

# THE AOG - PART 7

## PERSONAL DEVELOPMENT - EDUCATION AND TRAINING



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## **1 Introduction**

“Better Yourself, Better Our World” – the development of professional staff and faculty is one of the WUAS strategic initiatives. WUAS prides itself on having a collegial work environment, promoting inclusion and equality, in line with its values of diversity and internationalisation. WUAS firmly believes in lifelong learning and continuous career development and structurally offers and encourages staff members to pursue further education and training. Personal development, training and education are key aspects of annual appraisal and development talks with staff members (see Part 4-Faculty Handbook and Part 5-Professional and Support Staff Handbook) and WUAS facilitates and stimulates further education and training for staff members through offering financial support and facilitation in time.

Personal development paths and opportunities partly depend on your role within WUAS. Some are open only to faculty, while others are only open to professional staff. Development opportunities are outlined below. If you have any question as to whether you are eligible to a development opportunity, please contact your manager or the HRM department. Additionally, if you feel that you would benefit from a training, course, seminar, or any other development opportunity not mentioned in this guide, please feel free to bring this to the attention of your manager, so that we can discuss the possibilities with you.

Specific development and training opportunities are allocated based on objective criteria and merit, and are provided in such a way to avoid putting employees at a disadvantage based on skin colour, nationality, ethnic origin, marital or civil partnership status, disability, religion, belief, age, sexual orientation, gender identity or expression, sex, or socio-economic status (non-exhaustive). Whenever possible, development efforts and training should promote diverse perspectives and inclusive thinking.

In line with our Diversity and Inclusion Policy (Part 11), leaders and managers are expected to apply principles of diversity, equity and inclusiveness when mentoring and supporting employees, and to be mindful of the need to create fair opportunities for those that may require additional support.

In our personal development, education and training initiatives, we focus on academic as well as non-academic development.

## **2 Academic Development**

### **2.1 Facilitation from Master's to Doctoral Degree**

We facilitate doctoral studies for both faculty and professional staff members who would like to progress from a master's to a doctoral degree. Currently, this can take two forms:

1. Doctoral studies at other university (with co-supervision from a qualified WUAS faculty member)
2. Doctoral studies preparation programme (post-master's research track) offered by WUAS – with transition to doctoral studies upon successful conclusion of the programme (pilot phase started in 2021)

In principle, this support is open to all members of WUAS staff. However, the extent to which WUAS facilitates the studies financially and/or in time can be subject to the type of contract the staff members has with WUAS, as well as the extent of engagement with WUAS. The financial support towards doctoral studies is dependent on the FTE (%) that the staff member is engaged for at WUAS. For full-time staff members working in permanent employment, the funding towards a doctoral degree is up to 100% of the tuition fee for a fixed duration. In addition, WUAS offers the option of paid study leave pro rata to the FTE of the employee.

If you would like to study for your doctoral degree, you are required to undergo the intake and selection procedure at the respective institute.

In agreement with WUAS, the extent to which WUAS will support your studies will be determined. In principle, a study agreement is drawn up that stipulates the agreement on:

- Duration of support
- Financial support towards fees and materials
- Financial support towards publications and conferences
- Financed study leave and extent of leave
- Intellectual property rights
- Penalties and potential repayment, for example, in the case of leaving WUAS or non-completion of the programme

Due to the extent and length of doctoral studies, WUAS generally designs its agreements with staff members in a way as to build-in natural stopping points without extensive financial repercussions. This is done with the intention to provide fair opportunities and encourage lifelong learning in an accessible and low-threshold manner.

Your eligibility for support towards a doctoral degree is subject to appraisal and development plans. This will be discussed during your yearly appraisal and development talk as a fixed topic of discussion. Alternatively, you are free to discuss this at any time convenient and mutually agreed between you and your manager.

## **2.2 Postgraduate Certificate Learning and Teaching in Higher Education (PGCert)**

Faculty members can pursue a postgraduate certificate in learning and teaching in higher education (PGCert) which is offered in partnership with the University of Brighton. The PGCert focuses on the development of the teacher, from a higher education perspective, and has an 'action learning' approach, where faculty use their actual day-to-day experiences teaching at WUAS to facilitate their learning. The course aims to support the teacher in their professional development and development of their practices.

Successful completion of the course, leads to a PG Certificate in Learning and Teaching in HE and a fellowship of the Advance HE (FHEA) if the participant demonstrates through evaluations that they have met the dimensions of the UK Professional Standards Framework (UKPSF).

In principle, this support is open to all WUAS faculty members. However, the extent to which WUAS facilitates the course financially and/or in time can be subject to the type of contract the staff member has with WUAS, as well as the extent of engagement with WUAS. The financial support towards the PGCert is dependent on the FTE (%) that the staff member is engaged for at WUAS. For staff members working in permanent employment, the funding towards PGCert is up to 100% of the fee for a fixed duration if they are engaged at WUAS for more than 0.5 FTE. For staff members working less than 0.5 FTE at WUAS, the funding is dependent on the number of blocks during which they teach throughout the year at WUAS.

Application to the PGCert is done through WUAS Admissions as a first step. Once checked and ensured to be complete, the application documents are sent to the University of Brighton for approval and acceptance. You are required to undergo the intake and selection procedure of the University of Brighton to be able to participate in the PGCert programme.

In agreement with WUAS, the extent to which WUAS will support your studies will be determined. In principle, a study agreement is drawn up that stipulates the agreement on:

- Duration of support
- Financial support towards fees and materials
- Financed study leave and extent of leave
- Penalties and potential repayment, for example, in the case of leaving WUAS or non-completion of the programme

In principle, you are entitled to paid study leave for the classes required to follow the course, unless otherwise stated in your study agreement.

Your eligibility for support to obtain the PGCert is subject to appraisal and development plans. This will be discussed during your yearly appraisal and development talk as a fixed topic of discussion. Alternatively, you are free to discuss this at any time convenient and mutually agreed between you and your manager.

## **2.3 Facilitation of Research Output Development**

WUAS aims to facilitate its academic staff in terms of research and publications by providing research and financial support for research dissemination.

Measures to support the research activities and dissemination include:

- Balancing in teaching load for full-time faculty to allow for research activities
- Financial support for active participation in conferences and research meetings
- Support in the acquisition and handling of third-party funded projects
- Hosting research workshops and conferences at WUAS
- Granting of WUAS own research funds and scholarships

The research dissemination budget aims to provide support to research staff to disseminate and communicate their research findings, and share their research knowledge and material beyond their immediate peers.

WUAS encourages its researchers to publish their scientific work in high-standard, peer-reviewed, academic journals (such as Scopus Index, ABDC lists). In addition, researchers are actively engaged in research grant funding applications (both national and EU) writing and submission.

WUAS provides support to research staff to establish collaborative research projects within and outside the institution, such as the framework of Erasmus+ Programme (ECHE 2021-2027), enhancing mobility and international collaboration on various projects.

We have established a system to allocate the needed additional time for research and publications for all faculty and professional staff involved in the research projects. This is done on an individual basis in consultation with management, taking into consideration your unique circumstances as a staff member.

Freelance colleagues are rewarded with financial benefits for successful publications in peer-reviewed journals. In addition, researchers can apply for the cost of dissemination activities for the conference presentation and/or any cost associated with journal publications.

In support of those efforts, WUAS has adopted a Research, Publication and Reward Policy (Part 7a).

## **2.4 Facilitation from Bachelor's to Master's Degree**

As a knowledge organisation, most of WUAS professional staff members hold a master's degree. For instances where a professional staff member holds a bachelor's degree and would like to progress to master's level, WUAS facilitates this by supporting their studies of one of WUAS's master's programmes on a part-time basis.

In principle, this support is open to all members of WUAS professional staff. However, the extent to which WUAS facilitates the studies financially and/or in time can be subject to the type of contract the staff members has with WUAS, as well as the extent of engagement with WUAS. The financial support towards doctoral studies is dependent on the FTE (%) that the staff member is engaged for at WUAS.

If you would like to study for your master's degree at WUAS, you are required to undergo the intake and selection procedure at WUAS.

In agreement with WUAS, the extent to which WUAS will support your studies will be determined. In principle, a study agreement is drawn up that stipulates the agreement on:

- Duration of support
- Financial support towards fees and materials
- Financed study leave and extent of leave
- Intellectual property rights
- Penalties and potential repayment, for example, in the case of leaving WUAS or non-completion of the programme

WUAS expects your master's thesis to reflect on and benefit WUAS.

Your eligibility for support towards a master's degree is subject to appraisal and development plans. This will be discussed during your yearly appraisal and development talk as a fixed topic of discussion. Alternatively, you are free to discuss this at any time convenient and mutually agreed between you and your manager.



### **3 Non-Academic Development**

Next to support for academic development, there are opportunities for faculty and professional staff in terms of non-academic development. This occurs in formal, as well as more informal ways. Development at WUAS is seen as continuous and instances of peer feedback and exchange are seen as important, albeit less formal, opportunities for development. This includes peer feedback from co-teachers and coordinators, the annual teachers meetings in which new developments and initiatives are discussed, fostering a knowledge exchange between colleagues and peers, as well as seminars offered during the course of the year.

For staff training, WUAS prioritises community and a collective need where possible. We encourage peer training, giving staff members the opportunity to learn from one of their colleagues, as well as to train their colleagues.

#### **3.1 Accreditation**

As WUAS has extensive accreditation efforts and ambitions (AACSB, NVAO, OC&W, FIBAA, AMBA-BGA, EFMD), staff members benefit from information sessions, training, congresses and seminars related to accreditation procedures. Not only do those positively impact the internal quality and quality of teaching at WUAS, at the same time, those opportunities add to the development of staff members on an individual level, strengthening their professional expertise and capabilities and aiding their professional development as faculty or professional staff working in higher education.

Information sessions, training and seminars are offered to WUAS staff on a regular basis during accreditation cycles.

#### **3.2 Internationalisation**

Internationalisation is one of WUAS's key values and WUAS recruits students globally. It is, therefore, critical to ensure that staff members are knowledgeable about higher education systems and qualifications, credit transfers, etc., as well as about recruitment strategies, international exchange and legal frameworks. Not only does this enable WUAS to achieve its strategic goals, it also plays an important role in safeguarding compliance. Therefore, WUAS encourages and supports staff members to participate in congresses, training, seminars and information sessions related to those topics, for example, through Nuffic and Naric.

#### **3.3 External Databases**

WUAS makes use of numerous external databases in its operations, ranging from education operations to HRM and accounting. Those include but are not limited to Osiris, Scientia, Academ Twinfield, NMBRS and Graduway.

Training in those external databases by providers is essential to ensuring that staff members can make maximum use of the databases and in turn provide support and peer training to their colleagues (see below). Staff members working with external databases are encouraged and expected to follow regular training to be able to benefit from them to a maximum extent.



### **3.4 Internal Training**

Internal training is part of ongoing feedback and development at WUAS. Next to explicit information, standards, policies and procedures, provided through the EEG, AOG, etc., we aim to make working instructions accessible through our online resources, for example, through our FAQ to foster best practices within WUAS aligned with our core values. Additionally, all WUAS employees are encouraged at all times to help each other's development through collaboration and peer feedback. In this way, ongoing personal development is built on collaboration and transparency. We are proud to have an open-door policy throughout WUAS, where questions and concerns can be discussed in an accessible and collegial manner.

With regard to applications, internal training is offered on a need basis. Due to ever-changing functionality and useability, staff members are requested to use self-teach and peer-assist methods to acquire new or more advanced skills. This applies to applications, such as Moodle, Office365 (including Sharepoint), Twinfield, Drupal, Mailchimp, Salesforce, Social Media (Facebook, LinkedIn, Twitter, Instagram, etc.).

Moreover, there are several fixed moments per year where collective training opportunities are organised for all staff members, in the form of workshops, seminars or master classes.

### **3.5 External Training and Courses**

External training/courses are sometimes offered to increase the level of knowledge and skills needed to fulfil a certain position or task. These courses could vary from a course in salary administration for a financial administrator, to a course in "how to fulfil a role as prevention worker" for the HR manager, or a training in "how to recognise a student with mental issues" for the process tutors. These courses will be offered on a need basis.