

Indicators of Requirements for Internal Promotions to Senior Lecturer, Reader and Professor

Procedure

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1 Introduction

These Indicators provide a broad framework of the requirements for internal promotions for academic staff to the levels of Senior Lecturer, Reader and Professor. Cases for promotion will be considered in line with the “Promotion for Academic Staff” procedures. External assessment will be sought for promotions to Reader and Professor.

The Indicators are based on previously published promotion information. They simplify the previous criteria and do not represent a change to the standards required for promotion.

To be considered for promotion, candidates must normally show activity in all 4 areas described (e.g. Research, Teaching, Knowledge Exchange and Citizenship). Individuals are not required to meet each indicator in all 4 areas listed. However, staff are expected to demonstrate excellence by clearly matching the indicators in at least two of the 4 areas, one of these being research. 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 colour, race, nationality, ethnic or national origin, sex, disability, age, religious belief, sexual orientation or marital status.

2 Research

		Senior Lecturer	Reader	Professor
Indicators	Track Record	Sustained track record of published research demonstrating excellence, as evidenced by high quality publications (volume appropriate to discipline). Evidence of sustained track record of excellent research.	Sustained track record of published research demonstrating excellence, as evidenced by high quality publications (volume appropriate to discipline). Research should demonstrate international excellence over a longer period. Potential trajectory for Professorial research record.	Outstanding track record of achievement in research demonstrating international excellence as evidenced by sustained high quality publications over longer period. Evidence of seminal achievement/s through research.
	Profile	Established research profile as reflected through e.g. membership of editorial boards; presentation of research at conferences, invited visiting appointment at other institutions; refereeing on behalf of journals.	Well-defined and recognisable national research profile and established international profile as reflected through e.g. member of editorial board of significant journal; prestigious visiting appointments; research work internationally cited. Clear potential to establish Professorial profile. Note: As evidenced by external assessment.	Well defined and recognisable international research profile with peer recognition of research contribution as reflected through e.g. invitation to deliver keynote addresses at major international conferences, visiting Professor appointments at other institutions. Note: As evidenced by external assessment.
	Leadership	Lead research providing direction, support and guidance to staff, research students and colleagues as appropriate; resolving problems, making decisions and addressing any work related conflicts.	Lead and deliver on research collaborations of significant standing. Provide support and guidance to staff, research students (including PhD) and academic colleagues as appropriate; resolving problems, making decisions and addressing any work related conflicts.	Lead research of international excellence including the management of significant resources and activities. Proven ability to successfully promote research in an international arena. Provide strategic research leadership in area of expertise to develop the Department/ Faculty/University reputation and academic standing in discipline.
	Funding	Evidence of applying for research grants. Success in securing research grants (amount and volume as appropriate to discipline/grant opportunities). Experience of grants applications as Principal and/or Co-Investigator.	Sustained record of securing research funding and successfully managing research grant/s as appropriate to the discipline/grant opportunities. Note: Evidence of ability to sustain grant income into the future may be required, depending on discipline.	On par with the best in the discipline, demonstrated excellence in acquiring research funding of substantial value (specific to discipline/grant opportunities) from research councils, commercial organisations and government agencies etc. Note: Evidence of ability to sustain grant income into the future may be required, depending on discipline.
	Indicators of Esteem	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.	Track record to evidence achievement in a 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.	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.

3 Teaching

		Senior Lecturer	Reader	Professor
Indicators	Track Record	Manage the design and organisation of curricula and syllabuses, e.g. evidence of leading curriculum review and enhancement activities and/or up-dating programmes to ensure that a high quality distinctive student experience is provided.	Established track record of managing the design and organisation of curricula and syllabuses, e.g. evidence of leading curriculum review and enhancement activities and/or up-dating programmes, to ensure that a high quality distinctive student experience is provided.	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.
	Delivery	Design and deliver a range of research integrated teaching at various levels which promotes a distinctive Strathclyde Curriculum that fits with the University's strategic agenda.	Established track record of design and delivery of a range of research integrated teaching at various levels which make a measurable contribution to a Strathclyde Curriculum that fits with the University's strategic agenda.	Sustained track record of leading the development and organisation of research integrated educational programmes, taking responsibility for promoting a distinctive Strathclyde Curriculum that fits with the University's strategic agenda.
	Leadership	Success in leading teaching of a standard appropriate to the University's international standing, through co-ordinating work and ensuring that objectives are met.	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.	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.
	Development	Development of improved or enhanced curriculum and teaching methods, including design and delivery of new educational programmes and approaches which are highly attractive to students.	Established track record of developing improved or enhanced curriculum and teaching methods, including design and delivery of new educational programmes and approaches which are highly attractive to students.	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.
	External Activities	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.	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.	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.

4 Knowledge Exchange (KE)

		Senior Lecturer	Reader	Professor
Indicators	External Engagement Activities	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 and positive impact from this. 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 evidence of achievement and positive impact from sustained work collaborations.
	KE (Teaching)	Make a clear and quantifiable contribution to the delivery of education/CPD/up-skilling and lifelong learning opportunities through developing programmes for business/other partners.	Make a clear and quantifiable contribution to the delivery of education/CPD/up-skilling and lifelong learning opportunities through developing programmes for business/other partners.	Lead in the delivery of education/CPD/up-skilling and lifelong learning opportunities that will greatly benefit the University through developing programmes of excellence and of significant standing for business/other partners.
	KE (Research)	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.	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.	Evidence of significant 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.

5 Citizenship

		Senior Lecturer	Reader	Professor
Indicators	Leadership/Management	<p>Carry out Department/School management functions, leading when required on committees/projects/initiatives.</p> <p>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>Carry out administrative and managerial functions that have contributed to the strategic development and well-being of the Department/School and/or Faculty.</p> <p>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>Contribute to decision making which has an impact on programmes outwith own area of specialism.</p>	<p>Carry out 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>Make strategic contributions to decisions in relation to Faculty and/or University matters.</p>
	Staff Management + Development	<p>Act as a line manager (e.g. of research and/or teaching teams) 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>Track record of acting as a line manager (e.g. of research and/or teaching teams) and/or as mentor to colleagues. Involved with 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>Act as 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>
	Planning and Development	<p>Plan, organise and deliver departmental research, consultancy, teaching or other programmes/projects as required.</p>	<p>Plan, organise and deliver, work of the Department/ School and/or Faculty, including contributing to strategic work, as required.</p>	<p>Plan, organise and deliver, at a strategic level, work of the Faculty and/or University as required.</p>