

PROMOTION POLICY AND PROCESS

Faculty Career Path Procedure

Mission: To excel in postgraduate education, research and practice

Objective: The objective of the faculty promotion process is to identify and retain excellent faculty, create a culture of excellence, create a roadmap for succession planning and motivate faculty to perform at the highest level.

Guidelines for Academic Promotion to Candidates - Assistant to Associate Professor and Associate Professor to Full Professor.

The promotion process at T.A. Pai Management Institute (hereafter TAPMI) is purely based on merit and through a fair and a transparent process. The Promotions Committee recognizes that faculty may contribute to TAPMI's mission in different ways. Hence, the achievements of candidates applying for promotion to various levels will be assessed relative to the level of their career progression and commensurate to the opportunities available to the candidates.

Academic Performance

The standards that would be employed to measure candidates' performance are qualitative, quantitative, and in some cases a mixture of both. This will be applied to three key areas of activity. The three areas are described below.

- Education
- Research
- Academic Service / Institution Building

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Criteria / Case for Promotion

A successful application for promotion takes considerable time to prepare and therefore it is suggested that candidates interested in applying for promotion prepare the documents in advance and consult with senior professors in the area. Candidates may also discuss their application with the members of the screening committee.

Candidates applying for a promotion must make a clear case of excellence in at least two of the three designated academic areas (education, research, and institution building). More importantly in his / her application, the candidate must clearly demonstrate that he/she: (a) has been a high performer at the current level of appointment; and, (b) demonstrate that he/she can perform at a satisfactory level to which promotion is sought. For instance, a candidate applying for promotion to Associate Professorship must demonstrate excellence at the Assistant Professorship level and the capacity to perform satisfactorily at the Associate Professorship level.

The promotions committee will review the relevant evidence of a candidate's performance and achievements as outlined in the case for promotion in making the final decision. It is the view of the Promotions Committee that each application is to be viewed holistically and the final decision will be determined by the relevant performance standards set out below.

Candidates must note that no time bound promotion will be made in the case of faculty positions. A faculty member who has the qualifications and experience set out in this document can apply for promotion at the end of the year. The deadline for submitting the applications in hard copy to the Director's Office is **March 03, 2023 by 05:00 pm.** Following the receipt of applications, the Screening Committee will convene to shortlist the candidates. Shortlisted candidates will be notified within 7 days of the meeting. The Screening Committee will meet up with unsuccessful candidates to provide constructive feedback on their application. Shortlisted candidates will be invited for a formal interview with the Promotions Committee.

Faculty members shortlisted for Professorial positions (Associate to Full Professor) must make a 10-minute powerpoint presentation to the Screening Committee highlighting their vision for TAPMI/MAHE. The presentation will be made to the

Screening Committee prior to the interview.


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The composition of the Screening Committee is as follows:

Director
Dean (Academics)
Dean (Research)

Candidates applying for promotion must note that only achievements since a candidate's appointment at TAPMI to their current level can be included in the application for promotion. If a candidate has moved to TAPMI from another institution in India / abroad they may include evidence of achievements from their previous institution but the committee may not assign a higher weight / loading to that set of evidence.

Candidates applying for promotion must submit the following documents:

- A detailed Curriculum Vitae
- A detailed word document (not exceeding 5 pages) outlining the case for promotion. Candidates are to select two of the three designated areas to make a case for promotion
- Student feedback (quantitative and qualitative (where available)) of all courses taught at TAPMI. Whilst the promotions committee will place weight on this measure this will not be treated as an absolute measure to determine excellence in education
- A Teaching Portfolio (not exceeding 3 pages)
- A Vision statement addressing all three areas – Research, Education and Institution Building. In this document, you will outline your vision for yourself, TAPMI and MAHE. You will also highlight how you plan to achieve your vision, areas of focus and how success across the three areas will be measured. This document MUST NOT exceed two pages
- Evidence of publications clearly indicating the latest ABDC Rankings (full copies of published papers must be attached). Candidates are also expected to attach the full papers published in journals not ranked in the ABDC list but mentioned in the CPMS document

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- Candidates applying for Full-Professorship must nominate two of their most important research outputs [PRJs] and the impact of each of the output
- Research grants (if any) and PhD Supervisions must also be provided as part of the research portfolio
- Evidence of academic service / institution building

The above mentioned documents / evidence must be used by the candidate to support the case for promotion.

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ELIGIBILITY CRITERIA TO APPLY FOR PROMOTION

Assistant to Associate Professor (Excellence in two out of three areas)

Essential:

- Experience as an Assistant Professor at TAPMI for at least three years
- Two B (ABDC) Category Publications in the preceding three years **(Research)**
- Obtain student feedback of at least 8 on a 10-point scale in 70 percent of the courses taught in the last three years **(Education)**
- Heading at least one activity at TAPMI **(Institution Building)**

Desirable:

- Should have introduced a new course in any of the Programs
- Should have taught in the Executive Education Programs

Associate to Full Professor (Excellence in two out of three areas)

Essential:

- Experience as an Associate Professor at TAPMI for at least four years and an overall experience as Associate Professor for five years
- Three A OR One A* and A (ABDC) Category Publications from the TAPMI List in the preceding four years **(Research)**
- Obtain student feedback of at least 8 on a 10-point scale in all courses taught in the last three years **(Education)**
- Must have headed a major activity at TAPMI [for instance, Placecom Chair, PGP Chair, Admissions Chair, EEP Chair, Area Chair] in the preceding four years and made outstanding contributions to TAPMI and MAHE. Candidates must clearly demonstrate how their contribution to institution building has impacted TAPMI and MAHE **(Institution Building)**

Desirable:

- Should have successfully supervised atleast one PhD student to completion
- Should have designed and offered a module in an Executive Education Program at TAPMI

Handwritten Signature
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Composition of the Promotions Committee

Director (Chair of the Committee)
Dean (Academics)
Dean (Research)
Dean (Administration)
Registrar [MAHE] or nominee

In addition to the above-mentioned broad parameters, the screening committee will also look for "Organizational Citizenship Behaviour (hereafter OCB)". We define OCB as a candidate's voluntary commitment to TAPMI which goes well beyond his / her contractual tasks. For example, we expect TAPMI faculty to attend / participate in student events, FRS, weekly research seminars, convocation, leadership lectures etc. In short, we expect the candidate to go that "extra mile" purely out of personal motivation.

The responsibility for deciding whether or not to recommend the case for promotion made by a faculty to the interview panel lies entirely with the Promotions Committee, and this screening decision of the Promotions Committee will be final and binding.

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