

# Indicators of Requirements for Internal Promotions for Research, Teaching and Knowledge Exchange Staff Categories

## Procedure

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# Indicators of Requirements for Internal Promotions

## Procedure

### 1 Introduction

These Indicators provide a broad framework of the requirements for internal promotions for Research, Knowledge Exchange and Teaching focused staff for grade 8 and above. Cases for promotion will be considered in line with the “Promotion Procedure for Senior Academic Professional Staff”. External assessment will be sought for promotions to Grade 10, Professor of Practice and Professor of Learning and Teaching.

For Research, Knowledge Exchange and Teaching cases for grade 6 and grade 7, please refer to the Regrading (Promotion) Policy. For Academic promotions, please refer to the ‘Indicators of Requirements for Internal Promotions to Senior Lecturer, Reader and Professor’.

The Indicators are based on previously published information, for example that contained within the Job Level Descriptors. The indicators simplify the activities listed elsewhere and do not represent a change to the standards required for each grade.

For each case, to be considered for promotion, candidates must normally show activity in all areas described but individuals are not required to meet every promotion indicator in all the areas listed. Whilst Research, Knowledge Exchange and Teaching staff will normally demonstrate activity within all areas indicated, they will only be explicitly required to match the indicators for the promoted level which are explicitly relevant to their role. For example, a member of Research staff seeking promotion to Grade 9 and who is not able to undertake teaching, would not be denied promotion because they are unable to meet the teaching indicator at the promoted level.

To be considered for promotion to Professor of Learning & Teaching, staff must already be on the Teaching Focused career path and have a sustained track record of leading and managing teaching initiatives and programmes that support research-led teaching. This track record will include leading University wide projects that significantly enhance the learning and teaching environment and the Strathclyde student experience. Professors of Learning & Teaching will be leading the development of strategies to ensure the provision of a high quality, distinctive, student learning experience. Staff must be able to evidence contribution in each of the Primary Indicators (P) and at least one of the Contributory Indicators (C)

In all cases, the Framework will be applied as specific to the requirements of the particular discipline.

In considering promotions, the University is committed to equal opportunities and opposes unfair discrimination on the grounds of age, disability, gender reassignment, marriage and civil partnership, maternity and paternity, race, religion and belief, sex and sexual orientation.

## 2 Indicators

### 2.1 Indicators of Requirements for Research Staff

		<b>Grade 8 (Research Fellow)</b>	<b>Grade 9 (Senior Research Fellow)</b>	<b>Grade 10 (Principal Research Fellow)</b>
<b>Indicators</b>	<b>Track Record</b>	Track record of independently and collaboratively conducting research including the development of research objectives, projects and proposals for research.	Track record of conducting nationally significant research including the development of significant and high valued research objectives, projects and proposals for both individual and collaborative research which will have a high impact. Generate new research approaches and contribute the development of research strategies and enhance departmental reputation.	Track record of conducting national and internationally significant research including the development of significant and high valued research objectives, projects and proposals for both individual and collaborative research which will have a high impact. Generate new research approaches and contribution the development of research strategies and enhance departmental reputation, nationally and internationally.
	<b>Publication</b>	Track record of published research demonstrating excellence, as evidenced by high quality publications (volume appropriate to discipline).	Sustained track record of published research demonstrating excellence, as evidenced by high quality publications (volume appropriate to discipline).	Sustained track record of published research demonstrating excellence, as evidenced by high quality publications (volume appropriate to discipline) and evidence of enhancing the Department's reputation via publications in refereed journals, contributions to edited volumes or authorships of major text(s). Research should demonstrate international excellence over a longer period.
	<b>Profile</b>	Evidence of a developing National profile, membership of relevant committees, and publications in high quality journals.	Growing national reputation, evidenced by activities such as: membership of the editorial board of learned journals; invitations to present papers at national/international conferences; authorship of a major textbook based on original research; sustained record of publications in refereed journals.	National and growing international reputation in their field evidenced by authorship of an authoritative/acclaimed body of work and invitations to present keynote/plenary lectures at international conferences or equivalent as appropriate for the discipline.

<b>Indicators</b>	<b>Leadership</b>	<p>Evidence of leading research teams providing direction, support and guidance to staff, research students and colleagues as appropriate.</p> <p>Evidence of acting as a line manager and/or as mentor to colleagues. Involved with issues such as staff motivation, morale, management, contribute to the development of teams and may carry out performance review for staff.</p>	<p>Evidence of leading research teams and projects, providing leadership, direction, support and guidance to staff, research students and colleagues as appropriate.</p> <p>Track record of acting as a line manager and/or as mentor to colleagues. Involved with issues such as staff motivation, morale, management, contribute to the development of teams and may carry out performance review for staff.</p> <p>Evidence of leading and developing internal and external networks of researchers and leading thinkers in the field to foster research collaborations.</p>	<p>Sustained track record of leading a programme of research, providing leadership, direction, support and guidance to staff, research students and colleagues as appropriate.</p> <p>Sustained track record of acting as a line manager and formal reviewer for senior academic colleagues. Lead on issues such as staff management and motivation, staff appointments and enhancing morale. Track record of developing effective working teams and individual staff members.</p> <p>Sustained track record of leading and developing national and international networks of researchers and leading thinkers in the field to foster research collaborations.</p>
	<b>Funding</b>	<p>Evidence of applying for research grants. Success in securing research grants (amount and volume as appropriate to discipline/grant opportunities). Experience of developing grants applications as Principal and/or Co-Investigator.</p>	<p>Sustained record of securing significant research funding as Principal Investigator and successfully managing research grant/s awarded as appropriate to the discipline/grant opportunities. Note: Evidence of ability to sustain grant income into the future may be required, depending on discipline. Track record of grant applications as PI.</p>	<p>Sustained record of securing substantial research funding as PI and successfully managing research grant/s awarded as appropriate to the discipline/grant opportunities. Note: Evidence of ability to sustain grant income into the future may be required, depending on discipline. Sustained track record of grant applications as PI.</p>
	<b>Teaching</b>	<p>Evidence of contribution with colleagues to ensure that research advances inform departmental teaching effort, including as contributing to relevant teaching programmes as appropriate.</p>	<p>Evidence of contribution to teaching and student supervision at all levels and ensuring that research informs teaching.</p>	<p>Evidence of contribution to teaching and student supervision at all levels, playing a lead role in ensuring that research advances inform departmental teaching effort.</p>
	<b>Knowledge Exchange</b>	<p>Evidence of developing knowledge exchange activities by, for example, establishing research links with industry and influencing public policy and the professions.</p>	<p>Evidence of leading the development of knowledge exchange activities by, for example, establishing research links with industry and influencing public policy and the professions.</p> <p>Acting as a guide to other team members in this area.</p>	<p>Track record of leading the development of knowledge exchange activities by, for example, establishing research links with industry and influencing public policy and the professions, Mentor other team members in establishing their own leadership in this area.</p>

<b>Indicators</b>	<b>Citizenship</b>	<p>Evidence of conducting and participating in Department/School, Faculty and/or University administrative and management functions, for example through membership of committees.</p> <p>Evidence of active involvement in departmental management activities and evidence of personally taking on at least one aspect of management responsibility, e.g. student recruitment, public engagement activities etc.</p>	<p>Evidence of conducting and participating in Department/School, Faculty and/or University administrative and management functions, for example through membership of committees.</p> <p>Evidence of conducting and participating in administrative and managerial functions that have contributed to the strategic development and well-being of the Department/School and/or Faculty.</p> <p>Evidence of active involvement in departmental management activities and a track record of personally taking on a number of management responsibilities, including student recruitment, public engagement activities etc.</p> <p>Evidence of contribution to decision making which has an impact on programmes outwith own area of specialism.</p>	<p>Sustained track record of conducting and participating in Department/School, Faculty and/or University senior administrative and management functions, for example by undertaking a management role within a Department/School and/or convening and participating in relevant committees (including at a University-wide level).</p> <p>Sustained track record of conducting and participating in administrative and managerial functions that have contributed to the strategic development and well-being of the Department/School and/or Faculty.</p> <p>Sustained track record of contribution to decision making which has an impact on programmes outwith own area of specialism.</p> <p>May hold Faculty and/or University wide management roles.</p> <p>Evidence of strategic contributions to decisions in relation to Faculty and/or University matters.</p>
	<b>Indicators of Esteem</b>	<p>Track record to evidence achievement in some of the following: awards of prizes/ fellowships; honours by external institutions in recognition of research; patent/prototype attained; invited to company/other HE institution to deliver seminars; highly cited paper/highly successful conference paper/s.</p>	<p>Track record to evidence achievement in a broad range of the following: awards of prizes/ fellowships; honours by external institutions in recognition of research; patent/prototype attained; invited to company/other HE institution to deliver seminars; significant highly cited paper/s.</p>	<p>Demonstrated excellence as evidenced by a track record of achievement in the following: seminal piece of research work; awards of prizes/ fellowships; honours by external institutions in recognition of research; patent/prototype attained; invited to company/other HE institution to deliver seminars; delivery of key note speeches; significant highly cited paper/s.</p>

## 2.2 Indicators of Requirements for Teaching Staff

		<b>Grade 8 (Teaching Fellow)</b>	<b>Grade 9 (Senior Teaching Fellow)</b>	<b>Grade 10 (Principal Teaching Fellow)</b>	<b>Professor of Learning and Teaching</b>
<b>Indicators</b>		<p>Manage the design and delivery of research integrated teaching at various levels with evidence of leading curriculum review and enhancement activities and/or up-dating programmes to ensure that a high quality distinctive student experience is provided.</p> <p>Evidence of student assessment and examination activities, including the provision of appropriate feedback to students.</p> <p>Supervise students and staff as required, providing direction, support and guidance</p> <p>Evidence of contribution to the development of enhanced curriculum and teaching methods, including design and delivery of new educational programmes and approaches which are highly attractive to students.</p>	<p>Established track record of leading the management of the design, development and delivery of a range of research integrated teaching at various levels which make a measurable contribution to the Strathclyde Curriculum, with evidence of leading curriculum review and enhancement activities and/or up-dating programmes, to ensure that a high quality distinctive student experience is provided.</p> <p>Track record of designing and managing the processes in relation to student assessment, examination and feedback activities.</p> <p>Established track record of developing enhanced or innovative curriculum and teaching methods, including design and delivery of new educational programmes and approaches which are highly attractive to students.</p>	<p>Sustained track record of leading and managing a large and varied team in the design, development and delivery of a broad range of research integrated teaching programmes at undergraduate and postgraduate levels, including leading and overseeing assessment and curriculum review and enhancement activities, in a manner that supports a research-informed approach to student learning.</p> <p>Take a lead role in the development of research led educational strategy and operational standards to ensure that a high quality distinctive student experience is provided.</p> <p>Evidence of role in setting appropriate educational standards across and within teaching programmes, establishing mechanisms to monitor quality and working with teaching teams to identifying and implement opportunities for enhancement and innovation.</p> <p>Extensive track record in leading the strategic development and delivery of improved, innovative and/or novel curriculum and teaching methods, including design and delivery of new educational programmes and approaches which are highly attractive to students.</p>	<p>Primary (P)</p> <p>Sustained track record of delivering high quality and innovative teaching at undergraduate and postgraduate levels and including Executive Education/CPD where appropriate:</p> <ul style="list-style-type: none"> <li>- Lead the development of new, significant, research-integrated educational programmes in the discipline area;</li> <li>- Lead the development and implementation of new innovations in learning and teaching practice which have significant University wide impact;</li> <li>- Significant proven track record in developing and implementing world-class innovative pedagogical approaches in a relevant HE discipline.</li> </ul>
	<b>Teaching</b>				

<b>Indicators</b>	<b>Scholarship Activities</b>	Evidence of engaging in individual or collaborative scholarship activities, developing and producing learning materials and disseminating the results as appropriate.	Evidence of leading individual and collaborative scholarship activities with evident national impact, developing and producing learning resources and strategies and disseminating results through publication in professional journals, textbooks and/or presentation at external conferences as appropriate to the discipline.	Evidence of leading individual and collaborative scholarship activities with national and international impact, developing and producing learning resources and strategies and disseminating results through publication in professional journals, textbooks and/or presentation at external conferences as appropriate to the discipline.	<p>Primary (P)</p> <p>Sustained body of high quality work that represents excellence in pedagogical scholarship at national and international level which could include:</p> <ul style="list-style-type: none"> <li>- Publication of high quality textbooks, pedagogical papers and/or peer-reviewed journal articles;</li> <li>- Authorship of learning and teaching materials used within the UK and, as appropriate, internationally;</li> <li>- Invited keynote contributions at leading international conferences to disseminate seminal work;</li> <li>- Invited contributions to national and international policy in learning and teaching;</li> <li>- Contribute to cognate research activities by providing specialist input based on professional expertise, experience and qualifications/registration.</li> </ul>
	<b>Funding</b>	Evidence of contribution to the development and submission of proposals to secure funding for teaching development and scholarship activities.	Lead the development and submission of proposals to secure funding for teaching development and scholarship activities.	Lead the development and submission of proposals to secure funding for teaching development and scholarship activities and support and guide other team members establishing their own leadership in this area.	<p>Primary (P)</p> <p>Significant/sustained success in leading on the attraction of external funding for initiatives that underpin and/or enhance learning and teaching.</p> <p>Leading contribution to student recruitment activities that generate significant funding for the University e.g. international partnerships and collaborations and/or the development of significant new PGT and / or CPD programmes.</p>

<b>Indicators</b>	<b>Knowledge Exchange</b>	Evidence of developing knowledge exchange activities by, for example, establishing educational links with industry and influencing public policy and the professions.	Lead the development of knowledge exchange activities by, for example, establishing educational links with industry and influencing public policy and the professions.	Lead the development of knowledge exchange activities by, for example, establishing educational links with industry and influencing public policy and the professions, and support and guide other team members establishing their own leadership in this area.	Contributory (C)  Established reputation for leading and managing successful KE activities that enhance the national and international learning and teaching landscape, which could include:  - Develop strategy for CPD activity for the University/faculty and oversee its successful implementation;  - Provide expert advice to inform policy reviews leading to changes in government policy and practice which may include invited membership of national working groups and bodies;  - Develop major new collaborative teaching programmes that address significant challenges/needs for industrial and public sector partners, attracting significant external KE income;  - Leadership of strategic initiatives that have a substantial impact on widening access to and participation in University education.
	<b>Research</b>	Contribute to cognate research activities by providing specialist input based on professional expertise, experience and qualifications/registration.	Contribute to cognate research activities by providing specialist input based on professional expertise, experience and qualifications/registration.	Contribute to cognate research activities by providing specialist input based on professional expertise, experience and qualifications/registration	Contributory (C)  Contribute to cognate research activities by providing specialist input based on professional expertise, experience and qualifications/registration.  Successful contribution to research strategy advancement and / or research grant funding within the Department/Faculty.



<b>Indicators</b>	<b>Leadership</b>	<p>Evidence of successfully leading teaching of a standard appropriate to the University's international standing, through co-ordinating work and ensuring that objectives are met.</p> <p>Track record of providing direction, support and guidance to staff, students and colleagues as appropriate, including resolving problems, making decisions and addressing any work related conflicts.</p> <p>Evidence of contribution to planning, organising and delivery of departmental research, consultancy, teaching or other programmes/projects as required.</p>	<p>Established track record of successfully leading teaching programmes of a standard appropriate to the University's international standing, through co-ordinating work and ensuring that objectives are met.</p> <p>Track record of managing teaching teams and provide leadership for the teaching area, providing leadership, support and guidance to colleagues and supervising students as appropriate.</p> <p>Evidence of contribution to planning, organising and delivery of the work of the Department/ School and/ or Faculty, including strategic work such as the development of learning and teaching strategies, as required.</p> <p>Provides academic and pedagogic leadership within the subject discipline.</p>	<p>Extensive track record of leading the delivery of high quality, teaching programmes of a standard appropriate to the University's international standing, for undergraduate and postgraduate students at Faculty and University level.</p> <p>Track record of managing large and varied teaching team, providing leadership, support and guidance to colleagues as appropriate and co-ordinating the input of others in establishing future directions for educational activities.</p> <p>Evidence of contribution to planning, organising and delivery at a strategic level, to the work of the Faculty and/or University as required.</p> <p>Sustained track record of academic and pedagogic leadership within the subject discipline.</p>	<p>Primary (P)</p> <p>A track record of leadership for learning and teaching at Faculty/University level:</p> <ul style="list-style-type: none"> <li>- Leadership of significant number of academic professional staff, including those who are themselves managing teams;</li> <li>- Development and implementation of learning and teaching strategy at Faculty/University level, including enhancements to learning and teaching which significantly impact on the Strathclyde student experience;</li> <li>- Lead University wide groups to develop response to the outcomes of significant student feedback process, such as NSS and PTES;</li> <li>- Hold a University and/or faculty wide management role/roles, including line-management responsibility for senior teaching /academic colleagues;</li> <li>- Lead the development, preparation and implementation of TEF strategy at Discipline/Faculty/ University level.</li> </ul>

<b>Indicators</b>	<b>Citizenship</b>	<p>Evidence of conducting and participating in Department/School management functions, leading when required on committees/ projects/initiatives.</p> <p>Evidence of active involvement in departmental management activities and evidence of personally taking on at least one aspect of management responsibility, e.g. student recruitment, public engagement activities etc.</p>	<p>Evidence of conducting and participating in administrative and managerial functions that have contributed to the strategic development and well-being of the Department/School and/or Faculty.</p> <p>Evidence of active involvement in departmental management activities and a track record of personally taking on a number of management responsibilities, including student recruitment, public engagement activities etc.</p> <p>Evidence of ongoing contribution to decision making which has an impact on programmes outwith own area of specialism.</p>	<p>Evidence of conducting and participating in strategic and leadership functions that have contributed to the long-term development and well-being of the Faculty and/or University, including membership of Faculty or University decision-making committees.</p> <p>May hold Faculty and/or University wide management roles.</p> <p>Evidence of strategic contributions to decisions in relation to Faculty and/or University matters.</p>	<p>Contributory (C)</p> <p>Established record of providing leadership through strategic contributions which impact on Faculty/University strategy and performance:</p> <ul style="list-style-type: none"> <li>- Sustained contribution to Faculty and University decision making;</li> <li>- Evidence of significant leadership/management of teaching colleagues;</li> <li>- Initiating significant new initiatives in the area of learning and teaching e.g. significant new programmes and/or development of new facilities or infrastructure;</li> <li>- Being an exemplar of University Values.</li> </ul>
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<b>Indicators</b>	<b>Esteem</b>	<p>Developing external reputation evidence by invited talks, publication of learning and teaching resources.</p> <p>As appropriate to discipline, evidence of invitation to be an external examiner for a degree programme at another HE institution and/or participation in accreditation or external audit and/or quality panels at other HE institution/s.</p>	<p>Growing national reputation, evidence by activities such as; invitations to present papers at national/international conferences; publication of learning and teaching resources on a sustained basis; authorship of a major textbook which may be based on scholarship.</p> <p>As appropriate to discipline, evidence of invitation to be an external examiner for a degree programme at another HE institution and/or participation in accreditation or external audit and/or quality panels at other HE institution/s.</p> <p>Active participation in professional working parties and bodies to influence regional or national policies and practice</p>	<p>National and growing international reputation in field evidence by authorship / acclaimed body of work based on scholarship and invitations to present keynote / plenary lectures at international conferences or equivalent as appropriate to the discipline.</p> <p>Invitation to contribute to the management or strategic development of teaching activities at another HE institution/s and/or to lead accreditation and/or audit panels for other HE institution/s.</p> <p>Active participation in professional working parties, bodies or advisory roles that influence national / international policies and practice</p>	<p>Primary (P)</p> <p>A sustained track record of esteem that demonstrates external recognition and active leadership relating to student learning at national and international level:</p> <ul style="list-style-type: none"> <li>- Invitations to lead national and international professional working parties, bodies or advisory groups that have a wide and significant influence on UK/international policies and practice;</li> <li>- Make the leading contribution to educational programmes that have been recognised through external accreditation/awards;</li> <li>- Track record of invited keynote talks at national and international conferences/events, particularly related to learning and teaching development;</li> <li>- Eligibility to obtain Principal Fellow of the HEA; a minimum of Senior Fellowship of HEA and act as champion and mentor for others pursuing membership;</li> <li>- Significant media exposure which enhances the University's reputation nationally/internationally;</li> <li>- Appointment as external adviser/assessor to quality review process at other HEIs or national level such as ELIR, TEF.</li> </ul>

## 2.3 Indicators of Requirements for Knowledge Exchange Staff

		<b>Grade 8 (Knowledge Exchange Fellow)</b>	<b>Grade 9 (Senior Knowledge Exchange Fellow)</b>	<b>Grade 10 (Principal Knowledge Exchange Fellow)</b>	<b>Professor of Practice</b>
<b>Indicators</b>	<b>Knowledge Exchange</b>	Track record of independently and collaboratively conducting excellent knowledge exchange activity including the development of knowledge exchange objectives, projects and proposals for both individual and collaborative knowledge exchange projects. Evidence of engagement with industry and professional bodies.	Track record of leading nationally (and developing international) significant knowledge exchange projects including the development of significant and high valued objectives, projects and proposals for both individual and collaborative knowledge exchange projects which will have a high impact. Generate new knowledge exchange approaches and contribute the development of knowledge exchange strategies to enhance departmental reputation.	Track record of leading and managing national and internationally significant knowledge exchange projects including the development of significant and high valued knowledge exchange objectives, projects and proposals for both individual and collaborative knowledge exchange which will have a high impact. Generate new knowledge exchange approaches and contribute the development of knowledge exchange strategies to enhance departmental reputation.  Evidence of securing innovative outcomes of significance.	Outstanding track record of achievement in knowledge exchange as evidenced by leadership of collaborative work as an expert in the field with some of the following: industry, government bodies, learned societies, charities and/or relevant chartered and professional bodies.  Significant evidence of achievement and positive impact from sustained work collaborations such as, for example, acting as a key adviser to government and public policy bodies.
	<b>Funding</b>	Evidence of successful applications as Principal or Co-Investigator to appropriate funding bodies for knowledge exchange funding and proposal writing.	Evidence of leading, normally as Principal-Investigator, the development and submission of proposals to appropriate external organisations for knowledge exchange funding of significant value and manage projects awarded.	Lead, as Principal-Investigator/equivalent, the development and submission of proposals to appropriate external organisations for knowledge exchange funding of substantial value, manage projects awarded and guide other team members establishing their own leadership in this area.	Demonstrated excellence in acquiring knowledge exchange funding of substantial value (specific to discipline) to support industrial and/or government collaboration with academia in research and teaching activities.

<b>Indicators</b>	<b>Dissemination</b>	<p>Evidence of producing written reports, often as lead author, for external organisations, and additional dissemination (e.g. professional publications or peer review journal publication) as appropriate.</p> <p>Participate in and develop external networks to foster knowledge exchange collaborations, to inform the development of knowledge exchange objectives and to identify potential sources of funding.</p>	<p>Evidence of leading and developing internal and external networks of professional experts, researchers and leading thinkers in the field to foster knowledge exchange collaborations, to identify and deliver common knowledge exchange objectives and to generate income.</p>	<p>Evidence of leading and developing national and international networks of professional experts, researchers and leading thinkers in the field to foster knowledge exchange collaborations of strategic significance, to identify and deliver common knowledge exchange objectives and to generate income.</p>	<p>Evidence of leading and developing international networks of professional experts, researchers and leading thinkers in the field to foster knowledge exchange collaborations of strategic significance, to identify and deliver common knowledge exchange objectives and to generate income.</p> <p>Evidence of recognition and influence nationally and internationally through publication of research/scholarship that has a significant impact on public policy and professional standards.</p>
	<b>CPD/Consultancy Activity</b>	<p>Secure funding for and successfully manage CPD events and consultancy activity.</p>	<p>Secure funding of significant value for CPD and consultancy activity ensuring that top quality feedback is received and repeat business attained whenever possible</p>	<p>Develop and embed a strategy for securing funding of significant value for CPD and consultancy activity and lead others in ensuring successful delivery and repeat business.</p>	<p>Evidence of leadership of the advancement of CPD and consultancy through developing programmes of excellence and of significant standing for business/other partners that have led to significant financial and strategic benefit to the University.</p>

<b>Indicators</b>	<b>Leadership</b>	<p>Track record of managing a knowledge exchange team (students and staff), providing direction, support and guidance including resolving issues such as staff motivation, morale, management, contribute to the development of teams and may carry out performance review for staff.</p> <p>Evidence of contribution to planning, organising and delivery of departmental research, consultancy, teaching or other programmes/projects as required.</p>	<p>Track record of managing knowledge exchange teams as project leader, providing leadership, support and guidance to colleagues and supervising students as appropriate. Track record of resolving issues such as staff motivation, morale, staff appointments, management, contribute to the development of teams and may carry out performance review for staff.</p> <p>Evidence of contribution to planning, organising and delivery to the work of the Department/ School and/ or Faculty, including contributing to strategic work, as required.</p> <p>Evidence of leading and developing internal and external networks of researchers and leading thinkers in the field to foster research collaborations.</p>	<p>Sustained track record of leading a range of knowledge exchange teams as overall group leader, providing leadership, support and guidance to colleagues and coordinating the input of others in establishing future directions for knowledge exchange activities.</p> <p>Track record of leading on issues such as staff management and motivation, staff appointments and enhancing morale. Track record of developing effective working teams and individual staff members.</p> <p>Sustained track record of contribution to planning, organising and delivery of work, at a strategic level, work of the Faculty and/or University as required.</p> <p>Sustained track record of leading and developing national and international networks of researchers and leading thinkers in the field to foster research collaborations.</p>	<p>Significant and sustained track record of leading the development of strategies and plans and of managing a range of knowledge exchange teams, providing leadership, support and guidance to senior colleagues.</p> <p>Sustained track record of leading and planning, at a strategic level, work of the Faculty and/or University as required.</p>

<b>Indicators</b>	<b>External Engagement Activities</b>	Set up work relationships, as an expert in specialist field, with partners external to the University to promote opportunities through working with one or more of the following: industry, learned societies, charities, government and public bodies and/or relevant chartered and professional bodies, other HEIs. Evidence of achievement and positive impact from this.	Set up work relationships, as an expert in specialist field, with partners external to the University to promote opportunities through working with one or more of the following: industry, learned societies, charities, government and public bodies and/or relevant chartered and professional bodies, other HEIs, as an expert in specialist field. Evidence of achievement, positive impact and potential for developing strategically significant future relationships with external partners.	Proven significant and established work relationships with partners external to the University to promote and develop KE opportunities. Evidence of leading collaborative work, as an expert in their field, with some of the following: industry, learned societies, charities, government and public bodies and/or relevant chartered and professional bodies, other HEIs. Significant and sustained evidence of achievement and positive impact from sustained work collaborations.	Outstanding track record of working relationships with partners external to the University, at an international level, such as industry, learned societies, charities, government and public bodies and/or relevant chartered and professional bodies, other HEIs.
	<b>Research</b>	Evidence of work in promoting knowledge transfer of research (as specific to discipline) through, e.g. intellectual property /consultancy/spin out /start-up companies/creating networks to bring researchers together with industry.  Lead research activities that complement the knowledge exchange programme, and contribute to other associated research activities	Evidence of work in promoting knowledge transfer of research (as specific to discipline) through, e.g. intellectual property /consultancy/spin out /start-up companies/creating networks to bring researchers together with industry.	Sustained track record of significant work in successfully promoting knowledge transfer of research (as specific to discipline) through e.g. intellectual property/consultancy/spin out /start-up companies/creating networks to bring researchers together with industry.	Outstanding track record of significant work in successfully promoting knowledge transfer of research (as specific to discipline) through e.g. intellectual property/consultancy/spin out /start-up companies/creating networks to bring researchers together with industry.
	<b>Profile</b>	Participate in and develop external networks to foster knowledge exchange collaborations, to inform the development of knowledge exchange objectives and to identify potential sources of funding.	Evidence of generating new knowledge exchange approaches with significant impact and identify, adapt, devise and use appropriate knowledge exchange / research methodologies and techniques.  Externally recognised authority in the field /discipline with extensive links which influence external partners.	Track record of generating new knowledge exchange approaches with significant impact at a national and international level and identify, adapt, devise and use appropriate knowledge exchange / research methodologies and techniques.  Externally recognised authority in the field /discipline with a national and growing international reputation.	Sustained track record of generating new knowledge exchange approaches with significant impact at a national and international level and identify, adapt, devise and use appropriate knowledge exchange / research methodologies and techniques.  Externally recognised authority in the field /discipline with an international reputation.

<b>Indicators</b>	<b>Teaching</b>	Evidence of collaboration with colleagues to ensure that knowledge exchange advances research and teaching efforts, including as contributing to relevant research and/or teaching programmes as appropriate	Evidence of contribution to teaching and student supervision at all levels, ensuring that knowledge exchange advances inform departmental teaching effort.	Evidence of contribution to teaching and student supervision at all levels, playing a lead role in ensuring that knowledge exchange advances inform departmental teaching effort.	Evidence of contribution to teaching and student supervision at all levels, playing a lead role in ensuring that knowledge exchange advances inform departmental teaching effort.
	<b>Citizenship</b>	<p>Evidence of conducting and participating in Department/School administrative and management functions, leading when required on committees/projects/initiatives.</p> <p>Evidence of active involvement in departmental management activities and evidence of personally taking on at least one aspect of management responsibility, e.g., public engagement activities etc.</p>	<p>Evidence of contribution to the strategic development of the Department/School through, for example, developing new knowledge exchange strategies and by anticipating and planning for new directions for themselves and knowledge exchange teams.</p> <p>Evidence of conducting and participating in administrative and managerial functions that have contributed to the strategic development and well-being of the Department/School and/or Faculty.</p> <p>Evidence of active involvement in departmental management activities and a track record of personally taking on a number of management responsibilities, including, public engagement activities etc.</p> <p>Evidence of contribution to decision making which has an impact on programmes outwith own area of specialism.</p>	<p>Sustained track record of playing a leading role in the strategic development of the Department/School through, for example, developing new knowledge exchange strategies and/or groups and by anticipating and planning for new directions for themselves and knowledge exchange teams.</p> <p>Sustained track record of strategic and leadership functions that have contributed to the long-term development and well-being of the Faculty and/or University, including membership of Faculty or University decision-making committees.</p> <p>May hold Faculty and/or University wide management roles.</p> <p>Evidence of strategic contributions to decisions in relation to Faculty and/or University matters.</p>	<p>Carry out strategic and leadership functions that contribute to the long-term development of the Faculty and/or University, including membership of Faculty or University decision-making committees.</p> <p>May hold Faculty and/or University wide leadership positions.</p>