is new to Unitec and simultaneously going through a job interview process, an invitation is proffered by HR, for the SAAP to run a second interview, specifically examining eligibility for the SAAP request.

6.2 Referees

- 6.2.1 In addition to the requirements of the Recruitment, Selection and Appointment of Staff Policy and Procedures, regarding the nomination of referees, applicants for appointment to positions as the level of Professor, Associate Professor or Senior Lecturer can nominate up to four academic/practice referees. For Professors and Associate Professors, three, and for Senior Lecturers, two, of the academic referees must be external to Unitec. Each nominated academic/practice referee must be able to report on the applicant's attainment of the appropriate appointment criteria prescribed in this Policy. All nominated referees will be required to provide their reports in writing.

- 6.2.2 In some circumstances, academic/practice referees nominated in accordance with clause 6.2.1 may be the same as those nominated as general referees for appointment at Unitec. On some occasions, however, different referees may be required in order to establish the academic level to which the applicant should be appointed. Where appropriate, applicants should be advised of this requirement.
- 6.2.3 Where the recruitment is into a management position or role, once a preferred candidate has been identified by the interview panel, the HR Consultant shall refer, as soon as is reasonably practicable, their choice of preferred candidate to the SAAP Committee, either to determine the academic level of the preferred candidate, or to confirm that the preferred candidate is of an appropriate academic standard to hold the academic title of the position advertised. The appropriate academic standard of the preferred candidate shall be determined by the SAAP Committee as a paper only exercise, based on a curriculum vitae, a self-analysis of achievements against the categories and characteristics specified in appendix 1 & 2, and academic/practice referee reports.

6.3 Appointment

- 6.3.1 The SAAP Committee will recommend the level of appointment to the Chief Executive. The Chief Executive shall advise the Chair of the SAAP Committee in writing of his or her decision.
- 6.3.2 Where a preferred candidate for appointment already has status (Senior Lecturer, Associate Professor, Professor) that matches the level of appointment, the Chair of the Committee may, after an initial assessment of evidence, recommend to the Chief Executive that a formal assessment is waived.
- 6.3.3 On receiving the decision of the Chief Executive, the Chair of the SAAP Committee shall notify the Human Resources Department of the Chief Executive's decision.

7 PROMOTION PROCESSES

7.1 Promotion to Professor / Ahorangi, Associate Professor / Ahorangi Tuarua and Senior Lecturer / Pūkenga Matua Positions

- 7.1.1 Through annual performance appraisals, the Director – Schools & Performance, Heads of School and/or other relevant manager/s will identify staff readiness and support them to prepare for promotion.
- 7.1.2 To encourage managers to take an active interest in the development and progression of their staff, the Head of School, Academic Programme Manager or nominee (usually a professoriate member in the case of applications for promotion to Associate Professor or Professor) will mentor individual applicants towards the development of their Portfolios.
- 7.1.3 There will be a standard timeline for the submission and consideration of applications for promotion to Professor, Associate Professor and Senior Lecturer. Specific dates will be announced in the annual memo to the Director – Schools & Performance and Heads of School mid- year and followed with an all-staff communicate.

- 7.1.4 The annual memo to the Director – Schools & Performance and Heads of School provides guidelines relating to requirements and processes to be followed. A flowchart of the Senior Academic Staff Appointments process can be found on The Nest on the [Policies and Procedures page](#).
- 7.1.5 **Referees.** The provisions of paragraph 6.2 shall apply, subject to any necessary modifications.
- 7.1.6 **External Advice.** The SAAP Committee may seek the advice of a senior discipline expert external to Unitec to assist consideration of any candidate for promotion to Associate Professor (see 5.1.2) or Professor.
- 7.1.7 **Interviews.** Applicants for promotion to Associate Professor will normally be interviewed. The SAAP Committee may request an interview with an applicant for promotion to Senior Lecturer or Associate Professor where clarification is required on some aspect of the application. The Head of School, APM or nominee supporting the candidate may be an observer during any interview process.
- 7.1.8 **Promotion.** The provisions of paragraph 6.3 shall apply, subject to any necessary modifications. The Chair of the SAAP Committee will notify in writing applicants of the evaluation outcome and will provide opportunities for feedback to those who are not promoted.

8 APPEAL

8.1 Who may appeal

- 8.1.1 There shall be no right of appeal or review under this Policy for candidates who have been unsuccessful in their application for appointment to any position.
- 8.1.2 There shall be a right of appeal under this Policy for academic staff who have been unsuccessful in their application for promotion to Associate Professor or Senior Lecturer.

8.2 Ground for appeal

- 8.2.1 Applicants may appeal if there is a failure in procedure that is so substantial that it may have affected the decision.
- 8.2.2 There is no right of appeal against non-promotion on the grounds of the judgement exercised by the institution.

8.3 Composition of the Appeal Committee

- 8.3.1 The Appeal Committee shall be chaired by the Deputy Chief Executive – Learner Experience & Success and may comprise up to two other members, internal or external to Unitec, invited by the Chair.

8.4 Process

- 8.4.1 Application for Appeal
- (a) Any application for appeal must be submitted to the Chair of the Appeal Committee, no later than 5 working days after the applicant has been advised in writing that their application for promotion has been unsuccessful.

- (b) An application for appeal must clearly specify the reasons for the appeal.
- (c) The Chair of the Appeal Committee shall promptly consider the application to appeal and in writing advise the applicant of the decision.
- (d) If an application to appeal is granted, the applicant may withdraw the appeal at any time prior to the date of the appeal hearing.

8.4.2 Appeal Procedure

- (a) The Appeal Committee shall consider the appeal no later than 14 days after the closing date for applications to appeal.
- (b) The Appeal Committee would normally expect the applicant to appear in person at the appeal hearing.
- (c) The Appeal Committee shall decide whether to uphold the SAAP Committee's decision or require that it be reconsidered.
- (d) The decision of the Appeal Committee shall be final.

8.4.3 Confidentiality

The proceedings of the Appeal Committee shall be confidential.

9 MAINTENANCE OF ACADEMIC STANDARDS

The performance of Professors, Associate Professors and Senior Lecturers is expected to continue to match the characteristics specified in Appendix 1 & 2 at all times throughout the duration of their appointment. Through annual performance appraisals, senior academic staff will be held accountable for their performance in accordance with both their respective terms of employment or engagement, and any relevant Unitec policy.

In accordance with this expectation, the Deputy Chief Executive – Academic may ask the SAAP Committee to reassess a staff member against the characteristics of Senior Lecturer, Associate Professor and Professor specified in Appendix 1 & 2. In such a situation, the committee will report to the Deputy Chief Executive – Academic on its findings rather than provide a recommendation as required for appointments (6.3.) and promotions (7.1).

APPENDIX 1: Characteristics of Senior Lecturer / Pūkenga Matua, Associate Professor / Ahorangi Tuarua and Professor / Ahorangi positions

SENIOR LECTURER / PŪKENG MATUA (PASM) [refer para 4.4]	
Candidates for Senior Lecturer are expected to have met the requirements for appointment at the level of Lecturer. In addition, they are also expected to have achieved at least institutional recognition and a reputation as a leader in their discipline. To this end they will provide evidence of performance of the following, considered over the last three years*:	
MINIMUM QUALIFICATION: normally a Masters or equivalent	
Excellence in both categories must be demonstrated	
TEACHING excellence and ACADEMIC contribution, which may be demonstrated by**:	RESEARCH*** and ADVANCED PRACTICE, which may be demonstrated by:
<ul style="list-style-type: none"> • Excellent teaching performance evidenced by innovation in course design, teaching / facilitation, assessment and evaluation • Excellent learner feedback • Evaluation of practice and improvements in teaching / facilitation, assessment and evaluation to engage learners • Engagement in research and scholarship to inform teaching and support learning • Leadership in the use of appropriate learning technologies • Institutional and / or external awards for teaching • Use of teaching strategies to engage diverse learners • Engagement and/or participation in initiatives to embed Mātauranga Māori in programmes. • Regular participation in professional development with critical reflection and application to practice • Contribution to curriculum development, including programme development and review • Initiation, development and improvement of courses • Active contribution to, and membership of, academic projects/committees • Programme leadership or co-ordination • Engagement with external communities 	<p>Research</p> <ul style="list-style-type: none"> • Research outputs at national level • Publication of refereed journal articles or the equivalent • Refereed conference presentations • Exhibition and performance of creative work • Institutional and/or external awards and/or funding for research <p>AND/OR</p> <p>Practice</p> <ul style="list-style-type: none"> • Currency of advanced practice • Contributions to clinical / creative / community / professional practice of academic / technical or creative significance which are, and when, relevant to the programme on which the applicant teaches • Active contribution to professional associations • Industry and/or external awards or formal recognition

* Exceptional evidence before this period may be considered

** Badges may be submitted as evidence of achievement

*** Research applies to degree teaching staff and any other staff formally designated as on the Non-Degree Teaching Research Track.

Notwithstanding the separation of categories and characteristics, the overarching judgement that is made is holistic. This is particularly significant when the boundaries between categories are blurred in, for example, a particular discipline or in an individual's approach to presenting their Portfolio of evidence.

ASSOCIATE PROFESSOR / AHORANGI TUARUA [refer para 4.3]	
Candidates for Associate Professor are expected to have met the requirements for appointment at the level of Senior Lecturer. In addition, they are expected to have at least national recognition and a reputation as a leader in their discipline. To this end they will provide evidence of performance of the following, considered over the last five years:	
MINIMUM QUALIFICATION: normally a Doctorate and not less than a Masters or equivalent	
Excellence in both categories must be demonstrated	
TEACHING and ACADEMIC Leadership, which may be demonstrated by*:	RESEARCH** and ADVANCED PRACTICE Excellence, which may be demonstrated by:
TEACHING <ul style="list-style-type: none">• Leading curriculum development, including programme development and review, Initiation, development and improvement of courses• Exemplary teaching performance• Ability to maximise student success and intellectual independence, with particular reference to Māori and Pacific students• Use of teaching strategies to engage diverse learners• Use of appropriate learning technologies• Innovation in course design, teaching / facilitation, assessment and evaluation• Critical engagement in making improvements in teaching / facilitation, assessment and evaluation• Application of personal research and scholarship to teaching and learning• Institutional and / or external awards for teaching• Engagement and/or participation in initiatives to embed• Mātauranga Māori in programmes.	<ul style="list-style-type: none">• Leadership in initiating and designing collaborative research and enterprise projects, assembling teams with internal and external representation and leading bids for external research funding• Researcher in successful external research funding applications and projects• Relevant upskilling in Mātauranga Māori related to engaging with research with Māori and/or Iwi• Demonstrable understanding of New Zealand's government and public-sector priorities and strategies, including the Vision Mātauranga policy• Sub-contractor / partner researcher on externally funded projects led by other institutions• Leading research by mentoring of staff across the institute, establishment of national research networks and activities that substantially raise the institutional research profile/revenue and that demonstrate contribution to the institution's research community

<ul style="list-style-type: none"> • Regular participation and / or facilitation in professional development with critical reflection and application to practice • Primary supervision to completion at master's level • Supervision to completion at doctoral level (if appropriate to the discipline) • Writing of text books • Examination of theses <p>INSTITUTIONAL</p> <ul style="list-style-type: none"> • Effective leadership of academic projects / committees • Leadership of institutional reviews • Active contribution to and membership of academic projects / committees, including network, practice pathway and institutional working groups and committees <p>EXTERNAL</p> <ul style="list-style-type: none"> • Participation in national projects • Leadership in engagement with external communities • Accessing external funding 	<ul style="list-style-type: none"> • Leadership of or contribution to industry-partnered / funded research / enterprise projects • Leadership of/or contribution to commissioned / funded reports, consultancies/creative contracts involving work of academic / creative significance • Knowledge transfer through wānanga, presentations at specialised community organisations, iwi and / or research-community networking • Research outputs at national / international level • Industry research experience including commercialisation • Contribution to achieving institutional research strategy and targets • Collaboration across disciplines and programmes • Networking and / or engaging in research across profession / industry / community that includes / encourages Māori and Pacific participation • Contributions to clinical / creative / professional practice of demonstrable academic / technical or creative significance • Publication of refereed journal articles, papers, commissioned reports or equivalent (exhibition, screening, performance) • Invitations to present or perform at international peer reviewed conferences / festivals / exhibitions • External awards / fellowships / residencies • Editor / reviewer / editorial board member for peer reviewed journal or creative equivalent • Established national reputation within profession/ industry / community • Involvement in activities / membership of professional bodies
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* Badges may be submitted as evidence of achievement

** Research applies to degree teaching staff and any other staff formally designated as on the Non-Degree Teaching Research Track.

Notwithstanding the separation of categories and characteristics, the overarching judgement that is made is holistic. This is particularly significant when the boundaries between categories are blurred in, for example, a particular discipline or in an individual's approach to presenting their Portfolio of evidence.

PROFESSOR / AHORANGI [refer para 4.2]	
Candidates for Professor are expected to have met the requirements for appointment at the level of Associate Professor. In addition, they are expected to have recognition and a reputation as a leader in their discipline comparable to international professorial standards. To this end they will provide evidence of performance the following, considered over the last seven years and with the expectation that the performance has remained consistently high or improved:	
MINIMUM QUALIFICATION: normally a Doctorate and not less than a Masters or equivalent	
Excellence in both categories must be demonstrated	
TEACHING and ACADEMIC Leadership, which may be demonstrated by*:	RESEARCH** and ADVANCED PRACTICE Leadership, which may be demonstrated by:
<ul style="list-style-type: none"> • Exemplary teaching performance • Ability to maximise student success and intellectual independence • Leading innovations in course design, teaching, assessment and evaluation • Leading improvements in teaching / facilitation, assessment and evaluation if appropriate to the discipline • Application of personal research and scholarship to improve teaching (content and process) and learning • Institutional and/or external awards for teaching • Participation in and facilitation of professional development • Primary supervision to completion at masters and/or doctoral level • Examination of master's or doctoral theses, internal and external • Leading curriculum development, including programme development and review • Significant discipline leadership • Effective leadership of academic teams • Effective leadership of academic projects / committees 	<ul style="list-style-type: none"> • Leadership in initiating and designing collaborative research and enterprise projects, assembling teams with internal and external representation and leading bids for external research funding • Principal Investigator of successful external research funding applications • Principal Investigator on significant, multi-stakeholder, externally funded research projects with TEO and industry partners • Leadership of multi-and/or trans-disciplinary research teams • Understanding of New Zealand government and public-sector priorities and strategies, including the Vision Mātauranga policy • Leading research by mentoring of staff across the institute, establishment of national / international research networks and activities that substantially raise the institutional research profile / revenue and that demonstrate contribution to the institution's research community • Leadership of industry-partnered research and enterprise which leads to funding, patents or commercialisation • Leadership of commissioned / funded reports, consultancies / creative contracts involving work of academic / creative significance

<ul style="list-style-type: none"> • Significant contribution to and membership of academic projects / committees, at Network, Practice • Pathway Group and institutional level • Leadership in strategy, policy and strategic reviews • Contribution to entrepreneurial activities • Engagement and participation in initiatives to embed Mātauranga Māori in programmes • Regular participation and / or facilitation in professional development with critical reflection and application to practice • Leading national projects • Participation in national and international projects • Consultancy re discipline or academic leadership • Inter-institutional collaboration with academic disciplines • Contribution to the implementation of institutional or professional policies • Leadership in engagement with external communities • Contributions towards critique and improvement of society 	<ul style="list-style-type: none"> • International reputation and leadership with networks within profession / industry / community which attracts students and staff • Research leadership in and collaboration across disciplines and programmes • Relevant upskilling in Mātauranga Māori related to engaging with research with Māori and / or Iwi • Leadership in institutional research strategy / targets • Publicly recognised, networking, professional services to community / industry / Māori groups • Contributions to clinical / creative / professional practice of academic / technical or creative significance • Networking and / or engaging in research across profession / industry / community that includes / encourages Māori and Pacific participation • Record of achievement of transfer and application of research to industry / the profession / community/iwi • Publication of refereed journal articles, commissioned reports, papers or equivalent (exhibition, screening, performance) • Publication research-based books / reports / creative equivalent • Significant and continuing contribution to body of knowledge, or development of discipline • Invitations to present or perform at international peer reviewed conferences / festivals / exhibitions • External awards / fellowships / residencies • Editor / reviewer / editorial board member for peer reviewed journal or creative equivalent • Involvement in activities/membership of professional bodies
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* Badges may be submitted as evidence of achievement

** Research applies to degree teaching staff and any other staff formally designated as on the Non-Degree Teaching Research Track.

Notwithstanding the separation of categories and characteristics, the overarching judgement that is made is holistic. This is particularly significant when the boundaries between categories are blurred in, for example, a particular discipline or in an individual's approach to presenting their Portfolio of evidence.

DOCUMENT DETAILS

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Approved By:	Deputy Chief Executive– Academic
Date Approved:	10 June 2025
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AMENDMENT HISTORY

Version	Issue Date	Created / changed by	Reason for Revision
1	May 2003		New document - First edition
1.1	December 2003		Changes to org structure
1.2	December 2008		Changes to org structure
2	August 2009		Revised policy approved by Leadership Team. Adjunct Professors and Endowed Chairs removed from policy.
3	21 July 2010	Chair of SAAP Committee	Revised policy approved by Leadership Team.
3.1	4 April 2011	Chair of SAAP Committee	Minor amendments to Section 5.1.1; 5.1.2; 7.1.1 & 7.1.3 and deletion of Section 7.1.2 approved by Leadership Team on 10/03/2011
4	20 February 2014	Executive Dean - Academic Development	Senior Academic Titles & Criteria: Policy statement inclusion: Academic Adviser and Academic Leader Characteristics amended: SL & AP
5	13 June 2016	Executive Dean - Academic	Minor amends to update job titles and add Networks.
6	27 July 2017	Executive Dean - Academic & Executive Director –	Revised policy

		People & Safety	
7	28 May 2018	Executive Dean - Academic	Revised policy Reviewed by the TEU June 2018 Approved by the ELT July 2018
8	April 2022	DCE Academic	s3.2. Inclusion of Pou Hautu s4. Changes to Requirements s4.1.2 Inclusion of Values and removal of Appendix 2 s5.1.1. Changes to SAAP Committee Membership s8. Changes to Appeal provisions Position titles aligned to current organisational structure Document reformatting
9	June 2025	DCE Academic	s4. Changes to Requirements s4.5 Add Disqualifications s5.1.1. Changes to SAAP Committee Membership and appointment authority s5.1.2, 7.1.1 and 7.1.6 Add Professor s5.1.3 Examples of Conflicts added s7.1.7 Add Associate Professor App 1 Added staff designated as Non-Degree Teaching Research Track