

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

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

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

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

Which areas of activity are relevant varies between Routes:

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

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

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

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

The criteria aim to reward activity that is important to the University's achieving its mission. Such activity should be rewarded regardless of who carries it out and the criteria

reflect this, but the degree to which criteria have to be achieved and which criteria are obligatory vary across levels and promotion routes. Which activity a colleague engages in is determined by contract and local work-load distribution.

## **Academic: teaching and research**

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

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

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

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

#### **Research**

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

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

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

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

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

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

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

### **Service and Leadership**

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

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

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

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

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

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

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

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

### **Research**

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

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

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

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

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

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

### **Service and Leadership**

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

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

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

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

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

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

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

### Research

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

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

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

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

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

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

### Teaching and other student-related activity

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

- a record of successful teaching, including class-room or online delivery and related support in respect of allocated teaching duties

- a record of effective setting and marking of assessment, including provision of feedback to students
- a record of effective delivery of student support as required by post

*The level of achievement for promotion to Senior Lecturer*

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

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

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

### **Service and Leadership**

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

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

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

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

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

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

- some evidence of productive involvement in knowledge creation and transfer in partnership with industry, government, NGOs, learned societies or professional bodies
- some external activity in support of the University's social responsibility goal

- some activity that enhances public understanding of, and engagement with, knowledge and research, or that contributes to a well-informed public debate

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

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

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

## **Academic: teaching**

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

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

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

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

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

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

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

### **Service and Leadership**

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

- a record of successful support for the careers of colleagues

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

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

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

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

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

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

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

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

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

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

### **Service and Leadership**

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

## **Knowledge Transfer and External Engagement**

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

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

## Promotion to Senior Lecturer (academic: teaching)

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

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

### Teaching and other student-related activity

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

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

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

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

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

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

### Service and Leadership

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

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

*The level of achievement for promotion to Senior Lecturer*

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

**Knowledge Transfer and External Engagement**

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

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

*The level of achievement for promotion to Senior Lecturer*

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

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

## **Academic: research**

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

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

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

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

### **Research**

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

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

### **Service and Leadership**

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

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

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

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

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

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

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

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

### **Research**

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

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

### **Service and Leadership**

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

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

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

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

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

## Promotion to Senior Lecturer (academic: research)

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

**Annex 2**

**Suggested activity to evidence achievement in relation to criteria for Teaching and Learning** (the bold headings refer to criteria in the policy).

The list is meant to be indicative and not exhaustive.

[A number of activities and achievements come up under different criteria. Any achievement should be claimed only once, but under which heading it is claimed will depend on the applicant's profile.]

<b>Criterion</b>	<b>Some achievement</b>	<b>Evidence</b>	<b>Higher achievement</b>	<b>Evidence</b>
Activity				
<b>Teaching, including class-room or online delivery and related support</b>				
Breadth of teaching experience: sizes of groups and levels taught	Limited range of levels and group sizes	Internal reference	Broad range of levels and group sizes	Internal reference
Evaluation of teaching performance	Faculty peer review identified no problems and some good practice, satisfactory unit survey results	Reports from Faculty college peer review; unit survey results (with information about class size, whether unit is obligatory etc); where appropriate and available other feedback from students	Faculty peer review identified excellence, excellent unit survey results	Unit survey results; reports from robust peer review; where appropriate and available other feedback from students; student nomination for teaching awards; specific comments made in staff-student liaison committees; programme-level feedback processes; comments made by external examiners
Requests to present on classroom delivery and related support in some forum	Within the University	Details of event and contribution	Repeated requests within the University or external request	Details of event and contribution
Awards or prizes for teaching and learning	University-internal award	Details of awards	Repeated university-internal award or University-external award (or nomination for prestigious award)	Details of award

<b>Setting and marking of assessment, including provision of feedback to students</b>					
	Evaluation of assessment and feedback	Successful performance with respect to a relatively narrow range of types of assessment	Comments made by external examiner, student feedback, internal reference	Excellent performance across a broad range of types of assessment	Comments made by external examiner, student feedback, internal reference
	Requests to present on setting and marking of assessment or provision of feedback	Within the University	Details of event and contribution	Repeated requests within the University or external request	Details of event and contribution
	Awards or prizes for assessment	University-internal award	Details of awards	Repeated university-internal award or University-external award	Details of award
<b>Delivery of student support</b>					
	Academic advising	Academic advising role (or similar student supporting role) carried out competently	Evidence of general student satisfaction with advising role through questionnaire (where used to assess academic advising); internal reference possibly with input from students	Academic advising role (or similar student supporting role) carried out in an outstanding way, support for academic advisors	Evidence of excellent student satisfaction with advising role through questionnaire (where used to assess academic advising); internal reference possibly with input from students
	Support for peer mentoring, PASS schemes etc	Support for ongoing activity	Internal reference; student evaluation	Role in developing new activity	Internal reference; student evaluation; evidence of impact of new development
	Support for other student activity	Support for existing student society, student conference etc	Internal reference; student evaluation	Role in setting up existing student society, student conference etc	Internal reference; student evaluation; evidence of impact of new development
	Requests to present on delivery of student support	Within the University	Details of event and contribution	Repeated requests within the University or external request	Details of event and contribution

<b>Development at course unit level</b>					
	Course unit development and renewal (including content and methodologies for teaching and assessment)	Revision to improve course units (e.g. renewing content; revising assessment; renewing online provision; reacting to changes in accrediting bodies or student cohort)	Internal reference; evidence of beneficial effects (e.g. improved recruitment of students; improved student satisfaction; improved employability; more efficient use of resource, including staff time)	Development of new course units to strengthen a programme or major revision to existing course unit (introducing new assessment, drastically improving online provision etc)	Internal reference; evidence of beneficial effects (e.g. improved recruitment of students; improved student satisfaction; improved employability; more efficient use of resource, including staff time)
	Integrating discipline-specific research with teaching and learning consistent with programme aims	Present current research in teaching; introducing students to practical research methodology; using research data in teaching	Reports from robust peer review; internal reference; comments made by external examiner	Getting students to use practical research methodology; engaging students in research activity	Reports from robust peer review; internal reference; comments made by external examiner; statement from external sources involved in the research
	Sustainable innovation at course-unit level that demonstrably enhances student learning	Some evidence of innovation	Internal reference; external examiner's report; evidence of beneficial effects (e.g. improved recruitment of students; improved student satisfaction; improved employability; more efficient use of resource, including staff time)	Sustained record of innovation that has led to changes in teaching practice	Internal reference; external examiner's report; evidence of beneficial effects (e.g. improved recruitment of students; improved student satisfaction; improved employability; more efficient use of resource, including staff time)
	Introducing elements that support the University's priorities, for instance Learning through Research or Social Responsibility	Some activity	Description of activity and/or internal reference	Sustained activity	Description of activity and/or internal reference
	Awards or prizes for course-unit development	University-internal award	Details of awards	Repeated university-internal award or University-external award	Details of award

<b>Programme management or development including systems of student support</b>					
	Management of teaching programmes within School	Involvement in the management of teaching programmes.	Internal reference	Leadership in the management of teaching programmes	Internal reference; external programme examiner's comments; other evidence of impact on the programme or on colleagues
	Work to strengthen a programme, including discipline content and elements to support integration of employability, internationalisation, social responsibility etc	Active involvement in development	Internal reference; evidence of beneficial effects (e.g. improved recruitment of students; improved student satisfaction; improved employability; more efficient use of resource, including staff time)	Leadership in development	Internal reference; evidence of beneficial effects (e.g. improved recruitment of students; improved student satisfaction; improved employability; more efficient use of resource, including staff time)
	Sustainable innovation at programme level that demonstrably enhances student learning	Some evidence of innovation	Internal reference; external examiner's report; evidence of beneficial effects (e.g. improved recruitment of students; improved student satisfaction; improved employability; more efficient use of resource, including staff time)	Sustained record of innovation that has led to changes in teaching practice	Internal reference; external examiner's report; evidence of beneficial effects (e.g. improved recruitment of students; improved student satisfaction; improved employability; more efficient use of resource, including staff time)
	Introducing elements that support the University's priorities, for instance Learning through Research or Social Responsibility	Some activity	Description of activity and/or internal reference	Sustained activity	Description of activity and/or internal reference
	Development of teaching and learning policies at discipline or School level	Involvement in the development of teaching and learning policies at discipline or school level	Internal reference informed by views of T&L Director in School; other evidence of impact of policies	Leadership in the development of teaching and learning policies at discipline or school level	Internal reference informed by views of T&L Director in School, AD T&L or other staff outside the School; other evidence of impact of policies
	Awards or prizes for curriculum development	University-internal award	Details of awards	Repeated university-internal award or University-external award	Details of award

<b>Broader contribution to the development of teaching and learning within University of Manchester beyond the immediate organisational context</b>					
	Management of cross-school teaching programmes	Involvement in the management of cross-school teaching programmes.	Internal reference	Leadership in the management of cross-school teaching programmes	Internal reference; external programme examiner's comments; other evidence of impact on the programme or on colleagues
	Development of teaching and learning policies at faculty or university levels	Involvement in the development of teaching and learning policies at faculty or University level	Internal reference informed by views of T&L Director in School; other evidence of impact of policies	Leadership in the development of teaching and learning policies at faculty or university level	Internal reference informed by views of T&L Director in School, AD T&L or other staff outside the School; other evidence of impact of policies
	Influencing the teaching of others within the university by providing support, mentoring or coaching of other staff or through involvement in development opportunities for other staff	Role of mentor or coach of other staff; involvement in the provision of staff development in teaching and learning	Internal reference informed by views of staff who have been supported; evidence of invitations to share good practice with others within the University; evaluations by participants in development opportunities	Leadership in staff development in teaching and learning within the University	Internal reference informed by views of relevant staff outside the School where appropriate; evaluations by participants in development opportunities
	University-internal teaching grants	Occasional award	Details of grant and evidence of outcome	Sustained record of award of grants	Details of grants and evidence of outcomes
	Awards or prizes for teaching and learning relating to activity above school level	University-internal award	Details of awards	Repeated university-internal award or University-external award	Details of award
<b>Contribution to teaching and learning outside the University of Manchester</b>					
	Publication of teaching materials or text books	Teaching material or contribution to text book	Standard data and evidence of impact of use within the University	Text book	Standard data and evidence of impact of use within the University; evidence of use outside the University
	Influencing the teaching of others externally to the university	Occasional dissemination of teaching practice through traditional means or open	List of outputs and/or invitations received, where available evidence of evaluations	Sustained record of dissemination of teaching practice through traditional means or open	List of outputs and/or invitations received, where available evidence of evaluations

		educational resources, or occasional invitation to present on teaching and learning outside the University <sup>1</sup>		educational resources, or occasional invitation to present on teaching and learning outside the University	
	Active involvement in professional bodies to develop discipline-specific national curricula	Occasional involvement in educational activity within bodies such as Bar Council, Royal Society or other discipline-specific organisations or contributions to HEA events	Evidence of such contribution through internal reference with input from representatives of the external body; external referee	Sustained involvement in educational activity within bodies such as Bar Council, Royal Society or other discipline-specific organisations or contributions to HEA events	Evidence of such contribution and its impact through internal reference with input from representatives of the external body; external referee
	Involvement in the delivery of executive education, CPD or training and development to other professional bodies	Occasional involvement in the delivery of training and development; some experience of developing such provision	Internal reference informed by those involved in managing the activity; external reference	Sustained involvement and leadership in design and delivery of training and development	Internal reference informed by those involved in managing the activity; external reference; other evidence of impact of activity
	Invitations to deliver teaching to other institutions	Occasional invitation to deliver a substantial amount of teaching	Internal reference informed by information from those involved in leading the activity; external reference; evidence of quality and impact when available	Regular invitations or visiting appointments for the purposes of teaching and learning	Internal reference informed by information from those involved in leading the activity; external reference; evidence of quality and impact when available
	Invitations to be external programme examiner	Occasional invitation	Internal reference informed by information from staff at other University; external reference	Regular invitations	Internal reference informed by information from staff at other University; external reference
	Influence on national debates on teaching and learning	Occasional contribution to national debates	Presentations at conferences; contributions to debates in the press; engagement with learned	Sustained contribution to national debates	Clear evidence of significant involvement in debates; significant contribution to events;

<sup>1</sup> Under this is included written work that falls under the headings 'Good practice and case studies' and 'Survey articles' in the documentation on dissemination by the Centre for Higher Education Research, Innovation and Learning at the University of Manchester.

			organisations promoting teaching; dissemination of good practice in well regarded publications; pedagogical research publications; active involvement in HEA events		involvement in organising, chairing or hosting national or international events
	Award of external grants for teaching and learning	Occasional award, smaller award	Details of grant and evidence of outcome	Sustained record of award of grants, larger grant	Details of grants and evidence of outcomes
	Published pedagogical research <sup>2</sup>	Occasional publication	Publication details	Record of publications	Publication details

<b>Personal and professional development</b>					
	Scholarship in teaching and learning	Being aware of and consistently applying good practice established by others	Reports from robust peer review; internal reference; evidence of impact	Being aware of and developing good practice; leading initiatives to develop and maintain scholarship in teaching and learning	Reports from robust peer review; internal reference; Reports from robust peer review; internal reference; evidence of impact
	Personal development in teaching and learning methodology and technology	Evidence of participation in development and training opportunities	Good practice sessions or training and development opportunities attended (internal or external to the University) in combination with evidence of impact	Evidence regular participation in and engagement with development and training opportunities	Good practice sessions or training and development opportunities attended (internal or external to the University) in combination with evidence of impact
	Publication or invited presentations on teaching, learning and student related activity	Occasional publication or presentation	Publication or presentation details	Sustained record publication or invited presentations on teaching, learning and student related activity	Publication or presentation details

<sup>2</sup> Under this heading is understood work that falls under the heading of 'Pedagogic research' in the documentation on dissemination by the Centre for Higher Education Research, Innovation and Learning at the University of Manchester namely 'work on teaching and learning in HE that fulfills the criteria defined as part of REF2014'. Hence it could also be entered under 'Research' in promotions cases based on Research and Teaching, but can be included under 'Teaching' in Teaching-focused promotion.

