



**BRAINAE UNIVERSITY**

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**ACADEMIC ADVANCEMENT POLICY**

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## **1. PROMOTION POLICY STATEMENT**

The aim of this procedure is to provide a fair, transparent and equitable method for the promotion of the academic and research staff whose performance and contribution to the institution has been excellent or outstanding. Institutions recognise the importance of encouraging good performance and enabling all staff to develop their potential and will provide a range of mechanisms to assist staff, such as performance reviews and training and development opportunities, as well as recognising and rewarding excellence by promotion. These procedures have been drafted with due regard to the National Equality and Diversity Policy. It is expected that, in their implementation, these practices will provide equality of opportunity for all staff.

For all categories of promotion the guidance recognises the potential for candidates to demonstrate achievement in one or more of the following five areas of activity:

- Research.
- Teaching.
- Knowledge transfer/income generation.
- Academic administration/management.
- Outreach to business and community.

All promotion is based on merit. Staff must have been graded fully satisfactory on Performance Review for at least the two years prior to the application for promotion. Promotion is based on assessment of academic contribution to the management of student learning, research, consultancy, knowledge transfer, academic administration and community service further guidance is provided at the end of this appendix. For promotion a member of academic staff must demonstrate that they are engaged in activities which enable them to demonstrate that they are working at the cutting edge of their discipline.

## **2. DUTIES AND RESPONSIBILITIES OF THE COMMISSION**

The commission in charge of teachers' and researchers' promotion meets twice a year chaired by the Vice Chancellor. In case of absence or obstacle, the Vice Chancellor is replaced by the Vice Chancellor for Academics. The commission examines the recruitment files together with researchers' promotion files and submits its decisions to Academic Senate and University Council. The duties of the commission in charge of promotion are follows:

- To prepare the procedure of the academic staff promotion.
- To prepare all needed obligations and tools for academic promotion for all categories.
- To receive and technically analyze the applications for promotion and propose decision to the Academic senate and the University Council.
- To conduct interview with applicants for promotion.

## **3. MEMBERSHIP OF THE COMMISSION**

The commission in charge of promoting teachers and researchers is composed by:

1. The Vice Chancellor
2. The Vice Chancellor for Academics
3. The Vice Chancellor for Administration and Finance
4. A teacher with the grade of professor elected by his/her colleagues on the level of faculty or school;
5. A teacher with the grade of lecturer elected by his/her colleagues on the level of faculty or school;
6. A researcher of the Institute research centre with at least the grade of in charge of research elected by his/her colleagues;
7. A member of the commission "quality insurance" at Institute.
8. The mandate of the people mentioned under number 4, 5, 6, and 7 is two years renewable once.

**Minimum qualification for appointment-academic staff in BRAINAE University**

These elements presented in the following table show the different academic position, research position and the corresponding qualification required for each position.

<b>Academic position</b>	<b>Research Position</b>	<b>Qualifications</b>
Tutorial Assistant	Research Assistant A	1 <sup>st</sup> Degree
Assistant Lecturer	Research Assistant	Master's Degree
Lecturer	Research Fellow	PhD/Merit promotion Masters
Senior Lecturer	Senior Research Fellow	PhD
Associate Professor	Associate Research Professor	PhD
Professor	Research Professor	PhD

1. Minimum qualification for appointment for medical academic at this grade is the Master of Medicine
2. A member of staff recruited but who has been promoted to this grade by a higher education institution and met the criteria for appointment but does not have a PhD may be appointed to the grade.

#### **4. CRITERIA FOR APPOINTMENT AND PROMOTION**

The following are the minimum requirements for appointment and promotion in BRAINAE University:

##### **4.1 Tutorial assistant/Research assistant A**

- 70% minimum - second class upper division or Grade A

For academic staff appointed to teach some professional subjects it may be necessary for them to have had successful professional experience prior to appointment.

##### **4.2 Assistant lecturer/Research Assistant B**

Minimum requirements for appointment/promotion

- Master's degree which is a progression qualification, i.e. it must be related to the bachelor degree,

- Junior Academic Staff who cannot attain higher qualification within 5 years should be considered for retrenchment.
- Staff doing PhD straight from Bachelors must first demonstrate capacity to attain an MPhil before transfer to PhD, and the transition between the two can be considered for intermediate promotion.

#### **4.3 Lecturer/Research**

- Direct appointment for PhD holders (Masters of Medicine) with no prior teaching experience.
- Promotion of Assistant lecturers who are Masters Holders: staff must have been on the Assistant lecturers post for not less than 3 years, having demonstrated teaching and contribution to module and programme specifications, production of e-learning materials, publications, etc.
- Promotion of Assistant Researchers who are Masters Holders: staff must have been Assistant Researchers post for not less than 3 years, having demonstrated research potential through contribution to publications, consultancy, etc.
- ONE unit of publication is considered adequate for the purposes of assessing research and scholarly ability for Lecturer.
- TWO units of research publications are required for researcher.

#### **4.4 Senior Lecturer/Senior Researcher**

Minimum requirements for appointment

- Possession of PhD
- Minimum 3 units of publications (Senior Lecturer)/6 Units of research publications (Senior Researcher)
- Teaching/research experience of not less than 3 years since obtaining PhD

Minimum requirements for Promotion: to SL/SR

- Possession of a PhD
- Minimum of 2 units of publications since last promotion (Senior Lecturer)/ 4 units of research publication (Senior Researcher)

- Teaching experience, minimum of three years as Lecturer with evidence of teaching excellence, or minimum of three years' research experience as a Researcher.

#### **4.5 Associate Professor/Associate Research**

Minimum requirements for appointment or promotion:

- Possession of a PHD with at least three years of relevant successful teaching experience as a Senior Lecturer in a recognized Institution of Higher Education, PLUS
- A minimum of FIVE units of research publications (Associate Professor)/TEN units (Associate Research Professor).
- Active involvement in research and evidence of ability to supervise masters and PhD students

#### **4.6 Full Professor/Research Professor**

Minimum requirements for appointment or promotion:

- Possession of a PhD with at least three years of relevant successful teaching experience as Associate Professor or equivalent in a recognized Higher Learning Institution, PLUS
- A minimum of five units of research publications since the last promotion (Professor)/ TEN units (Researcher Professor)
- Active involvement in research and evidence of ability to supervise masters and PhD students

### **5. Promotion procedure**

Promotion for academic and research staff will be made on the basis of a consideration of the case made, except for promotion from tutorial assistant to assistant lecturer/or from research assistant B to research assistant A, which will automatically take place when a member of staff is awarded a progression master's degree or, in the case of a member of staff who registers directly for a research degree, on transfer from MPhil to PhD or an equivalent transition. Similarly,

promotion from Assistant Lecturer to Lecturer will be automatic on gaining a doctoral degree (Master of Medicine for medical academics)

### **5.1. The Application Process**

#### ***STAGE 1. Circulation of information on the academic promotion procedure, proforma and application Guidance documents and closing date.***

The Administration and promotion commission Service will circulate (a) information on the Academic Promotion Procedures (b) a Proforma and (c) Applicant Guidance Document along with the closing date for submissions.

Applicants should submit a covering letter highlighting the basis of their application on no more than 3 pages, plus a curriculum vitae and any additional material that demonstrates their case that they meet the criteria for promotion, plus the pro forma sheet. The material submitted must contain the name and contact addresses of referees who can comment authoritatively on the applicant's academic contribution in line with criteria requirements. Referees should not include Deans/Heads of the applicants' Academic Departments, who will contribute to the process by providing a supporting statement for any member of staff in their faculty/department applying for promotion.

Applicants are required to submit three copies of the complete submission, two to the commission and one to the Dean of their Faculty. All copies must be submitted by the closing date given in the call for submissions.

#### ***STAGE 2 (i). Applications for promotion to Lecturer/Researcher***

One copy of the submission should be sent by the applicant to the Dean via the system to provide a supporting statement. The Dean should consult with the Faculty Council before writing the supporting statement. The whole submission including a supporting statement should then be signed by the Dean and forwarded to the Vice Chancellor for Academics. Deans are expected to be open with their staff and should supply the applicant with a copy of the supporting statement.

**STAGE 2 (ii). *Applications for promotion to Senior Lecturer/Senior Researcher***

One copy of the submission should be sent by the applicant to the Dean to provide a supporting statement.

The Dean should consult with the applicant's Head of Department before writing the supporting statement. The whole submission including a supporting statement should then be signed by the Dean and forwarded to the Vice Chancellor for Academics. Deans are expected to be open with their staff and should supply the applicant with a copy of the supporting statement.

**STAGE 2 (iii) . *Applications for promotion to Associate Professor and Professor/ Associate Research Professor/Research Professor***

One copy of the submission should be sent by the applicant to the Dean to provide a supporting statement. The application and the supporting statement should then be forwarded to the Vice Chancellor for Academics for considered by the specially convened Promotion Committee. The Specially Convened Promotion Committee will consider whether there is a prima facie case for promotion to Associate Professor or Professor. Where there is, the Director of Administration will take up the candidate's references and ask the Dean to nominate four external professors who are experts in the candidate's field and two of those nominated will be asked to comment on the candidate's case. The whole submission including the supporting statement and the references should be signed by the Vice Chancellor for Academics and forwarded to the Vice Chancellor by specified date.

Deans are expected to be open with their staff and should supply the applicant with a copy of the supporting statement. In cases where an application is not supported by the institution feedback will be provided to the applicant by the Vice Chancellor for Academics in writing.

## **5.2. For all applications**

It is expected that applications for Academic Advancement and Promotion should be the result of an ongoing process of staff development and performance review between the individual member of staff and their Head of Department/Dean. Therefore, applicants are encouraged to seek guidance and support on their application from their Heads of Department/Dean in advance of making a submission.

**NB: Members of staff do have the right to apply direct to the Specially Convened Committee (SCC) in the event of the Head of Department/Dean advising against an application, if they feel that the Dean/Head of Department has unreasonably withheld support, and they should indicate if this is so on their application. The commission of promotion will make a final decision, which takes into account the views of the Dean/Head of Department.**

### ***STAGE 3. The commission of promotion - 1<sup>st</sup> Meeting***

The commission will comprise appropriate members nominated by academic Senate and be chaired by the Vice Chancellor. The committee will consider all cases for promotion including those for Associate Professor and Professor. In all cases where the committee agrees that the candidate meets the minimum criteria for promotion references will be taken up, and in the case of those being considered for promotion to Associate Professor/Professor the applicant's submission will in addition be sent for two external assessments.

### ***STAGE 4. The commission of promotion- 2<sup>nd</sup> Meeting***

The commission will reconvene to review all the references and assessments and to decide if there is a case for promotion.

This committee will consider all applications for promotion to Associate Professor/Professor from university-sector institutions and the recommendations of the Commission will be reported to the Rector of the applicant's institution, copied

to the Vice Chancellor for Academics and Vice Chancellor for Administrative and Finance. The Vice Chancellor will take the recommendation to the University Council for Confirmation.

In the case of applications for promotion to Lecturer/Researcher and Senior Lecturer/Senior Researcher, the Commission will report the decisions to the Rector who will make recommendations to the University Council for confirmation.

#### **STAGE 5. *Notification of Decisions***

Successful applicants will be informed in writing of the decision and of the effective date. Professors/Associate Professors will also be informed of the title of their Chair. All associate and full professors will have a title, except those on whom Associate Professorial title is conferred on appointment as a Chancellor or Vice Chancellor. All associate and full professors will also be informed, with the exception of Chancellor or Vice Chancellor that retaining the title is dependent on their continuing to carry out the work on the basis of which they were awarded the title. In particular they must continue to engage in research activities.

In reaching such a decision the committee should give due consideration to the management and other responsibilities being undertaken and other contributions being made by the member of staff.

All unsuccessful applicants for promotion to Lecturer /Senior Lecturer will receive a written explanation of why their application for promotion has been unsuccessful, from the Chair of the Specially Convened Committee that considered their application.

On receipt of a written explanation, unsuccessful candidates may, if they wish, request a further feedback meeting with the Vice Chancellor for Academics. This meeting should normally take place within 2 weeks of receipt of the unsuccessful letter.

## **STAGE 6. Appeals Procedure for all Unsuccessful Applications**

Following a written explanation and a meeting with the Vice Chancellor for Academics, applicants will have the opportunity to submit a formal written appeal against an unsuccessful application.

Applicants should note that an appeal is not an opportunity to reconsider the original application.

The grounds for appeal should be detailed and fall under one or more of the following headings:

1. Information is now available, which was pertinent at the time, but which was not available, for good reason, to the Specially Convened Committee
2. Procedural error.
3. Mistakes of fact in the original application that can now be corrected.
4. The panel miss-directed itself in some way (to be defined by the employee appealing).

Applicants should make contact with the Vice Chancellor for Academics immediately on receipt of the letter informing them of their unsuccessful applications if they wish to take advantage of the opportunity to review the reasons as to why their application was unsuccessful and to focus constructively on development areas.

A meeting should normally take place within two weeks of receipt of the unsuccessful letter. Applicants, who wish to proceed with an appeal after meeting the Vice Chancellor for Academics, must submit it in writing, outlining the grounds.

Appeals should be submitted to the Director of Administration and human resource in the first instance. The appeal will then normally be sent to the appellant's immediate Dean for comment on factual accuracy.

A committee made up of appropriate members of Senate who were not substantively involved in the original decision and chaired by the Vice Chancellor will consider appeals. The decision of the Appeal Panel in the case of applications

for promotion to Lecturer/Senior Lecturer, which will be communicated in writing, will be final.

### **5.3. Academic promotion opportunities**

#### **(a) Application for Promotion to Lecturer/Researcher**

##### **(i) Criteria**

Applicants at Assistant Lecturer /Researcher level who are seeking promotion to Lecturer/Researcher must have been awarded a minimum of a progression masters degree and be able to demonstrate consistently outstanding performance in at least two (including research, for promotion to Researcher) of the areas set out below (which are detailed in Appendix 1):

- Research
- Teaching
- Knowledge Transfer/Income Generation
- Administration/Management
- Outreach

#### **(b) Application for Promotion to Senior Lecturer/Senior Researcher**

##### **(i) Criteria**

Applicants at Lecturer/Researcher level who are seeking promotion to Senior Lecturer/Senior Researcher must have been awarded a PhD and be able to demonstrate consistently outstanding performance in at least two of the areas set out below (including research for promotion to Senior Researcher) and have a minimum of 1 units of publication (SL)/six units of publication (SR).

- Research
- Teaching
- Knowledge Transfer/Income Generation
- Administration/Management
- Outreach

#### **(b) Application for Promotion to/Designation as Associate Professor/ Associate Research Professor**

##### **(i) Introduction**

The post of Associate Professor is designated specifically to encourage and reward excellence in research and research-related consultancy. Only staff on Researcher contracts will be eligible to apply for promotion to Associate Research Professor. Whilst designation as Associate Professor acknowledges past achievement, it carries with it a broader, dual responsibility:

- To enhance the reputation of the Institution through continuation of designated research activity, and
- To act as a stimulus for other research and lead/co-ordinate research activities in a Department/Faculty or a section thereof.

Advancement to Associate Professor will be considered as part of the agreed staff development and career review arrangements, which will contribute to the development of appropriate staff towards an Associate Professorship role.

## **(ii) Criteria for Designation as Associate Professor/Associate Research Professor**

Applicants who are seeking promotion to Associate Professor must be able to demonstrate excellence, creativity and originality across a range of areas (although not necessarily in equal measures). Achievement in research is essential, and an applicant must have a minimum of five research publications/outputs, three of which are since last promotion.

In determining the suitability of applicants for the post of Associate Professor, the Institution will consider the information in the application under the five headings of:

- Research
- Teaching
- Knowledge Transfer/Income Generation
- Administration/Management
- Community Service

In assessing whether an applicant meets the criteria, the commission will consider not only an applicant's actual attainment but also the circumstances in which it has

been achieved. Thus it may be appropriate to place particular emphasis on the applicant's potential, where past achievement has clearly and demonstrably taken place alongside such activities as learning/teaching, examining, course development and similar contributions to education, which formed a necessary and significant part of the duties of the post.

### **(c) Application for Promotion to Professor/Researcher Professor**

#### **(i) Introduction**

Whilst designation as Associate Professor acknowledges past achievement it carries with it four responsibilities:

To act as a stimulus for:

- Professional standing in the appropriate field of activity,
- Academic and general leadership,
- Development of scholarly activity,
- Contribution to the achievement of the strategic objectives of the Institution and education in general

#### **(i) Criteria**

Applicants who are seeking promotion to Professor/Research Professor must be able to demonstrate an outstanding contribution in at least two of the headings provided below one of which must be research. A minimum of 5 research publications /outputs must have been produced since the last promotion. In determining the suitability of applicants for the post of Professor, the Institution will consider the information in the application under the five headings of:

- Research
- Teaching
- Knowledge Transfer/Income Generation
- Administration/Management
- Community Service

Additionally, all applicants for Professor will be required to demonstrate an outstanding level of research and at least a satisfactory teaching contribution and

those for Research Professor that they have made significant contributions to the advancement of knowledge in their field recognised at an international level.

An individual's case for conferment as Associate Professor may rest on outstanding achievement either across a broad spectrum of academic activities or in a smaller number of areas. However, the underlying principle in assessing the standing of an individual is that of peer review. Academic achievements that are tangible and are recognized on an international scale will normally carry more weight than smaller-scale or local activities. The candidate will normally be expected to have attained an international reputation in the field.

## APPENDIX

### Appendix 1. APPLICATION FORMS FOR ACADEMIC PROMOTION

<b>APPLICATION FOR PROMOTION TO LECTURER</b>	
<b>CRITERIA</b>	<b>GUIDANCE ON RANGE OF ACTIVITIES (please note the following are indicators and not checklists and are not exhaustive)</b>
1. Research	<ul style="list-style-type: none"> <li>✓ External funding secured</li> <li>✓ Invited/refereed national conference papers</li> <li>✓ Refereed international conference papers</li> <li>✓ Productive external collaboration</li> <li>✓ Relevant professional contributions</li> <li>✓ Successful technology transfer</li> <li>✓ Refereed Publications</li> </ul>
2. Teaching 2.1 Performance and Professional Development	<ul style="list-style-type: none"> <li>✓ Post Graduate Certificate in Teaching and Learning in Higher Education</li> <li>✓ Development of new modules/pathways</li> <li>✓ Good student evaluations</li> <li>✓ Support from externals</li> <li>✓ Innovative methodologies/pedagogy</li> <li>✓ Subject text book/distance learning materials</li> <li>✓ Positive Peer Review</li> <li>✓ Contributes appropriately to the teaching load of the unit</li> </ul>
2.2 Management/Leadership	<ul style="list-style-type: none"> <li>✓ Curriculum Review</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Module/Year/Programme Co-ordinator</li> <li>✓ Subject review responsibility</li> <li>✓ Training teaching assistants</li> </ul>
3. Knowledge Transfer/Income Generation	<ul style="list-style-type: none"> <li>✓ Consultancy income</li> <li>✓ Entrepreneurial activity</li> <li>✓ Commercialization success</li> <li>✓ Significant income generated from industry, <ul style="list-style-type: none"> <li>✓ commerce and/or public sector</li> </ul> </li> <li>✓ High level consultancy contracts</li> <li>✓ Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material</li> <li>✓ Professional practice journal publications</li> </ul>
4. Administration/Management	<ul style="list-style-type: none"> <li>✓ Faculty Management responsibility</li> <li>✓ Adviser of Studies</li> <li>✓ Faculty/Departmental representative at Institution level.</li> </ul>
5 Outreach/Community Service	<ul style="list-style-type: none"> <li>✓ Expert work for Institution</li> <li>✓ Official Institution representative</li> <li>✓ Involvement with public agencies</li> <li>✓ Involvement with business and private sector groups</li> <li>✓ Enhancing the Institution's public profile</li> </ul>
<b>APPLICATION FOR PROMOTION TO SENIOR LECTURER</b>	
<b>CRITERIA</b>	<ul style="list-style-type: none"> <li>✓ <b>GUIDANCE ON RANGE OF ACTIVITIES (please note the following are indicators and</b></li> </ul>

	<b>not checklists and are not exhaustive)</b>
1 Research 1.1 Output	<ul style="list-style-type: none"> <li>✓ Regional quality</li> <li>✓ Successful external research funding</li> <li>✓ International peer reviewed conference</li> <li>✓ publications</li> <li>✓ Invited international conference speaker</li> <li>✓ Peer review publications</li> <li>✓ 📅 Evidence of future work planned</li> </ul>
1.2 Leadership	<ul style="list-style-type: none"> <li>✓ National conference organization</li> <li>✓ Mentoring of junior colleagues</li> <li>✓ Lead/co-lead applicant in significant grants</li> <li>✓ Successful postgraduate supervision</li> <li>✓ Leader of internal research groups</li> <li>✓ Member of national/international research groups</li> </ul>
1.3 Standing	<ul style="list-style-type: none"> <li>✓ External Examiner</li> <li>✓ National/international association executive</li> <li>✓ Leading expert in subject field</li> <li>✓ External PhD examining</li> </ul>
2 Teaching 2.1 Performance and Professional Development	<ul style="list-style-type: none"> <li>✓ National/international reputation in advice on quality</li> <li>✓ Lead role in reflective practice in Institution</li> <li>✓ Invited subject review role</li> <li>✓ Keynote speaker at national/international conferences</li> </ul>

	in Teaching/Learning
2.2 Management/Leadership	<ul style="list-style-type: none"> <li>✓ Significant mentoring role in teaching/learning</li> <li>✓ practice in Institution Programme leadership</li> <li>✓ Chair programme development team</li> </ul>
3 Knowledge Transfer/ Income Generation 3.1 Output	<ul style="list-style-type: none"> <li>✓ Grant income (Research Grants) Commercialization</li> <li>✓ Significant income generated from industry, commerce and/or public sector</li> <li>✓ High level consultancy contracts</li> <li>✓ Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material</li> <li>✓ Professional practice journal publications</li> </ul>
3.2 Leadership	<ul style="list-style-type: none"> <li>✓ Leadership at a senior level in national professional bodies</li> <li>✓ Leadership at a senior level in government organizations, industry, commerce and/or the public sector</li> <li>✓ Evidence of peer group esteem, chair of steering groups</li> </ul>
3.3 Standing	<ul style="list-style-type: none"> <li>✓ Consulted for advice by government departments, international organizations at home and overseas</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Expert witness</li> <li>✓ Non-executive directorships</li> </ul>
4 Administration/Management	<ul style="list-style-type: none"> <li>✓ Management responsibility</li> <li>✓ Faculty representative at Institution level</li> <li>✓ Recognized Institution roles</li> <li>✓ Contribution to Institution policy formation</li> </ul>
5 Outreach/Community Service	<ul style="list-style-type: none"> <li>✓ Expert work for Institution</li> <li>✓ Official Institution representative</li> <li>✓ Involvement with public agencies</li> <li>✓ Involvement with business and private sector groups</li> <li>✓ Enhancing the Institution's public profile</li> </ul>

**APPLICATION FOR PROMOTION TO ASSOCIATE PROFESSOR**

<b>CRITERIA</b>	<b>GUIDANCE ON ACTIVITIES (please note the following are indicators and not checklists and are not exhaustive)</b>
1 Research 1.1 Output	<ul style="list-style-type: none"> <li>✓ International quality significant over career (and since last promotion where appropriate)</li> <li>✓ Successful grant application over career (and since last promotion where appropriate)</li> <li>✓ External referees' support</li> <li>✓ Evidence of future research</li> <li>✓ Significant refereed publications over career (and since last promotion where appropriate)</li> <li>✓ Invited/refereed papers at</li> </ul>

	national/international conferences
1.2 Leadership	<ul style="list-style-type: none"> <li>✓ National conference organization</li> <li>✓ Mentoring of junior colleagues</li> <li>✓ Lead and co-lead applicant in research/KT grants</li> <li>✓ Successful postgraduate supervision</li> </ul>
1.3 Standing	<ul style="list-style-type: none"> <li>✓ Referee for external publications</li> <li>✓ External consultancies</li> <li>✓ Journal editorial board</li> </ul>
2 Teaching 2.1 Performance and Professional Development	<ul style="list-style-type: none"> <li>✓ Post graduate Certificate in Teaching and Learning in Higher Education</li> <li>✓ Development of new modules/pathways</li> <li>✓ Good student evaluations</li> <li>✓ Support from externals</li> <li>✓ Innovative methodologies/pedagogy</li> <li>✓ Subject text book/distance learning materials</li> <li>✓ Positive Peer Review</li> <li>✓ Contributes appropriately to the teaching load of the department</li> </ul>
2.2 Management/Leadership	<ul style="list-style-type: none"> <li>✓ Curriculum/Pathway Review</li> <li>✓ Module/Programme Coordinator</li> <li>✓ Subject review responsibility</li> <li>✓ Contribution to PICKLE training courses</li> <li>✓ Coaching of junior colleagues</li> <li>✓ Research training modules</li> <li>✓ Training teaching assistants</li> </ul>
3 Knowledge Transfer/Income	<ul style="list-style-type: none"> <li>✓ Grant Income as lead</li> </ul>

<p>Generation 3.1 Output</p>	<p>Commercialization</p> <ul style="list-style-type: none"> <li>✓ Significant income generated from industry, commerce and/or public sector</li> <li>✓ High level consultancy contracts</li> <li>✓ Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material</li> <li>✓ Professional practice journal publications</li> </ul>
<p>3.2 Leadership</p>	<ul style="list-style-type: none"> <li>✓ Leadership at a senior level in professional bodies</li> <li>✓ Leadership at a senior level in government organizations, Quangos, industry, commerce and/or the public sector</li> <li>✓ Evidence of peer group esteem, chair of steering groups</li> </ul>
<p>3.3 Standing</p>	<ul style="list-style-type: none"> <li>✓ Referee for external publications</li> <li>✓ External consultancies</li> <li>✓ Journal editorial board</li> <li>✓ Consulted for advice by government departments, international organizations at home and overseas</li> <li>✓ Expert witness</li> <li>✓ Non-executive directorships</li> </ul>
<p>4 Administration/Management</p>	<ul style="list-style-type: none"> <li>✓ Faculty Management responsibility</li> <li>✓ Faculty representative at Institution level</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Recognized Institution roles</li> </ul>
5 Outreach/Community Service	<ul style="list-style-type: none"> <li>✓ Expert work for Institution</li> <li>✓ Official Institution representative</li> <li>✓ Involvement with public agencies</li> <li>✓ Involvement with business and private sector groups</li> <li>✓ Enhancing the Institution's public profile</li> </ul>
<b>APPLICATION FOR PROMOTION TO PROFESSOR</b>	
<b>CRITERIA</b>	<b>GUIDANCE FOR APPLICANTS ON CRITERIA</b> <b>(please note the following are indicators and not checklists and are not exhaustive)</b>
1 Research 1.1 Output	<ul style="list-style-type: none"> <li>✓ International quality</li> <li>✓ Successful external research funding</li> <li>✓ External referees' support</li> <li>✓ Invited international conference speaker</li> <li>✓ Significant record of peer review publications</li> <li>✓ Evidence of future work planned</li> </ul>
1.2 Leadership	<ul style="list-style-type: none"> <li>✓ National conference organization</li> <li>✓ Mentoring of junior colleagues</li> <li>✓ Lead/co-lead applicant in grants</li> <li>✓ Successful postgraduate supervision</li> <li>✓ Leader of internal research groups</li> <li>✓ Member of national/international research groups</li> </ul>
1.3 Standing	<ul style="list-style-type: none"> <li>✓ National/international association</li> </ul>

	<p>executive</p> <ul style="list-style-type: none"> <li>✓ Leading expert in subject field</li> <li>✓ External PhD examining</li> </ul>
<p>2 Teaching</p> <p>2.1 Performance and Professional Development</p>	<ul style="list-style-type: none"> <li>✓ National/international reputation in advice on quality</li> <li>✓ Invited subject review role</li> <li>✓ Keynote speaker at national/international conferences in Teaching/Learning</li> </ul>
<p>2.2 Management/Leadership</p>	<ul style="list-style-type: none"> <li>✓ Significant participation in internal academic quality audit</li> <li>✓ Chair of validation panels</li> <li>✓ Significant mentoring role in teaching/learning practice in Institution</li> <li>✓ Leading role in Post Graduate Certificate in Teaching and Learning in Higher Education</li> </ul>
<p>3 Knowledge Transfer/ Income Generation</p> <p>3.1 Output</p>	<ul style="list-style-type: none"> <li>✓ Grant income (Research Grants) as lead</li> <li>✓ Leadership of student courses Commercialization</li> <li>✓ Significant income generated from industry, commerce and/or public sector</li> <li>✓ High level consultancy contracts</li> <li>✓ Innovative outputs applicable to and accessed by industry, commerce and/or the public sector, e.g. CD ROMs, web based material</li> <li>✓ Professional practice journal</li> </ul>

	publications
3.2 Leadership	<ul style="list-style-type: none"> <li>✓ Leadership at a senior level in national professional bodies</li> <li>✓ Leadership at a senior level in government organizations, Quangos, industry, commerce and/or the public sector</li> <li>✓ Evidence of peer group esteem, chair of steering groups</li> </ul>
3.3 Standing	<ul style="list-style-type: none"> <li>✓ Consulted for advice by government departments,</li> <li>✓ international organizations at home and overseas</li> <li>✓ Expert witness</li> <li>✓ Non-executive directorships</li> </ul>
4 Administration/Management	<ul style="list-style-type: none"> <li>✓ Faculty Management responsibility</li> <li>✓ Faculty representative at Institution level</li> <li>✓ Faculty representative at Institution level</li> <li>✓ Recognized Institution role</li> <li>✓ Contribution to Institution policy formation</li> </ul>
5 Outreach	<ul style="list-style-type: none"> <li>✓ Expert work for Institution</li> <li>✓ Official Institution representative</li> <li>✓ Innovative Outreach initiatives at national/international level</li> <li>✓ Involvement with public agencies</li> <li>✓ Involvement with business and private sector groups</li> <li>✓ Enhancing the Institution's public profile</li> </ul>