Promotion Scheme for Academic and Research Staff

January 2015
PROMOTION TO SENIOR LECTURER/SENIOR RESEARCH FELLOW

1. Senior Lecturer: Research and Teaching profile

Key criteria: research and teaching

a) Quality scholarly outputs with significant authorship contributions. Total outputs will be considered but the Committee will have particular regard to trajectory as exemplified in at least four outputs (identified by the candidate) in the most recent 6 year period representing work recognised internationally, with at least some internationally excellent (e.g. 2*/2*/2*/3* in 2014 REF terms).\(^1\)

b) Evidence of seeking external research or teaching funding (applications submitted, either successful or unsuccessful, with summaries of reviewer feedback for unsuccessful applications that evidence strong potential).\(^2\)

c) Evidence of initiatives to achieve public engagement with research, impact of pedagogic or subject-based research on teaching and learning, or impact beyond academia.

d) Significant contributions in at least one of the following categories:
   i) The development, delivery or improvement of modules or qualifications, showing how these enhance our knowledge of effective teaching and learning approaches.
   ii) Innovation or excellent practice that demonstrates an impact on student success.
   iii) Quality enhancement.

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\(^1\) Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial work (such as a major monograph) may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee). Outputs may be pedagogic or subject-based.

\(^2\) External funding will be considered as one measure of the quality of candidates’ research proposals, and is an essential contribution to the University’s ability to sustain paid research time.
Key criteria: academic leadership (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated at a team level in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Supporting others to succeed with achieving objectives.
b) Successful driving of significant initiatives or changes.
c) Contributions of analytical thinking that have solved significant problems.
d) Active membership and valued contributions to groups, boards or committees within the University or externally.
2. Senior Lecturer: **Teaching profile**

**Key criteria: teaching**

a) Contributions demonstrating importance and benefits for the University in at least two of the following categories:
   
   i) The development, delivery or improvement of modules or qualifications, showing how these enhance our knowledge of effective teaching and learning approaches.
   
   ii) Innovation or excellent practice that demonstrates an impact on student success.
   
   iii) Initiatives that address pedagogical challenges in distance learning.
   
   iv) Quality enhancement.

b) Individual or team contributions that aim to enhance the financial sustainability of teaching (e.g. contribute to student recruitment or retention or attract teaching-related income such as bids for external funding, successful or unsuccessful, with summaries of reviewer feedback for unsuccessful bids that evidence strong potential).

c) Quality scholarly outputs, in any medium print or digital, or other forms of substantive professional practice or intellectual property, with demonstrated impacts on teaching or students within or beyond the OU\(^3\). Total career outputs will be considered and the Committee will have particular regard to trajectory as exemplified in four outputs (identified by the candidate) in the most recent 6 year period.

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\(^3\) Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial work (such as a major monograph) may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee). The outputs may be pedagogic or subject-based.
Key criteria: academic leadership (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated at a team level in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

   a) Supporting others to succeed with achieving objectives.
   b) Successful driving of significant initiatives or changes.
   c) Contributions of analytical thinking that have solved significant problems.
   d) Active membership and valued contributions to groups, boards or committees within the University or externally.
3. Senior Lecturer: **Research profile (includes Senior Research Fellow)**

**Key criteria: research**

a) High quality scholarly outputs with significant authorship contributions. Total outputs will be considered but the Committee will have particular regard to trajectory as exemplified in at least four outputs (identified by the candidate) in the most recent 6 year period representing work that is mostly internationally excellent (e.g. 2*/3*/3*/3* in 2014 REF terms)\(^4\).

b) External research income, attributable to the candidate, normally within the top half of the UK sector figure for the subject area in the most recent 6 year period (guidance will be issued on this benchmark)\(^5\).

c) Principal Investigator on one or Co-Investigator on two RCUK, EU and/or other grants won in competition with peer review\(^6\).

d) Effective supervision of research degree students.

e) Evidence of recognised achievement in public engagement with research, impact of pedagogic or subject-based research on teaching and learning, or impact beyond academia.

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\(^4\) Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial work (such as a major monograph) may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee). Outputs may be pedagogic or subject-based.

\(^5\) External funding will be considered as one measure of the quality of candidates’ research proposals and is an essential contribution to the University’s ability to sustain paid research time. The benchmarking is to help ensure that all candidates are judged on similar criteria.

\(^6\) If you have not formally been a Principal Investigator, but consider you have undertaken an equivalent role (such as leading a major workpackage or a fellowship), please explain this and the Committee may decide it meets the criterion.
**Key criteria: academic leadership** (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated at a team level in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Supporting others to succeed with achieving objectives.

b) Successful driving of significant initiatives or changes.

c) Contributions of analytical thinking that have solved significant problems.

d) Active membership and valued contributions to groups, boards or committees within the University or externally.
4. Senior Lecturer: **Knowledge Exchange profile**

**Key criteria: knowledge exchange**

a) Knowledge exchange and engagement demonstrating importance and benefits for the University normally in at least three of the following categories:

   i) Development and delivery of formal or informal learning for business or the community, such as CPD and non-credit bearing continuing education;
   
   ii) Contributions from knowledge exchange and engagement to the University’s formal teaching and learning activities;
   
   iii) Collaborative or contract research funded by private, public or third sector organisations;
   
   iv) Consultancy contracts;
   
   v) Economic, social or cultural development projects;
   
   vi) Social, community or cultural engagement such as projects, resources, public lectures, performances, exhibitions or museum education, and ambassadorial roles.

b) Scholarly outputs, or other forms of substantive professional practice or intellectual property, in any medium print or digital, in one or both of the following fields and confirmed by referees as having national or international recognition:

   vii) Novel applications or inventions which are appropriately shared and protected;
   
   viii) Impact on policy, practice or product/service development.

Total career outputs will be considered and the Committee will have particular regard to trajectory as exemplified in four outputs (identified by the candidate) in the most recent 6-year period.

c) Success as an individual or as a significant team contributor in obtaining external funding that supports the University’s knowledge exchange activities.

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7 Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial output may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee).
**Key criteria: academic leadership** (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated at a team level in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Supporting others to succeed with achieving objectives.
b) Successful driving of significant initiatives or changes.
c) Contributions of analytical thinking that have solved significant problems.
d) Active membership and valued contributions to groups, boards or committees within the University or externally.
PROMOTION TO PROFESSOR BAND 1

1. Professor Band 1: Research & Teaching profile

Key criteria: research and teaching

   a) High quality scholarly outputs with significant authorship contributions. Total outputs will be considered but the Committee will have particular regard to trajectory as exemplified in at least four outputs (identified by the candidate) in the most recent 6 year period representing work that is internationally excellent (e.g. 3*/3*/3*/3* in 2014 REF terms).

   b) Contributions demonstrating considerable importance and benefits for the University to:

      i) The development, delivery or improvement of modules or qualifications, showing how these enhance our knowledge of effective teaching and learning approaches;
      ii) Innovation or excellent practice that demonstrates an impact on student success;
      iii) Significant initiatives that address pedagogical challenges in distance learning;
      iv) Quality enhancement.

   c) Individual or team contributions to initiatives that have considerably enhanced the financial sustainability of research or teaching (e.g. significant externally funded research projects, teaching-related income or student recruitment and retention).

   d) Evidence of considerable reach and significance in public engagement with research, impact of pedagogic or subject-based research on teaching and learning, or impact beyond academia.

   

   8 Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial work (such as a major monograph) may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee). Outputs may be pedagogic or subject-based.
Key criteria: academic leadership (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated at an organisational level in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Excellent and significant leadership at department, centre or equivalent level (or beyond) with demonstrable results that have enabled others to succeed with achieving departmental or equivalent objectives.
b) Successful driving of significant initiatives or changes at department, centre or equivalent level (or beyond).
c) Excellent contributions of analytical and strategic thinking at department, centre or equivalent level (or beyond) that have solved problems at this level.
d) Excellent mentoring, management or development of others, demonstrating support of others’ career development.
e) Active membership and significant, valued contributions to groups or committees at Faculty/Institute level or equivalent in external bodies.

Supporting criteria (demonstrating achievement against as many of these criteria as possible is especially important if you consider your achievements against any of the key criteria fail to meet them fully).

a) Senior Fellow of the Higher Education Academy or equivalent.
b) Esteem indicators.
c) Experience as an external examiner or external reviewer.
d) Effective supervision of doctorates or masters dissertations/projects.
e) Principal or Co-Investigator on RCUK, EU and/or other grants won in competition with peer review
f) Knowledge exchange or public engagement activities.

If you have not formally been a Principal Investigator, but consider you have undertaken an equivalent role (such as leading a major workpackage or a fellowship), please explain this and the Committee may decide it meets the criterion.
g) Generation and exploitation of intellectual property and/or spin-off activity.
h) Other external funding not covered elsewhere.
i) Other outputs not included elsewhere.
2. Professor Band 1: Teaching Profile

Key criteria: teaching

a) Contributions demonstrating considerable importance and benefits for the University to:

   i) The development, delivery or improvement of modules or qualifications, showing how these enhance our knowledge of effective teaching and learning approaches;
   ii) Innovation or excellent practice that demonstrates an impact on student success;
   iii) Significant initiatives that address pedagogical challenges in distance learning;
   iv) Quality enhancement;

b) Individual or team contributions to initiatives that have considerably enhanced the financial sustainability of teaching e.g., significant teaching-related income or significant impact on student recruitment or retention).

c) Evidence of considerable reach and significance in public engagement, impact of scholarship on teaching and learning, or impact beyond academia.

d) Invited presentations/lectures/seminars to disseminate insightful pedagogical approaches and/or address pedagogical challenges.

e) Senior Fellow of the Higher Education Academy or equivalent.

f) High quality scholarly outputs in any medium print or digital, or other forms of substantive professional practice or intellectual property, with demonstrated national or international impacts on teaching or students beyond the OU, and confirmed by referees. Total career outputs will be considered and the Committee will have particular regard to trajectory as exemplified in at least four outputs (identified by the candidate) in the most recent 6 year period.

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10 Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial work (such as a major monograph) may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee). The outputs may be pedagogic or subject-based.
Key criteria: academic leadership (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated at an organisational level in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Excellent and significant leadership at department, centre or equivalent level (or beyond) with demonstrable results that have enabled others to succeed with achieving departmental or equivalent objectives.
b) Successful driving of significant initiatives or changes at department, centre or equivalent level (or beyond).
c) Excellent contributions of analytical and strategic thinking at department, centre or equivalent level (or beyond) that have solved problems at this level.
d) Excellent mentoring, management or development of others, demonstrating support of others’ career development.
e) Active membership and significant, valued contributions to groups or committees at Faculty/Institute level or equivalent in external bodies.

Supporting criteria (demonstrating achievement against as many of these criteria as possible is especially important if you consider your achievements against any of the key criteria fail to meet them fully).

a) Esteem indicators.
b) Experience as an external examiner or external reviewer.
c) Principal or Co-Investigator on RCUK, EU and/or other grants won in competition with peer review\(^\text{11}\).
d) Effective supervision of doctorates or masters dissertations/projects.
e) Knowledge exchange or public engagement activities.
f) Generation and exploitation of intellectual property and/or spin-off activity.

\(^{11}\) If you have not formally been a Principal Investigator, but consider you have undertaken an equivalent role (such as leading a major workpackage or a fellowship), please explain this and the Committee may decide it meets the criterion.
g) Other external funding not covered elsewhere.

h) Other outputs not included elsewhere.
3. Professor Band 1: Research Profile

Key criteria: research

a) High quality scholarly outputs with significant authorship contributions. Total outputs will be considered but the Committee will have particular regard to trajectory as exemplified in at least four outputs (identified by the candidate) in the most recent 6 year period representing work recognised as internationally excellent, with at least some world-leading (e.g. 3*/3*/3*/4* in 2014 REF terms)\textsuperscript{12}.

b) External research income, attributable to the candidate, normally within the top third of the UK sector figure for the subject area in the most recent 6 year period (guidance will be issued on this benchmark)\textsuperscript{13}.

c) At least two RCUK, EU and/or other grants won in competition with peer review of which one must be Principal Investigator\textsuperscript{14}.

d) A good record of effective supervision of research degree students.

e) Evidence of considerable reach and significance in public engagement with research, impact of pedagogic or subject-based research on teaching and learning, or impact beyond academia.

f) Evidence of external research profile, including at least one of: service on a national editorial board, national research committee or conference committee; prestigious national prize(s) or award(s)).

\textsuperscript{12} Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial work (such as a major monograph) may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee). Outputs may be pedagogic or subject-based.

\textsuperscript{13} External funding will be considered as one measure of the quality of candidates’ research proposals and is an essential contribution to the University’s ability to sustain paid research time. The benchmarking is to help ensure that all candidates are judged on similar criteria.

\textsuperscript{14} If you have not formally been a Principal Investigator, but consider you have undertaken an equivalent role (such as leading a major workpackage), please explain this and the Committee may decide it meets the criterion.
Key criteria: academic leadership (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated at an organisational level in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Excellent and significant leadership at department, centre or equivalent level (or beyond) with demonstrable results that have enabled others to succeed with achieving departmental or equivalent objectives.

b) Successful driving of significant initiatives or changes at department, centre or equivalent level (or beyond).

c) Excellent contributions of analytical and strategic thinking at department, centre or equivalent level (or beyond) that have solved problems at this level.

d) Excellent mentoring, management or development of others, demonstrating support of others’ career development.

e) Active membership and significant, valued contributions to groups or committees at Faculty/Institute level or equivalent in external bodies.

Supporting criteria (demonstrating achievement against as many of these criteria as possible is especially important if you consider your achievements against any of the key criteria fail to meet them fully).

a) Fellow or Senior Fellow of the Higher Education Academy or equivalent.

b) Significant contributions to teaching.

c) Esteem indicators.

d) Experience as an external examiner or external reviewer.

e) Knowledge exchange or public engagement activities.

f) Generation and exploitation of intellectual property and/or spin-off activity.

g) Other external funding not covered elsewhere.

h) Other outputs not included elsewhere.
4. Professor Band 1: Knowledge Exchange Profile

Key criteria: knowledge exchange (If these are not considered fully met, supporting criteria will be taken into account).

a) Knowledge exchange and engagement with considerable impacts in terms of reach and significance normally in at least three of the following categories:

i) Development and delivery of formal or informal learning for business or the community, such as CPD and non-credit bearing continuing education;

ii) Contributions from knowledge exchange and engagement to the University’s formal teaching and learning activities;

iii) Collaborative or contract research funded by private, public or third sector organisations;

iv) Consultancy contracts;

v) Economic, social or cultural development projects;

vi) Social, community or cultural engagement such as projects, resources, public lectures, performances, exhibitions or museum education, and ambassadorial roles.

b) Scholarly outputs, or other forms of substantive professional practice or intellectual property, in any medium print or digital, in one or both of the following fields and confirmed by referees as having international, or extensive national, recognition:

i) Novel applications or inventions which are appropriately shared and protected;

ii) Impact on policy, practice or product/service development.

Total career outputs will be considered and the Committee will have particular regard to trajectory as exemplified in four outputs (identified by the candidate) in the most recent 6-year period.16

iii) Novel applications or inventions which are appropriately shared and protected;

iv) Impact on policy, practice or product/service development.

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15 Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial output may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee).

16 Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial output may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee).
c) Success as an individual or as a team leader in obtaining external funding that supports the University’s knowledge exchange activities (normally in excess of £250k, although with due regard to subject environments, over the last 6 years);

d) Evidence of external profile, including at least one of: service on a national editorial board, national committee or conference committee; prestigious national prize(s) or award (s).

Key criteria: academic leadership (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated at an organisational level in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Excellent and significant leadership at department, centre or equivalent level (or beyond) with demonstrable results that have enabled others to succeed with achieving departmental or equivalent objectives.

b) Successful driving of significant initiatives or changes at department, centre or equivalent level (or beyond).

c) Excellent contributions of analytical and strategic thinking at department, centre or equivalent level (or beyond) that have solved problems at this level.

d) Excellent mentoring, management or development of others, demonstrating support of others’ career development.

e) Active membership and significant, valued contributions to groups or committees at Faculty/Institute level or equivalent in external bodies.

Supporting criteria (demonstrating achievement against as many of these criteria as possible is especially important if you consider your achievements against any of the key criteria fail to meet them fully).

a) Senior Fellow of the Higher Education Academy or equivalent

b) Significant contributions to teaching.

c) Esteem indicators.

d) Experience as an external examiner or external reviewer.
e) Principal or Co-Investigator on RCUK, EU and/or other grants won in competition with peer review.

f) Effective supervision of doctorates or masters dissertations/projects.

g) Knowledge exchange or public engagement not covered elsewhere

h) Generation and exploitation of intellectual property and/or spin-off activity.

i) Other external funding not covered elsewhere.

j) Other outputs not included elsewhere.
PROMOTION TO PROFESSOR BAND 2

1. Professor Band 2: Research & Teaching Profile

Key criteria: research and teaching (If these are not considered fully met, supporting criteria will be taken into account).

a) High quality scholarly outputs with significant authorship contributions. Total outputs will be considered but the Committee will have particular regard to trajectory as exemplified in at least four outputs (identified by the candidate) in the most recent 6 year period representing work recognised as internationally excellent, with at least some world-leading (e.g. 3*/3*/3*/4* in 2014 REF terms)

b) Contributions demonstrating very considerable importance and benefits for the University to:
   i) The development, delivery or improvement of modules or qualifications, showing how these enhance our knowledge of effective teaching and learning approaches;
   ii) Innovation or excellent practice that demonstrates an impact on student success;
   iii) Significant initiatives that address pedagogical challenges in distance learning;
   iv) Quality enhancement.

c) Evidence of initiatives that have very considerably enhanced the financial sustainability of research or teaching (e.g. major externally funded research projects, major teaching-related income or contribution to significant initiatives that impact on student recruitment and retention).

d) Evidence of considerable reach and significance in public engagement with research, impact of pedagogic or subject-based research on teaching and learning, or impact beyond academia.

e) Evidence of external research profile, including at least one of: service on a national editorial board, national research committee or conference committee; prestigious national prize(s) or award(s)).

f) Invited presentations/lectures/seminars to disseminate insightful pedagogical approaches and/or address pedagogical challenges.

17 Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial work (such as a major monograph) may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee). Outputs may be pedagogic or subject-based.
**Key criteria: academic leadership** (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated at a strategic level in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Excellent and significant leadership with major, demonstrable results that have enabled others to succeed with achieving objectives.

b) Successful driving of major initiatives or changes within and beyond department or centre level.

c) Major contributions of analytical and strategic thinking that have solved problems within and beyond department or centre level.

d) Excellent mentoring, management or development of others, demonstrating support of others’ career development.

e) Active membership and significant, valued contributions to University-level groups, boards or committees or equivalent in external bodies.

**Supporting criteria** (demonstrating achievement against as many of these criteria as possible is especially important if you consider your achievements against any of the key criteria fail to meet them fully).

a) Senior Fellow of the Higher Education Academy or equivalent.

b) Esteem indicators.

c) Experience as an external examiner or external reviewer.

d) Effective supervision of doctorates or masters dissertations/projects.

e) Generation and exploitation of intellectual property and/or spin-off activity.
f) Principal or Co-Investigator on RCUK, EU and/or other grants won in competition with peer review\textsuperscript{18}.
g) Knowledge exchange or public engagement activities.
h) Generation and exploitation of intellectual property and/or spin-off activity.
i) Other external funding not covered elsewhere.
j) Other outputs not included elsewhere

\textsuperscript{18} If you have not formally been a Principal Investigator, but consider you have undertaken an equivalent role (such as leading a major workpackage), please explain this and the Committee may decide it meets the criterion.
2. Professor Band 2: Teaching Profile

Key criteria: teaching (If these are not considered fully met, supporting criteria will be taken into account).

a) Contributions demonstrating outstanding importance and benefits for the University to:
   i) The development, delivery or improvement of modules or qualifications, showing how these enhance our knowledge of effective teaching and learning approaches;
   ii) Innovation or excellent practice that demonstrates an impact on student success;
   iii) Significant initiatives that address pedagogical challenges in distance learning;
   iv) Quality enhancement.

b) Evidence of outstanding initiatives that have very considerably enhanced the financial sustainability of teaching, such as generation of significant teaching-related income or leadership of initiatives to improve student recruitment and/or retention.

c) Evidence of outstanding reach and significance in public engagement, impact of scholarship on teaching and learning, or impact beyond academia.

d) Invited presentations/lectures/seminars to disseminate insightful pedagogical approaches and/or address pedagogical challenges.

e) Principal Fellow of the Higher Education Academy or equivalent.

f) High quality scholarly outputs in any medium print or digital, or other forms of substantive professional practice or intellectual property, with demonstrated international impacts on teaching or students beyond the OU\(^{19}\), and confirmed by referees. Total career outputs will be considered and the Committee will have particular regard to trajectory as exemplified in at least four outputs (identified by the candidate) in the most recent 6 year period.

\(^{19}\) Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial work (such as a major monograph) may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee). The outputs may be pedagogic or subject-based.
Key criteria: academic leadership (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated at a strategic level in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Excellent and significant leadership with major, demonstrable results that have enabled others to succeed with achieving objectives.

b) Successful driving of major initiatives or changes within and beyond department or centre level.

c) Major contributions of analytical and strategic thinking that have solved problems within and beyond department or centre level.

d) Excellent mentoring, management or development of others, demonstrating support of others’ career development.

e) Active membership and significant, valued contributions to University-level groups, boards or committees or equivalent in external bodies.

Supporting criteria (demonstrating achievement against as many of these criteria as possible is especially important if you consider your achievements against any of the key criteria fail to meet them fully).

a) Esteem indicators.

b) Experience as an external examiner or external reviewer.

c) Principal or Co-Investigator on RCUK, EU and/or other grants won in competition with peer review.

d) Effective supervision of doctorates or masters dissertations/projects.

e) Knowledge exchange or public engagement activities.

f) Generation and exploitation of intellectual property and/or spin-off activity.

g) Other external funding not covered elsewhere.

h) Other outputs not included elsewhere.
3. Professor Band 2: Research Profile

Key criteria: research

a) High quality scholarly outputs with significant authorship contributions. Total outputs will be considered but the Committee will have particular regard to trajectory as exemplified in at least four outputs (identified by the candidate) in the most recent 6 year period representing work recognised as internationally excellent, with at least half world-leading (e.g. 3*/3*/4*/4* in 2014 REF terms)\(^{20}\).

b) External research income, attributable to the candidate, normally within the top quarter of the UK sector figure for the subject area in the most recent 6 year period (guidance will be issued on this benchmark)\(^{21}\).

c) Principal Investigator on three or more RCUK, EU and/or other grants won in competition with peer review and Co-Investigator on others\(^{22}\).

d) An excellent and extensive record of effective supervision of research degree students.

e) Evidence of very considerable reach and significance in public engagement with research, impact of pedagogic or subject-based research on teaching and learning, or impact beyond academia.

f) Evidence of external research profile, including at least two of: service on a national editorial board, national research committee or conference committee; prestigious national prize(s) or award(s).

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\(^{20}\) Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial work (such as a major monograph) may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee). Outputs may be pedagogic or subject-based.

\(^{21}\) External funding will be considered as one measure of the quality of candidates’ research proposals and is an essential contribution to the University’s ability to sustain paid research time. The benchmarking is to help ensure that all candidates are judged on similar criteria.

\(^{22}\) If you have not formally been a Principal Investigator, but consider you have undertaken an equivalent role (such as leading a major workpackage or fellowship), please explain this and the Committee may decide it meets the criterion.
Key criteria: academic leadership (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated at a strategic level in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Excellent and significant leadership with major, demonstrable results that have enabled others to succeed with achieving objectives.
b) Successful driving of major initiatives or changes within and beyond department or centre level.
c) Major contributions of analytical and strategic thinking that have solved problems within and beyond department or centre level.
d) Excellent mentoring, management or development of others, demonstrating support of others’ career development.
e) Active membership and significant, valued contributions to University-level groups, boards or committees or equivalent in external bodies.

Supporting criteria (demonstrating achievement against as many of these criteria as possible is especially important if you consider your achievements against any of the key criteria fail to meet them fully).

a) Fellow or Senior Fellow of the Higher Education Academy or equivalent.
b) Significant contributions to teaching.
c) Esteem indicators.
d) Experience as an external examiner or external reviewer.
e) Knowledge exchange or public engagement activities.
f) Generation and exploitation of intellectual property and/or spin-off activity.
g) Other external funding not covered elsewhere.
h) Other outputs not included elsewhere.
4. Professor Band 2: Knowledge Exchange Profile

Key criteria: knowledge exchange (If these are not considered fully met, supporting criteria will be taken into account).

a) Knowledge exchange and engagement with very considerable impact in terms of reach and significance normally in at least three of the following categories:
   i) Development and delivery of formal or informal learning for business or the community, such as CPD and non-credit bearing continuing education;
   ii) Contributions from knowledge exchange and engagement to the University’s formal teaching and learning activities;
   iii) Collaborative or contract research funded by private, public or third sector organisations;
   iv) Consultancy contracts;
   v) Economic, social or cultural development projects;
   vi) Social, community or cultural engagement such as projects, resources, public lectures, performances, exhibitions or museum education, and ambassadorial roles.

b) Scholarly outputs, or other forms of substantive professional practice or intellectual property, in any print or digital, in one or both of the following fields and confirmed by referees as recognised internationally with some world leading:
   vii) Novel applications or inventions which are appropriately shared and protected;
   viii) Impact on policy, practice or product/service development.

Total career outputs will be considered and the Committee will have particular regard to trajectory as exemplified in four outputs (identified by the candidate) in the most recent 6-year period.

c) Success as an individual or as a team leader in obtaining external funding that supports the University’s knowledge exchange activities (normally in excess of £500k, although with due regard to subject environments, over the last 6 years);

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23 Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial output may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee).

24 Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial output may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee).
d) Evidence of external profile, including at least one of: service on an international editorial board, international committee or conference committee; prestigious national or international prize(s) or award(s).

Key criteria: academic leadership (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated at a strategic level in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Excellent and significant leadership with major, demonstrable results that have enabled others to succeed with achieving objectives.

b) Successful driving of major initiatives or changes within and beyond department or centre level.

c) Major contributions of analytical and strategic thinking that have solved problems within and beyond department or centre level.

d) Excellent mentoring, management or development of others, demonstrating support of others’ career development.

e) Active membership and significant, valued contributions to University-level groups, boards or committees or equivalent in external bodies.

Supporting criteria (demonstrating achievement against as many of these criteria as possible is especially important if you consider your achievements against any of the key criteria fail to meet them fully).

a) Fellow or Senior Fellow of the Higher Education Academy or equivalent.

b) Significant contributions to teaching.

c) Esteem indicators.

d) Experience as an external examiner or external reviewer.

e) Principal or Co-Investigator on RCUK, EU and/or other grants won in competition with peer review.

f) Effective supervision of doctorates or masters dissertations/projects.
g) Knowledge exchange or public engagement not covered elsewhere
h) Generation and exploitation of intellectual property and/or spin-off activity.
i) Other external funding not covered elsewhere.
j) Other outputs not included elsewhere.
PROMOTION TO PROFESSOR BAND 3

1. Professor Band 3: Research and Teaching profile

Key criteria (If these are not considered fully met, supporting criteria will be taken into account).

   a) High quality scholarly outputs with significant authorship contributions. Total outputs will be considered but the Committee will have particular regard to trajectory as exemplified in at least four outputs (identified by the candidate) in the most recent 6 year period representing work recognised as internationally excellent, with at least half world-leading (e.g. 3*/3*/4*/4* in 2014 REF terms).

   b) Contributions demonstrating very considerable importance and benefits for the University to:
      i) The development, delivery or improvement of modules or qualifications, showing how these enhance our knowledge of effective teaching and learning approaches;
      ii) Innovation or excellent practice that demonstrates an impact on student success;
      iii) Quality enhancement.

   c) Evidence of outstanding initiatives that have enhanced the financial sustainability of research or teaching, such as outstanding externally funded scholarship projects, outstanding student recruitment or retention initiatives, or generating very significant teaching-related income

   d) Principal Investigator on three or more RCUK, EU and/or other grants won in competition with peer review and Co-Investigator on others.

   e) An excellent record of effective supervision of research degree students.

   f) Evidence of outstanding reach and significance in public engagement with research, impact of pedagogic or subject-based research on teaching and learning, or impact beyond academia.

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25 Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial work (such as a major monograph) may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee). Outputs may be pedagogic or subject-based.

26 If you have not formally been a Principal Investigator, but consider you have undertaken an equivalent role (such as leading a major workpackage or fellowship), please explain this and the Committee may decide it meets the criterion.
g) Evidence of external research profile, including at least two of: service on an international editorial board, international research committee or conference committee; prestigious international prize(s) or awards(s).

Key criteria: academic leadership (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated in complex organisational and strategic environments (such as international collaborations) in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Outstanding leadership with major, demonstrable results that have enabled others to succeed with achieving objectives.

b) Outstanding driving of major initiatives or changes at University-level and beyond.

c) Outstanding contributions of analytical and strategic thinking that have solved problems at University-level and beyond.

d) Outstanding mentoring, management or development of others, demonstrating support of others’ career development.

e) Active membership and significant, valued contributions to University-level groups, boards or committees or equivalent in external bodies.

Supporting criteria (demonstrating achievement against as many of these criteria as possible is especially important if you consider your achievements against any of the key criteria fail to meet them fully).

a) Senior or Principal Fellow of the Higher Education Academy or equivalent.

b) Significant initiatives that address pedagogical challenges in distance learning;

c) Esteem indicators.

d) Experience as an external examiner or external reviewer.

e) Knowledge exchange activities.

f) Generation and exploitation of intellectual property and/or spin-off activity.

g) Other external funding not covered elsewhere.

h) Other outputs not included elsewhere
2. Professor Band 3: Teaching Profile

**Key criteria: teaching** (If these are not considered fully met, supporting criteria will be taken into account).

a) Contributions demonstrating outstanding importance and benefits for the University to:
   
   i) The development, delivery or improvement of modules or qualifications, showing how these enhance our knowledge of effective teaching and learning approaches;
   
   ii) Innovation or excellent practice that demonstrates an impact on student success;
   
   iii) Significant initiatives that address pedagogical challenges in distance learning;
   
   iv) Quality enhancement.

b) Evidence of outstanding initiatives that have enhanced the financial sustainability of research or teaching, such as outstanding externally funded scholarship projects, outstanding student recruitment or retention initiatives, or generating very significant teaching-related income.

c) Evidence of outstanding reach and significance in public engagement, impact of scholarship on teaching and learning, or impact beyond academia.

d) Invited presentations/lectures/seminars to disseminate insightful pedagogical approaches and/or address pedagogical challenges some of which will have world-leading influence.

e) Principal Fellow of the Higher Education Academy or equivalent.

f) Evidence of world leading scholarship or other forms of substantive professional practice or intellectual property, in any medium print or digital\(^{27}\), and confirmed by referees. Total career outputs will be considered and the Committee will have particular regard to trajectory as exemplified in at least four outputs (identified by the candidate) in the most recent 6 year period

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\(^{27}\) Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial work (such as a major monograph) may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee). The outputs may be pedagogic or subject-based.
g) Outstanding contributions to major consortia that deliver significant teaching at inter-institutional level and/or outstanding contributions to a major international educational organisation.

**Key criteria: academic leadership** (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated in complex organisational and strategic environments (such as international collaborations) in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Outstanding leadership with major, demonstrable results that have enabled others to succeed with achieving objectives.

b) Outstanding driving of major initiatives or changes at University-level and beyond.

c) Outstanding contributions of analytical and strategic thinking that have solved problems at University-level and beyond.

d) Outstanding mentoring, management or development of others, demonstrating support of others’ career development.

e) Active membership and significant, valued contributions to University-level groups, boards or committees or equivalent in external bodies.

**Supporting criteria** (demonstrating achievement against as many of these criteria as possible is especially important if you consider your achievements against any of the key criteria fail to meet them fully).

a) Esteem indicators.

b) Experience as an external examiner or external reviewer.

c) Principal or Co-Investigator on RCUK, EU and/or other grants won in competition with peer review.

d) Effective supervision of doctorates or masters dissertations/projects.

e) Knowledge exchange or public engagement activities.

f) Generation and exploitation of intellectual property and/or spin-off activity.

g) Other external funding not covered elsewhere.

h) Other outputs not included elsewhere.
3. **Professor Band 3: Research Profile**

**Key criteria: research** (If these are not considered fully met, supporting criteria will be taken into account).

a) Outstanding scholarly outputs with significant authorship contributions. Total outputs will be considered but the Committee will have particular regard to trajectory as exemplified in at least four outputs (identified by the candidate) in the most recent 6 year period representing work recognised as internationally excellent and mostly world-leading (e.g. 3*/4*/4*/4*/4*/4* in 2014 REF terms).

b) External research income, attributable to the candidate, normally within the top fifth of the UK sector figure for the subject area in the most recent 6 year period (guidance will be issued on this benchmark).

c) Principal Investigator on six or more RCUK, EU and/or other grants won in competition with peer review and Co-Investigator on others.

d) An excellent and extensive record of effective supervision of research degree students.

e) Evidence of outstanding reach and significance in public engagement with research, impact of pedagogic or subject-based research on teaching and learning, or impact beyond academia.

f) Strong evidence of external research profile, including at least two of: service on a national editorial board, national research committee or conference committee; prestigious national prize(s) or award(s).

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28 Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial work (such as a major monograph) may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee). Outputs may be pedagogic or subject-based.

29 External funding will be considered as one measure of the quality of candidates’ research proposals and is an essential contribution to the University’s ability to sustain paid research time. The benchmarking is to help ensure that all candidates are judged on similar criteria.

30 If you have not formally been a Principal Investigator, but consider you have undertaken an equivalent role (such as leading a major workpackage or fellowship), please explain this and the Committee may decide it meets the criterion.
**Key criteria: academic leadership** (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated in complex organisational and strategic environments (such as international collaborations) in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

a) Outstanding leadership with major, demonstrable results that have enabled others to succeed with achieving objectives.

b) Outstanding driving of major initiatives or changes at University-level and beyond.

c) Outstanding contributions of analytical and strategic thinking that have solved problems at University-level and beyond.

d) Outstanding mentoring, management or development of others, demonstrating support of others’ career development.

e) Active membership and significant, valued contributions to University-level groups, boards or committees or equivalent in external bodies.

**Supporting criteria** (demonstrating achievement against as many of these criteria as possible is especially important if you consider your achievements against any of the key criteria fail to meet them fully).

a) Senior or Principal Fellow of the Higher Education Academy or equivalent.

b) Significant contributions to teaching.

c) Significant initiatives that address pedagogical challenges in distance learning.

d) Esteem indicators.

e) Experience as an external examiner or external reviewer.

f) Knowledge exchange or public engagement activities.

g) Generation and exploitation of intellectual property and/or spin-off activity.

h) Other external funding not covered elsewhere.

i) Other outputs not included elsewhere.
4. Professor Band 3: Knowledge Exchange Profile

Key criteria: knowledge exchange (If these are not considered fully met, supporting criteria will be taken into account).

a) Knowledge exchange and engagement with outstanding impact in terms of reach and significance normally in at least three of the following categories:
   i) Development and delivery of formal or informal learning for business or the community, such as CPD and non-credit bearing continuing education;
   ii) Contributions from knowledge exchange and engagement to the University’s formal teaching and learning activities;
   iii) Collaborative or contract research funded by private, public or third sector organisations;
   iv) Consultancy contracts;
   v) Economic, social or cultural development projects;
   vi) Social, community or cultural engagement such as projects, resources, public lectures, performances, exhibitions or museum education, and ambassadorial roles.

b) Scholarly outputs, or other forms of substantive professional practice or intellectual property, in any medium print or digital, in one or both of the following fields and confirmed by referees as recognised internationally with most being world leading:
   vii) Novel applications or inventions which are appropriately shared and protected;
   viii) Impact on policy, practice or product/service development.

Total career outputs will be considered and the Committee will have particular regard to trajectory as exemplified in four outputs (identified by the candidate) in the most recent 6-year period.

c) Authored outputs, from which the Committee will have particular regard to at least four outputs in the most recent 6 year period, or other forms of substantive professional practice or intellectual property, in any medium print or digital, in one or both of the following fields, and confirmed by referees as recognised internationally with most world-leading:

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31 Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial output may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee).

32 Emphasis here is on identifying a sample of best and recent work to which the Committee and referees will pay particular attention, but other work will also be taken into account. A single, substantial output may be substituted for two of these outputs, but please explain why you consider double-weighting appropriate (whether to accept double-weighting will be at the discretion of the Committee).
ix) Novel applications or inventions which are appropriately shared and protected;
  x) Impact on policy, practice or product/service development.

d) Success as an individual or as a team leader in obtaining external funding that supports the University’s knowledge exchange activities (normally in excess of £750k over the last 6 years);

e) Evidence of external profile, including at least one of: service on an international editorial board, international committee or conference committee; prestigious international prize(s) or award(s).

**Key criteria: academic leadership** (note that evidence for these criteria should not duplicate evidence presented under other criteria, and that all evidence of academic leadership should be presented under this section).

Leadership demonstrated in complex organisational and strategic environments (such as international collaborations) in any context (teaching, research, knowledge exchange, service or management) meeting the following criteria:

  a) Outstanding leadership with major, demonstrable results that have enabled others to succeed with achieving objectives.
  b) Outstanding driving of major initiatives or changes at University-level and beyond.
  c) Outstanding contributions of analytical and strategic thinking that have solved problems at University-level and beyond.
  d) Outstanding mentoring, management or development of others, demonstrating support of others’ career development.
  e) Active membership and significant, valued contributions to University-level groups, boards or committees or equivalent in external bodies.

**Supporting criteria** (demonstrating achievement against as many of these criteria as possible is especially important if you consider your achievements against any of the key criteria fail to meet them fully).

  a) Senior or Principal Fellow of the Higher Education Academy or equivalent.
  b) Significant contributions to teaching.
  c) Significant initiatives that address pedagogical challenges in distance learning.
d) Esteem indicators.
e) Experience as an external examiner or external reviewer.
f) Principal or Co-Investigator on RCUK, EU and/or other grants won in competition with peer review\textsuperscript{33}.
g) Effective supervision of doctorates or masters dissertations/projects.
h) Knowledge exchange or public engagement not covered elsewhere.
i) Generation and exploitation of intellectual property and/or spin-off activity.
j) Other external funding not covered elsewhere.
k) Other outputs not included elsewhere.

\textsuperscript{33} If you have not formally been a Principal Investigator, but consider you have undertaken an equivalent role (such as leading a major workpackage or fellowship), please explain this and the Committee may decide it meets the criterion.