



Objective 1 – scholarly output

An objective that focuses on some form of scholarly output. It could be argued that there is an expectation, as a typical element of academic activity, for colleagues to become involved in some form of enquiry and produce an output as a consequence of this. It is considered that the parameters of this output, could be reasonably broad and whilst this output may be based on some form of research activity and take the form of:

- a journal article
- conference paper or working paper it might also include an opinion piece, an industry-based report, a contribution to a trade publication
- some other output, at the agreement between the LM and the colleague.

Objective 2 – Improving Student Experience

An objective that is focussed on improving the student experience through developing initiatives in colleagues teaching and learning process. This could be, for example:

- re-designing a module
- adopting a new teaching or assessment method
- introducing some form of teaching innovation or evolution
- introducing initiatives that would improve NSS or EvaSys rates etc.

This objective may be, or have been, achieved for certain colleagues given the requirement for updating and adapting modules for blended or online delivery necessary for session 2020/21.

Objective 3 – Leadership / Management or administration

The third objective would be one that **focusses on some aspect of leadership, management or administration**. This would be a clear objective that details a colleagues' contribution to the appropriate academic area, to their subject group and or/the School. This might take the form of:

- programme leadership
- REF submission leadership
- SAL, induction the Employability Skills Programme (ESP),
- staff development
- committee representation
- social activities
- Or any other agreed activity.

Whilst fully understanding its importance, this would require most colleagues to identify an objective that went beyond 'Module Leadership'.

Objective 4 – Alignment to Academic Pathways (in the system, choose the 'personal development objective' option under 'objective type')

All colleagues are aligned with a particular 'Academic Pathway'. Whilst many colleagues have chosen their preferred pathway, such alignments are flexible, and it is recognised that colleagues are able to change their pathway as circumstances and personal ambitions change over time. This fourth objective focusses on colleagues developing and agreeing an objective that considers a combination of their current 'Academic Pathway' and their grade.

It is, however, important to adopt a flexible approach to this objective and recognise that colleagues may aspire to move from one pathway to another. In these cases, the colleague should discuss this with their Line Manager and agree to the development of an objective, at the appropriate grade in the academic pathway, to which they may aspire to join.