

Academic: teaching and research

Promotion to Professor (Grade 9)

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.

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

Academic: teaching and research

Promotion to Reader (Grade 8, spinal points 45-54)

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.

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

Academic: teaching and research

Promotion to Senior Lecturer (Grade 8, spinal points 45-51)

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.

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 to Professor (Grade 9)

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.

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

Academic: teaching

Promotion to Reader (Grade 8, spinal points 45-54)

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.

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

Academic: teaching

Promotion to Senior Lecturer (Grade 8, spinal points 45-51)

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.

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 to Professor (Grade 9)

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.

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

Academic: research

Promotion to Reader (Grade 8, spinal points 45-54)

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.

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

Academic: research

Promotion to Senior Lecturer (Grade 8, spinal points 45-51)

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.

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