

## Revised criteria for all routes levels L-SL-R-Prof

There are three **routes to promotion** and for each there are four levels.

<b>Academic: teaching and research</b>	<b>Academic: teaching</b>	<b>Academic: research</b>
Professor	Professor	Professor
Reader	Reader	Reader
Senior Lecturer	Senior Lecturer	Senior Lecturer
Lecturer	Lecturer	Lecturer

Four **areas of activity** are recognised: (i) Research, (ii) Teaching and other student-related activity, (iii) Service and Leadership, and (iv) Knowledge Transfer and External Engagement. Social Responsibility forms part of the criteria for (i), (ii) and (iv), but can also be taken into account in relation to some activity under (iii). [Examples to be provided in Guidance.]

Which areas of activity are relevant varies between Routes:

	<b>Academic: teaching and research</b>	<b>Academic: teaching</b>	<b>Academic: research</b>
Research	√		√
Teaching and other student-related activity	√	√	
Service and Leadership	√	√	√
Knowledge Transfer and External Engagement	√	√	√

For each route, a candidate can choose to include in their case both Service and Leadership and Knowledge Transfer and External Engagement, or just one of the two areas of activity. The criteria stated below for each of these areas of activity are based on it being one of the main areas relied on in a case for promotion. If a candidate has some activity in an area, but not sufficient for this to be one the main

areas appealed to, this activity should be included in the case and will be taken into account. [Example to be provided in guidance.]

The intention is that for promotion, an applicant will not necessarily need to show an equally high level of achievement in each of the areas of activity included in the case, but if not, then compensatory achievement in some other area of activity is required.

All cases for promotion will be assessed in the context of the discipline within which the candidate works.

The criteria aim to reward activity that is important to the University's achieving its mission. Such activity should be rewarded regardless of who carries it out and the criteria reflect this, but the degree to which criteria have to be achieved and which criteria are obligatory vary across levels and promotion routes. Which activity a colleague engages in is determined by contract and local work-load distribution.

### **Academic: teaching and research**

Promotion in this category is based on evidence of achievement in the following areas of activity: Research and Teaching and other student-related activity, together with evidence of achievement in Knowledge Transfer and External Engagement and/or Service and Leadership as appropriate.

### **Promotion to Professor (academic: teaching and research)**

An applicant will not necessarily need to show an equally high level of achievement in each of the areas of activity included in the case, but if not, then compensatory achievement in some other area of activity is required.

In any case for promotion to Professor, an assessment of performance in one of the chosen areas of activity as being below that expected of a Senior Lecturer will normally preclude promotion. However, in reaching its decision on cases with such an evaluation, the SPC/FPC will take account of any extenuating circumstances drawn to its attention and the applicant's performance in the other two areas.

All cases for promotion will be assessed in relation to the norms of the discipline within which the candidate works.

### **Research**

- a sustained record and continuing trajectory of output of high-quality, peer-reviewed research publications or other equivalent recognised forms of research output appropriate to the discipline
- a sustained record of success in obtaining external research funding
- a sustained record of successful supervision of PGR students
- evidence of high standing in the relevant international research communities

And in addition a record of achievement with respect to **some** of the following criteria (a candidate can either evidence some achievement with respect to a broad range of activity or a high level of achievement with respect to a more narrow range of activity, or some combination thereof):

- a record of making a positive contribution to the research development of others
- evidence of leadership of, and/or a record of service to, the research community external to the University
- evidence of initiating and participating in effective research collaboration, including beyond discipline where appropriate
- evidence of research activity that supports the University's social responsibility goal

### **Teaching and other student-related activity**

- a sustained record of successful teaching, including class-room or online delivery and related support in respect of allocated teaching duties
- a sustained record of effective setting and marking of assessment, including provision of feedback to students
- a sustained record of effective delivery of student support as required by post

And in addition a record of achievement with respect to **some** of the following criteria (a candidate can either evidence some achievement with respect to a broad range of activity or a high level of achievement with respect to a more narrow range of activity, or some combination thereof):

- a sustained record of development in the content, delivery or assessment of the curriculum at course-unit level
- a sustained record of effective contribution to programme management or development, including systems of student support
- a record of positive contribution to the development of teaching and learning within the University of Manchester, beyond the immediate organisational context
- a record of contribution to teaching and learning outside the University of Manchester
- a record of engagement with personal and professional development in relation to teaching and student support
- a record of development of activity that integrates social responsibility into the curriculum

### **Service and Leadership**

- a record of successful leadership or management of a significant organizational unit or area of activity within the University
- evidence of leadership of, and/or a record of service to, relevant University-external academic or professional institutions or networks
- a record of successful support for the careers of colleagues

### **Knowledge Transfer and External Engagement**

A record of achievement with respect to **some** of the following criteria (a candidate can either evidence equally high level of achievement with respect to all criteria appealed to or an exceptional level of achievement with respect to a smaller number in combination with some activity with respect to some other criteria):

- a sustained record of productive involvement in translating research into beneficial activity or positive change in the wider community
- evidence of leadership of, and/or a record of active participation in, advisory committees or professional or practice-based forums relevant to discipline

- a sustained record of productive involvement in knowledge creation and transfer in partnership with industry, government, NGOs, learned societies or professional bodies
- a sustained record of activity that enhances public understanding of, and engagement with, knowledge and research, or that contributes to well-informed public debate
- a sustained record of external engagement using academic expertise or experience in support of the University's social responsibility goal
- evidence of influence on professional practice or on policy, including participation in professional or practice-based forums relevant to the staff member's discipline
- a record of creation, development and exploitation of intellectual property, including open access material.

### **Promotion to Reader (academic: teaching and research)**

An applicant will not necessarily need to show an equally high level of achievement in each of the areas of activity included in the case, but if not, then compensatory achievement in some other area of activity is required.

In any case for promotion to Reader, an assessment of performance in one of the chosen areas of activity as being below that expected of a Senior Lecturer will normally preclude promotion. However, in reaching its decision on cases with such an evaluation, the SPC/FPC will take account of any extenuating circumstances drawn to its attention and the applicant's performance in the other two areas.

The level of Reader recognises the achievements of those who perform well at SL level, and who, in addition, show exceptional performance with respect to some of the criteria. Reader is not a required step to promotion to Professor, such promotion frequently occurs directly from Senior Lecturer.

All cases for promotion will be assessed in relation to the norms of the discipline within which the candidate works.

## Research

Exceptional performance with respect to **some** of the following criteria:

- an established record and continuing trajectory of output of high-quality, peer-reviewed research publications or other equivalent recognised forms of research output appropriate to the discipline
- a record of success in obtaining external research funding
- a record of successful supervision of PGR students
- evidence of a developing reputation in the relevant international research communities
- evidence of making a positive contribution to the research development of others
- a record of service to the research community external to the University
- evidence of effective research collaboration, including beyond discipline where appropriate
- evidence of research activity that supports the University's social responsibility goal

## Teaching and other student-related activity

Exceptional performance with respect to **some** of the following criteria:

- a sustained record of successful teaching, including class-room or online delivery and related support in respect of allocated teaching duties
- a sustained record of effective setting and marking of assessment, including provision of feedback to students
- a sustained record of effective delivery of student support as required by post
- a record of development in the content, delivery or assessment of the curriculum at course-unit level
- a record of effective contribution to programme management or development, including systems of student support
- evidence of a positive contribution to the development of teaching and learning within the University of Manchester, beyond the immediate organisational context
- evidence of a positive contribution to teaching and learning outside the University of Manchester

- a record of engagement with personal and professional development in relation to teaching and student support
- a record of development of activity that integrates social responsibility into the curriculum

### **Service and Leadership**

- a record of successful leadership or management of a significant organizational unit or area of activity within the University
- evidence of leadership of, and/or a record of service to, relevant University-external academic or professional institutions or networks
- a record of successful support for the careers of colleagues

### **Knowledge Transfer and External Engagement**

A record of exceptional achievement with respect to **some** of the following criteria:

- a record of productive involvement in translating research into beneficial activity or positive change in the wider community
- active participation in advisory committees or professional or practice-based forums relevant to discipline
- a record of productive involvement in knowledge creation and transfer in partnership with industry, government, NGOs, learned societies or professional bodies
- a record of activity that enhances public understanding of, and engagement with, knowledge and research, or that contributes to well-informed public debate
- a record of external engagement using academic expertise or experience in support of the University's social responsibility goal
- some evidence of influence on professional practice or on policy, including participation in professional or practice-based forums relevant to the staff member's discipline
- creation, development and exploitation of intellectual property, including open access material





### **Promotion to Senior Lecturer (academic: teaching and research)**

An applicant will not necessarily need to show an equally high level of achievement in each of the areas of activity included in the case, but if not, then compensatory achievement in some other area of activity is required.

In any case for promotion to Senior Lecturer, an assessment of performance in one of the chosen areas of activity as being below that expected of a Lecturer will normally preclude promotion. However, in reaching its decision on cases with such an evaluation, the SPC/FPC will take account of any extenuating circumstances drawn to its attention and the applicant's performance in the other two areas.

All cases for promotion will be assessed in relation to the norms of the discipline within which the candidate works.

### **Research**

#### *A normal level of achievement for Lecturer (Grade 7)*

- an emergent record of output of high-quality, peer-reviewed research publications or other equivalent recognised forms of research output appropriate to the discipline
- some success in obtaining external research funding or active participation in externally funded research
- some involvement in supervision of PGR students
- evidence of positive recognition in the relevant international research communities

#### *The level of achievement for promotion to Senior Lecturer*

- an established record and continuing trajectory of output of high-quality, peer-reviewed research publications or other equivalent recognised forms of research output appropriate to the discipline
- a record of success in obtaining external research funding
- a record of successful supervision of PGR students
- evidence of a developing reputation in the relevant international research communities

And in addition a record of achievement with respect to **some** of the following criteria (a candidate can either evidence some achievement with respect to a broad range of activity or a high level of achievement with respect to a more narrow range of activity, or some combination thereof):

- evidence of making a positive contribution to the research development of others
- a record of service to the research community external to the University
- evidence of effective research collaboration, including beyond discipline where appropriate
- evidence of research activity that supports the University's social responsibility goal

### **Teaching and other student-related activity**

#### *A normal level of achievement for a Lecturer (Grade 7)*

- a record of successful teaching, including class-room or online delivery and related support in respect of allocated teaching duties
- a record of effective setting and marking of assessment, including provision of feedback to students
- a record of effective delivery of student support as required by post

#### *The level of achievement for promotion to Senior Lecturer*

- a sustained record of successful teaching, including class-room or online delivery and related support in respect of allocated teaching duties
- a sustained record of effective setting and marking of assessment, including provision of feedback to students
- a sustained record of effective delivery of student support as required by post

And in addition a record of achievement with respect to **some** of the following criteria (a candidate can either evidence some achievement with respect to a broad range of activity or a high level of achievement with respect to a more narrow range of activity, or some combination thereof):

- a record of development in the content, delivery or assessment of the curriculum at course-unit level
- a record of effective contribution to programme management or development, including systems of student support

- evidence of a positive contribution to the development of teaching and learning within the University of Manchester, beyond the immediate organisational context
- evidence of a positive contribution to teaching and learning outside the University of Manchester
- a record of engagement with personal and professional development in relation to teaching and student support
- a record of development of activity that integrates social responsibility into the curriculum

### **Service and Leadership**

*A normal level of achievement for a Lecturer (Grade 7)*

- efficient performance of service and leadership tasks in respect of allocated duties

*The level of achievement for promotion to a Senior Lectureship*

- evidence of capacity to contribute creatively and constructively to the management of a significant organizational unit or area of activity within the University
- some successful involvement in service to relevant University-external academic or professional institutions or networks
- some evidence of willingness to support the careers of colleagues

### **Knowledge Transfer and External Engagement**

*A normal level of achievement for a Lecturer (Grade 7)*

- some evidence of productive involvement in knowledge creation and transfer in partnership with industry, government, NGOs, learned societies or professional bodies
- some external activity in support of the University's social responsibility goal
- some activity that enhances public understanding of, and engagement with, knowledge and research, or that contributes to a well-informed public debate

### *The level of achievement for promotion to a Senior Lectureship*

A record of achievement with respect to **some** of the following criteria (a candidate can either evidence some achievement with respect to broad range of activity or a high level of achievement with respect to a more narrow range of criteria, or some combination thereof):

- a record of productive involvement in translating research into beneficial activity or positive change in the wider community
- active participation in advisory committees or professional or practice-based forums relevant to discipline
- a record of productive involvement in knowledge creation and transfer in partnership with industry, government, NGOs, learned societies or professional bodies
- a record of activity that enhances public understanding of, and engagement with, knowledge and research, or that contributes to well-informed public debate
- a record of external engagement using academic expertise or experience in support of the University's social responsibility goal
- some evidence of influence on professional practice or on policy, including participation in professional or practice-based forums relevant to the staff member's discipline
- creation, development and exploitation of intellectual property, including open access material

### **Academic: teaching**

Promotion in this category is based on evidence of achievement in the following areas of activity: Teaching and other student-related activity, together with evidence of achievement in Service and Leadership and/or Knowledge Transfer and External Engagement as appropriate.

### **Promotion to Professor (academic: teaching)**

An applicant will not necessarily need to show an equally high level of achievement in each of the areas of activity included in the case, but if not, then compensatory achievement in some other area of activity is required.

In any case for promotion to Professor, an assessment of performance in one of the chosen areas of activity as being below that expected of a Senior Lecturer will normally preclude promotion. However, in reaching its decision on cases with such an evaluation, the SPC/FPC will take account of any extenuating circumstances drawn to its attention and the applicant's performance in the other two areas.

All cases for promotion will be assessed in relation to the norms of the discipline within which the candidate works.

### **Teaching and other student-related activity**

Evidence of **some activity in relation to all** of the following criteria and in addition a **high level of achievement with respect to some of the criteria**:

- a sustained record of successful teaching, including class-room or online delivery and related support in respect of allocation of teaching duties
- a sustained record of effective setting and marking of assessment, including provision of feedback to students
- a sustained record of effective delivery of student support as required by post
- a record of substantial development in the content, delivery or assessment of the curriculum at course-unit level
- a record of substantial contribution to programme management or development, including systems of student support
- a record of successful leadership in teaching and learning within the University of Manchester beyond the immediate organisational context
- a record of influence on the development of teaching and learning methodology and/or policy within the University of Manchester
- a record of influence on the development of teaching and learning methodology and/or policy outside the University of Manchester
- a record of development of activity that integrates social responsibility into the curriculum
- a sustained record of engagement with personal and professional development in relation to teaching and student support

### **Service and Leadership**

- a record of successful leadership or management of a significant organizational unit or area of activity within the University
- evidence of leadership of, and/or a record of service to, relevant University-external academic or professional institutions or networks
- a record of successful support for the careers of colleagues

### **Knowledge Transfer and External Engagement**

A record of achievement with respect to **some** of the following criteria (a candidate can either evidence equally high level of achievement with respect to all criteria appealed to or an exceptional level of achievement with respect to a smaller number combined with some activity with respect to some other criteria)

- evidence of leadership of, and/or a record of active participation in, advisory committees or professional or practice-based forums relevant to discipline
- a sustained record of productive involvement in knowledge creation and transfer in partnership with industry, government, NGOs, learned societies or professional bodies
- a sustained record of activity that enhances public understanding of, and engagement with, knowledge and research, or that contributes to a well-informed public debate
- a sustained record of external activity in support of the University's social responsibility goal
- evidence of influence on professional practice or on policy, including participation in professional or practice-based forums relevant to the staff member's discipline
- a record of creation, development and exploitation of intellectual property, including open access material

### **Promotion to Reader (academic: teaching)**

An applicant will not necessarily need to show an equally high level of achievement in each of the areas of activity included in the case, but if not, then compensatory achievement in some other area of activity is required.

In any case for promotion to Reader, an assessment of performance in one of the chosen areas of activity as being below that expected of a Senior Lecturer will normally preclude promotion. However, in reaching its decision on cases with such an evaluation, the SPC/FPC will take account of any extenuating circumstances drawn to its attention and the applicant's performance in the other two areas.

The level of Reader recognises the achievements of those who perform well at SL level, and who, in addition, show exceptional performance with respect to some of the criteria. Reader is not a required step to promotion to Professor, such promotion frequently occurs directly from Senior Lecturer.

All cases for promotion will be assessed in relation to the norms of the discipline within which the candidate works.

### **Teaching and other student-related activity**

Exceptional performance with respect to **some** of the following criteria:

- a sustained record of successful teaching, including class-room delivery and related support in respect of allocation of teaching duties
- a sustained record of effective setting and marking of assessment, including provision of feedback to students
- a sustained record of effective delivery of student support as required by post
- a record of engagement with personal and professional development in relation to teaching and student support
- a record of substantial development in the content, delivery or assessment of the curriculum at course-unit level
- a record of effective contribution to programme management or development, including systems of student support
- a record of a positive contribution to the development of teaching and learning within the University of Manchester, beyond the immediate organisational context
- a record of contribution to teaching and learning outside the University of Manchester
- a record of development of activity that integrates social responsibility into the curriculum

### **Service and Leadership**

- a record of successful leadership or management of a significant organizational unit or area of activity within the University
- evidence of leadership of, and/or a record of service to, relevant University-external academic or professional institutions or networks
- a record of successful support for the careers of colleagues

### **Knowledge Transfer and External Engagement**

A record of exceptional achievement with respect to **some** of the following criteria:

- active participation in advisory committees or professional or practice-based forums relevant to discipline
- a record of productive involvement in knowledge creation and transfer in partnership with industry, government or NGOs, learned societies or professional bodies
- a record of activity that enhances public understanding of, and engagement with, knowledge and research, or that contributes to a well-informed public debate
- a record of external activity in support of the University's social responsibility goal
- some evidence of influence on professional practice or on policy, including participation in professional or practice-based forums relevant to the staff member's discipline
- a record of creation, development and exploitation of intellectual property, including open access material



## **Promotion to Senior Lecturer (academic: teaching)**

An applicant will not necessarily need to show an equally high level of achievement in each of the areas of activity included in the case, but if not, then compensatory achievement in some other area of activity is required.

In any case for promotion to Senior Lecturer, an assessment of performance in one of the chosen areas of activity as being below that expected of a Lecturer will normally preclude promotion. However, in reaching its decision on cases with such an evaluation, the SPC/FPC will take account of any extenuating circumstances drawn to its attention and the applicant's performance in the other two areas.

All cases for promotion will be assessed in relation to the norms of the discipline within which the candidate works.

### **Teaching and other student-related activity**

#### *A normal level of achievement for a Lecturer (Grade 7)*

- a record of successful teaching, including class-room or online delivery and related support in respect of allocated teaching duties
- a record of effective setting and marking of assessment, including provision of feedback to students
- a record of effective delivery of student support as required by post

#### *The level of achievement for promotion to Senior Lecturer*

- a sustained record of successful teaching, including class-room delivery and related support in respect of allocation of teaching duties
- a sustained record of effective setting and marking of assessment, including provision of feedback to students
- a sustained record of effective delivery of student support as required by post
- a record of engagement with personal and professional development in relation to teaching and student support

And in addition a **high** level of achievement with respect to **some** of the following criteria:

- a record of substantial development in the content, delivery or assessment of the curriculum at course-unit level
- a record of effective contribution to programme management or development, including systems of student support
- a record of a positive contribution to the development of teaching and learning within the University of Manchester, beyond the immediate organisational context
- a record of contribution to teaching and learning outside the University of Manchester
- a record of development of activity that integrates social responsibility into the curriculum

### **Service and Leadership**

*A normal level of achievement for a Lecturer (Grade 7)*

- efficient performance of service and leadership tasks in respect of allocated duties

*The level of achievement for promotion to Senior Lecturer*

- evidence of capacity to contribute creatively and constructively to the management of a significant organizational unit or area of activity within the University
- some involvement in service to relevant University-external academic or professional institutions or networks
- some evidence of willingness to support the careers of colleagues

### **Knowledge Transfer and External Engagement**

*A normal level of achievement for a Lecturer (Grade 7)*

- some evidence of productive involvement in knowledge creation and transfer in partnership with industry, government, NGOs, learned societies or professional bodies

- some external activity in support of the University's social responsibility goal
- some activity that enhances public understanding of, and engagement with, knowledge and research, or that contributes to a well-informed public debate

*The level of achievement for promotion to Senior Lecturer*

A record of achievement with respect to **some** of the following criteria (a candidate can either evidence some achievement with respect to broad range of activity or a high level of achievement with respect to a more narrow range of criteria, or some combination thereof):

- active participation in advisory committees or professional or practice-based forums relevant to discipline
- a record of productive involvement in knowledge creation and transfer in partnership with industry, government or NGOs, learned societies or professional bodies
- a record of activity that enhances public understanding of, and engagement with, knowledge and research, or that contributes to a well-informed public debate
- a record of external activity in support of the University's social responsibility goal
- some evidence of influence on professional practice or on policy, including participation in professional or practice-based forums relevant to the staff member's discipline
- a record of creation, development and exploitation of intellectual property, including open access material

**Academic: research**

Promotion in this category is based on evidence of achievement in the following areas of activity: Research, together with evidence of achievement in Service and Leadership and/or Knowledge Transfer and External Engagement as appropriate.

**Promotion to Professor (academic: research)**

An applicant will not necessarily need to show an equally high level of achievement in each of the areas of activity included in the case, but if not, then compensatory achievement in some other area of activity is required.

In any case for promotion to Professor, an assessment of performance in one of the chosen areas of activity as being below that expected of a Senior Lecturer will normally preclude promotion. However, in reaching its decision on cases with such an evaluation, the SPC/FPC will take account of any extenuating circumstances drawn to its attention and the applicant's performance in the other two areas.

All cases for promotion will be assessed in relation to the norms of the discipline within which the candidate works.

## **Research**

Evidence of **some activity in relation to all** of the following criteria and in addition a **high level of achievement with respect to some of the criteria**:

- a sustained record and continuing trajectory of output of high-quality, peer-reviewed research publications or other equivalent recognised forms of research output appropriate to the discipline
- a sustained and substantial record of success in obtaining external research funding
- a sustained record of successful supervision of PGR students
- evidence of high standing in the relevant international research communities
- a sustained record of making a positive contribution to the research development of others
- evidence of leadership of, and/or a record of service to, the research community external to the University
- evidence of initiating and participating in effective research collaboration, including beyond discipline where appropriate
- evidence of research activity that supports the University's social responsibility goal

## **Service and Leadership**

- a record of successful leadership or management of a significant organizational unit or area of activity within the University

- evidence of leadership of, and/or a record of service to, relevant University-external academic or professional institutions or networks
- a record of successful support for the careers of colleagues

### **Knowledge Transfer and External Engagement**

A record of achievement with respect to **some** of the following criteria (a candidate can either evidence equally high level of achievement with respect to all criteria appealed to or an exceptional level of achievement with respect to a smaller number combined with some activity with respect to some other criteria):

- a sustained record of productive involvement in translating research into beneficial activity or positive change in the wider community
- evidence of leadership of, and/or a record of active participation in, advisory committees or professional or practice-based forums relevant to discipline
- a sustained record of productive involvement in knowledge creation and transfer in partnership with industry, government, NGOs, learned societies or professional bodies
- a sustained record of activity that enhances public understanding of, and engagement with, knowledge and research, or that contributes to well-informed public debate
- a sustained record of external engagement using academic expertise or experience in support of the University's social responsibility goal
- evidence of influence on professional practice or on policy, including participation in professional or practice-based forums relevant to the staff member's discipline
- a record of creation, development and exploitation of intellectual property, including open access material

### **Promotion to Reader (academic: research)**

An applicant will not necessarily need to show an equally high level of achievement in each of the areas of activity included in the case, but if not, then compensatory achievement in some other area of activity is required.

In any case for promotion to Reader, an assessment of performance in one of the chosen areas of activity as being below that expected of a Senior Lecturer will normally preclude promotion. However, in reaching its decision on cases with such an evaluation, the SPC/FPC will take account of any extenuating circumstances drawn to its attention and the applicant's performance in the other two areas.

The level of Reader recognises the achievements of those who perform well at SL level, and who, in addition, show exceptional performance with respect to some of the criteria. Reader is not a required step to promotion to Professor, such promotion frequently occurs directly from Senior Lecturer.

All cases for promotion will be assessed in relation to the norms of the discipline within which the candidate works.

## **Research**

Exceptional performance with respect to **some** of the following criteria:

- a sustained record and continuing trajectory of output of high-quality, peer-reviewed research publications or other equivalent recognised forms of research output appropriate to the discipline
- a sustained record of success in obtaining external research funding
- a record of successful supervision of PGR students
- evidence of a developing reputation in the relevant international research communities
- evidence of making a positive contribution to the research development of others
- a record of service to the research community external to the University
- evidence of effective research collaboration, including beyond discipline where appropriate
- evidence of research activity that supports the University's social responsibility goal

### **Service and Leadership**

- a record of successful leadership or management of a significant organizational unit or area of activity within the University
- evidence of leadership of, and/or a record of service to, relevant University-external academic or professional institutions or networks
- a record of successful support for the careers of colleagues

### **Knowledge Transfer and External Engagement**

A record of exceptional achievement with respect to **some** of the following criteria:

- a record of productive involvement in translating research into beneficial activity or positive change in the wider community
- active participation in advisory committees or professional or practice-based forums relevant to discipline
- a record of productive involvement in knowledge creation and transfer in partnership with industry, government, NGOs, learned societies or professional bodies
- a record of activity that enhances public understanding of, and engagement with, knowledge and research, or that contributes to well-informed public debate
- a record of external engagement using academic expertise or experience in support of the University's social responsibility goal
- some evidence of influence on professional practice or on policy, including participation in professional or practice-based forums relevant to the staff member's discipline
- a record of creation, development and exploitation of intellectual property, including open access material

### **Promotion to Senior Lecturer (academic: research)**

An applicant will not necessarily need to show an equally high level of achievement in each of the areas of activity included in the case, but if not, then compensatory achievement in some other area of activity is required.

In any case for promotion to Senior Lecturer, an assessment of performance in one of the chosen areas of activity as being below that expected of a Lecturer will normally preclude promotion. However, in reaching its decision on cases with such an evaluation, the SPC/FPC will take account of any extenuating circumstances drawn to its attention and the applicant's performance in the other two areas.

All cases for promotion will be assessed in relation to the norms of the discipline within which the candidate works.

## **Research**

### *A normal level of achievement for Lecturer (Grade 7)*

- an emergent record of output of high-quality, peer-reviewed research publications or other equivalent recognised forms of research output appropriate to the discipline
- some success in obtaining external research funding or active participation in externally funded research project
- some involvement in supervision of PGR students
- evidence of positive recognition in the relevant international research communities

### *The level of achievement for promotion to Senior Lecturer:*

- a sustained record and continuing trajectory of output of high-quality, peer-reviewed research publications or other equivalent recognised forms of research output appropriate to the discipline
- a sustained record of success in obtaining external research funding
- a record of successful supervision of PGR students
- evidence of a developing reputation in the relevant international research communities

And in addition a **high** level of achievement with respect to **some** of the following criteria:

- evidence of making a positive contribution to the research development of others
- a record of service to the research community external to the University



- evidence of effective research collaboration, including beyond discipline where appropriate
- evidence of research activity that supports the University's social responsibility goal

### **Service and Leadership**

*A normal level of achievement for a Lecturer (Grade 7)*

- efficient performance of service and leadership tasks in respect of allocated duties

*The level of achievement for promotion to Senior Lecturer*

- evidence of capacity to contribute creatively and constructively to the management of a significant organizational unit or area of activity within the University
- some involvement in service to relevant University-external academic or professional institutions or networks
- some evidence of willingness to support the careers of colleagues

### **Knowledge Transfer and External Engagement**

*A normal level of achievement for a Lecturer (Grade 7)*

- some evidence of productive involvement in knowledge creation and transfer in partnership with industry, government, NGOs, learned societies or professional bodies
- some external activity in support of the University's social responsibility goal
- some activity that enhances public understanding of, and engagement with, knowledge and research, or that contributes to a well-informed public debate

*The level of achievement for promotion to Senior Lecturer*

A record of achievement with respect to **some** of the following criteria (a candidate can either evidence some achievement with respect to broad range of activity or a high level of achievement with respect to a more narrow range of criteria, or some combination thereof):

- a record of productive involvement in translating research into beneficial activity or positive change in the wider community
- active participation in advisory committees or professional or practice-based forums relevant to discipline
- a record of productive involvement in knowledge creation and transfer in partnership with industry, government, NGOs, learned societies or professional bodies
- a record of activity that enhances public understanding of, and engagement with, knowledge and research, or that contributes to well-informed public debate
- a record of external engagement using academic expertise or experience in support of the University's social responsibility goal
- some evidence of influence on professional practice or on policy, including participation in professional or practice-based forums relevant to the staff member's discipline
- a record of creation, development and exploitation of intellectual property, including open access material