
PROFESSORIAL PROMOTIONS PROCEDURE

1 INTRODUCTION

This procedure details the process in relation to an annual mechanism which enables academic staff to apply for promotion to Personal Professor against a predetermined set of criteria.

2 OBJECTIVES OF PROCEDURE

This process is available to those staff who are able to demonstrate the required level of contribution and achievement in respect of the benchmarks for promotion agreed for student success, research, or contribution to the wider mission of the University.

3 PROCEDURE

Promotion to the level of Personal Professor is available to those able to demonstrate an established international reputation in respect of student success, research and enterprise, or contribution to the wider mission of the University, or a combination of these.

The level of contribution and achievement within the above three areas will be assessed against the benchmarks for promotion as “Outstanding”, “Exceeding Expectations”, or “Meeting Expectations”.

The promotion assessment criteria (benchmarks for promotion and indicators of assessment) are detailed in Appendix 1.

Promotion to Personal Professor will be available to applicants demonstrating “Outstanding” performance in any one of the categories along with at least “Meeting Expectations” in each of the other categories, **or** to applicants recognised as “Exceeding Expectations” in any two of the three categories and at least “Meeting Expectations” in the other.

A Promotion Matrix is outlined at Appendix 6.

Tenured staff, on promotion, will be offered transfer to HE2000 contract but may exercise their contractual right to remain on FE64.

Staff unsuccessful in their application for promotion to Professor will not normally be eligible to apply for promotion in the following year, unless feedback had been provided by the Dean as to why this might be appropriate. This is designed to allow sufficient time for applicants to address any issues and for further evidence to be collated before a further application is made.

In assessing promotion applications, all participants in the process must ensure objective and relevant criteria are used and that there is no discrimination on the grounds of gender, gender reassignment, pregnancy and maternity, race, disability, age, religion or political belief, sexual orientation, trade union membership/activity or marital/civil partnership status. When considering an application for promotion from a part-time member of staff, care should be taken to account for the fact that reduced hours are worked. The reasons for any discontinuity in service and achievement, for example owing to maternity leave or family-related career breaks, will be taken into consideration.

3.1 Applications

Staff who wish to be considered for an award must follow a 4 step process, as follows:

1. Discussion with line manager at “My Contribution” meetings to ascertain readiness for promotion and also prior to application
2. Attendance at Academic Promotions Facilitation Session
3. Discussion with Dean
4. Submit application (Personal Information Form and CV)

3.2 Discussion with line manager

Staff should initially discuss their application with their line manager. Open and constructive discussion and feedback should be given to the individual at this stage, as to whether their application is ready for submission and, if not, where the gaps appear to be, what is needed in general terms for it to be supported and how the applicant may address these issues.

3.3 Facilitation Sessions

Attendance at one of these short sessions is mandatory and will be designed to provide practical and supportive guidance on the application process. The sessions will be led by the Vice Principal (Academic), with the support of P&OD representatives.

3.4 Discussion with Dean

Applicants must discuss any proposed application with their Dean of School in order that advice and guidance can be provided and suitability for promotion can be established.

3.5 Application

The application must be submitted via the “Personal Statement Form” and this should be accompanied by a detailed curriculum vitae of no more than 6 pages to the Dean of School. The “Personal Statement Form” can be found at Appendix 2.

Within the “Personal Statement Form”, a statement should be provided addressing the criteria for promotion to a Professorship highlighting those particular areas of strength on which the application is based. This statement must be no more than three pages of A4.

Applicants are also asked to identify clearly their promotion case for a Professorship in respect of the benchmarks for promotion (See Appendix 1), categorised as follows:

1. Research & Enterprise
2. Student Success
3. Corporate contribution to the University (e.g. administrative management, leadership, strategic development, etc.)

Applications from academic staff from outwith the School structure (e.g. Education Futures) should be submitted to the most relevant School Promotion Panel. Further guidance on this is available from the Department of People and OD.

Successful applicants will be required to meet the expectations laid out in the UWS Professorial Role Profile.

3.6 Referees

Applicants are asked to nominate four referees of suitable standing (two internal and two external) and should ensure that the referees they have nominated have agreed to act in that capacity and should be contactable over the period of consideration of applications. One of the internal referees should be the Dean of School.

Where the School Promotion Panel recognises a prima facie case for promotion exists, it will select two referees from those nominated by the applicant and identify three additional independent and external referees of international standing. The five selected referees will be contacted prior to consideration of the application by the University Promotion Committee and will be provided with a full copy of the applicant's application.

Referees should be able to make independent, objective and informed comments on the applicant's submission. In particular, the reference should cover:

- the accuracy of qualifications and positions set out in the CV;
- that achievements claimed are accurate and a true reflection of work done;
- the applicant's personal and professional standing, personal attributes etc.;
- the reliability to claims of impact and standing, whether national or international;
- the particular development in the subject area or area of expertise for which the applicant has been responsible and has claimed;
- the extent to which the above might be considered to have contributed to academic or educational advancement, the advancement of the University and/or other institutions or organisations with which the applicant has been associated.

A template for completion by referees is provided at Appendix 5.

3.7 Timescales

The University will endeavour to follow the application/award process along the following timescale:

Invitation to apply issued:	Early November
Closing date for receipt of applications:	End of November
Initial assessment and shortlist by School Promotion Panels completed by:	January
University Promotion Committee decisions by:	End of February
Awards applicable from:	1 January

3.8 Promotion Panels

School Promotion Panel

The School Promotion Panel will be appointed by the Dean of School and will meet and establish for each applicant whether there is a prima facie case for the award. A note of the recommendations of the Panel on **all** cases, clearly indicating the level of support for promotion, will be forwarded to the Department of People & OD along with the submission

from **all** applicants and a note of the selected referees. This should be done electronically wherever possible.

The School Promotion Panels will be quorate with 4 members in attendance and will comprise:

- Dean (Chair)
- Assistant Deans from the School
- 2 Professorial staff from the School
- A Professor from another School

Every effort should be made to ensure an appropriate gender balance exists on the panel, with at least two members from each gender.

The School Promotion panel must clearly score each application against the criteria in order to inform the University Promotion Committee who moderate the process.

The School Executive Manager will act as Secretary to the School Promotion Panel and shall keep appropriate records of Panel decisions, using the established template (Appendix 8). A representative of the Department of People & OD will also be in attendance.

University Promotion Committee

The University Promotion Committee will be quorate with 4 members in attendance and will comprise:

- Principal & Vice Chancellor (Chair)
- Deputy Principal
- Three from Vice Principals/PVCs and Deans of School
- External adviser

Every effort should be made to ensure an appropriate gender balance exists on the panel, with at least two members from each gender.

The Director of People & OD will act as Secretary to the University Promotion Committee and shall keep appropriate records of its decisions. People & OD will contact the referees and prepare the papers for the University Promotion Committee. The Director of People & OD will formally advise applicants of the Committee's decisions. These decisions will be final. Those unsuccessful for promotion will receive feedback from the appropriate Dean. The Director of People & OD will advise Senate of those staff awarded a Professorship.

3.8 Using the Benchmarks for promotion

The benchmarks agreed for promotion to Personal Professor are listed in Appendix 1 and individuals applying for promotion must clearly demonstrate how they meet these benchmarks in respect of their chosen primary area(s). These benchmarks are supported by indicators of assessment. These indicators are designed neither to be exhaustive nor prescriptive, but are examples of the areas considered in assessing applications for promotion to Personal Professor. It is acknowledged that some areas will be more appropriate to some disciplines than others and these are factors that will be taken into consideration by the University Promotions Committee. The level of achievement in relation

to the indicators of assessment will also differ according to whether the applicant is demonstrating ability and effectiveness, or exceptional performance, in the given area.

NB: Applicants are NOT expected to meet all indicators in all areas.

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Version 1 – Approved June 2018	Changes and Reason for Changes – POD Policy Review

PERSONAL PROFESSORSHIP PROMOTION ASSESSMENT CRITERIA

1. Assessment of Research & Enterprise:

Ability and effectiveness in research will be assessed primarily in terms of published research, although in disciplines where it is appropriate to do so, other forms of evidence of research will be acceptable.

An application based on performance in research will need to demonstrate a body of significant work within the applicant's field. Applications for Personal Professorships should indicate and provide evidence of an established international profile.

1.1 **Benchmarks:**

- i. Sustained output of high impact publications in peer-reviewed journals of national and international standing and/or books by major publishers in the applicant's field, and/or musical composition, at a level beyond that expected of a Reader;
- ii. evidence of appropriate external funding and significant success in Enterprise activity;
- iii. successful supervision of researchers/research students;
- iv. evidence of contribution at a UK and international level to the subject area/professional bodies and /or external esteem.

1.2 **Indicators of Assessment:**

The following are illustrative examples of indicators that can be included in an application to demonstrate ability, contribution and effectiveness or exceptional performance, against the above generic benchmarks. Please note that applicants are NOT necessarily expected to meet all the indicators in all areas.

Benchmarks – Research & Enterprise	Indicators of Assessment
<p>i. Sustained output of high impact publications in peer-reviewed journals of international standing and/or books by major publishers in the applicant's field, and/or original work in the creative & performing arts, at a level beyond that expected of a Reader</p>	<ul style="list-style-type: none"> • joint or sole authorship of research publications, publications in refereed journals, and other articles, papers and conference proceedings, particularly with regard to the status of the publication and the role of referees in its assessment; design portfolios; • musical composition – for each item include the following information (as appropriate) : commissioning body, venue of first performance and name(s) of performer(s); subsequent performances; • creative writing – for each item include the following information (as appropriate): publisher, reviews, distribution/translation; • other nationally/internationally recognised research-based articles in refereed publications; • invited/refereed papers at national/international conferences; • member of national/international research groups and significant international research collaborations • publication of book(s) by major publishers in the applicant's field.
<p>ii. Evidence of appropriate external funding, income generation and Enterprise activity</p>	<ul style="list-style-type: none"> • research funding (information to include indications of support received from Research Council / other funding bodies, including your status as applicant, grading of grant applications and unsuccessful bids where this is relevant to the case); • grant income as lead; • significant income generated from industry, commerce, public sector; • significant Enterprise grants; • contribution to the successful commercialisation of patents, inventions and any other exploitable intellectual property; • High level of consultancy contracts; • Consulted for advice by government departments, international organisations at home and overseas; • any formal evaluations of final grant reports; • successful grant applications over career at UWS; • involvement of work with research funding bodies.
<p>iii. Supervision of researchers/ research students, including details of the supervisory role</p>	<ul style="list-style-type: none"> • External PhD examining • Record of timely and successful PhD completions as Director of Studies
<p>iv Evidence of contribution at a UK and international level to the subject area, professional bodies and/or external esteem</p>	<ul style="list-style-type: none"> • high status within the subject area/profession, e.g. to be recognised as an expert member of a specified field/profession both at a national and international level; • professional activity, e.g. membership of national/international professional committees; invited addresses to professional national/international meetings and conferences, including keynote/plenary sessions; • experience of membership of editorial board(s); • refereeing of articles for peer-reviewed academic journals;

	<ul style="list-style-type: none"> • refereeing of grant applications by research councils and other major funding bodies; • regular presentations of research findings at major national/international conferences; • organisation of major international academic conferences/meetings; • award of medals, prizes or other academic distinctions by learned societies; • contribution to the public understanding of one's subject area.
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2. Assessment of Student Success:

Ability and effectiveness in student success will be assessed primarily in terms of teaching proficiency, evidenced through self assessment, supported by peer and student assessments.

An application based on performance in the sphere of learning and teaching will need to demonstrate a body of significant work within learning and teaching. Applications for Professorships should indicate an established international profile.

2.1 Benchmarks:

- i. evidence of significant and externally recognised contribution to the pedagogy of the subject area/professional practice, nationally and internationally;
- ii. evidence of teaching innovation and /or course development that has a national and international impact;
- iii. scholarship related to learning and teaching with national and international impact;
- iv. evidence of a high level of teaching quality as indicated by quantifiable measures and confirmed by the School;
- v. evidence of clinical teaching, if appropriate.

2.2 Indicators of Assessment:

The following are illustrative examples of indicators that can be included in an application to demonstrate ability and effectiveness, or excellence, against the above generic benchmarks. Please note that applicants are NOT necessarily expected to meet all the indicators in all areas.

Benchmarks – Student Success	Indicators of Assessment
i. Evidence of significant contributions to the pedagogy of the subject area/professional practice	<ul style="list-style-type: none"> • evidence of international standing and involvement in learning and teaching at a national/international level, for example running workshops or specialist courses in universities outside the UK; • conference presentations on pedagogy and regular invitations to keynote speeches at international conferences; • contributions, e.g. publications or development of computer schemes that have shaped the way in which the subject is taught nationally, or have been adopted internationally; • contribution to a professional organisation or learned society or subject area; • collaboration – examples of teaching across subject and disciplinary boundaries that demonstrate a contribution to interdisciplinary/ professional education; • external examining experience; • leadership of learning innovation initiatives for international organisations; • major role in contributing to or leading CPD in learning and teaching; • contributions to national or international curriculum and pedagogy debate in the subject area.
ii. Evidence of teaching innovation and course development, course design and administration at both postgraduate and undergraduate levels	<ul style="list-style-type: none"> • innovation in new academic development and implementation; original work into curriculum development and the establishment of new teaching and learning methods • development of new teaching materials or methodologies influencing the pedagogy of the subject; • contribution to the development of new approaches to course design, learning and teaching and assessment practice within the School/University, that may have been adopted internationally; • effective use of and engagement with technology to support teaching; • contributions, e.g. publications or the development of computer schemes, that have shaped the way in which the subject is taught within the discipline/School; • acting as an innovator/champion in Learning and Teaching for the School/University; • leading curriculum development and design; • use of methods which support an inclusive learning environment.
iii. Scholarship related to Learning and Teaching	<ul style="list-style-type: none"> • evidence of advanced scholarship in learning and teaching that has impacted upon the teaching of peers nationally and internationally; • joint or sole authorship of books, publications in refereed journals, and other articles, papers and conference proceedings particularly with regard to the status of the publication and the role of referees in its assessment; • development and/or design of learning and teaching resources; • Significant partnerships financed through external funds on

	<p>a national or international learning innovation initiative;</p> <ul style="list-style-type: none"> • Leadership of a scholarship team that benefits UWS such as through significant contribution to the work of CAPD; • Publication of major text on learning and teaching methodology or research; • Regular principle investigator on externally funded teaching and learning projects; • evidence of obtaining external funding for learning and teaching developments.
<p>iv Evidence of a high level of teaching quality as indicated by quantifiable measures, and confirmed by the School</p>	<ul style="list-style-type: none"> • evidence of leading an area of learning innovation across the institution; • significant contribution to enhancement of the student experience; • a reflective, reasoned and innovatory approach to teaching, course design, assessment and evaluation; • familiarity with, and use of, theory and publications on learning and teaching in higher education; • explicit attention to meeting the needs of individual students; • use of student feedback to evaluate and develop teaching; • development and/or use of peer assessment of teaching; • evidence of successful assessment of teaching by students and peers; • evidence of developing the teaching skills of other staff within the School or within the University; • evidence of high level commitment to continuing professional development.
<p>v Clinical teaching, if appropriate</p>	<ul style="list-style-type: none"> • evidence of clinical relevance, demonstrated by linking teaching with “evidence based health care”

3. Assessment of corporate contribution to the University:

Ability and effectiveness in the corporate contribution to the University will be assessed primarily in terms of contribution at a School or University level.

An application based on performance in respect of corporate contribution to the wider mission of the University will be assessed through evaluation of the impact of the individual’s contribution to the international reputation of the University. The quality and quantity of contribution will be commensurate with an established international profile for a Personal Professorship.

3.1 Benchmarks:

- i. significant contribution to inter-disciplinary or University administration;
- ii. leadership and senior level management/co-ordination;
- iii. significant contribution to innovation and engagement;
- iv. enhancing the University’s reputation/profile.

3.2 Indicators of Assessment:

The following are illustrative examples of indicators that can be included in an application to demonstrate ability and effectiveness, or excellence, against the above generic benchmarks. Please note that applicants are NOT necessarily expected to meet all the indicators in all areas.

Benchmarks – Corporate Contribution	Indicators of Assessment
i. Contribution to interdisciplinary or University administration	<ul style="list-style-type: none"> • well utilised enabling skills and evidence of a significant and substantial contribution to management and/or policy formation at School, University, national and international level; • significant and substantial contribution to the planning, governance and academic management within the University; • leading University-wide committees/working parties.
ii. Leadership and Senior Level management/co-ordination	<ul style="list-style-type: none"> • leadership and proven ability to lead, develop and motivate colleagues; • project management for large projects including interdisciplinary groups that have a national and international profile; • financial management for large projects or interdisciplinary groups, with a national and international impact; • leadership and co-ordination of large University projects, with national and international significance; • high level contribution to the University's mission to promote equality and diversity.
iii. Contribution to innovation and engagement	<ul style="list-style-type: none"> • leadership in innovation and enterprise; • involvement in work that has made a significant contribution to the advancement of knowledge and/or its application to the subject area/professional practice/policy-making at a national/international level; • contribution to the public understanding of one's subject at a national/international level; • contribution to capacity building in UWS and wider communities; • contribution to culture and cultural enrichment.
iv. Enhancing the University's reputation/profile	<ul style="list-style-type: none"> • the initiation or maintenance of links between the University and national and international groups, organisations and businesses; • significant involvement in academic quality assurance assessments, validation panels, etc, at external institutions; • significant involvement in the enhancement of the University's profile for promoting equality and diversity; • advising government bodies; • enhancing the University's public profile, in particular, internationally; • the initiation and development of links between the University and the Community.



**Academic Promotion to Personal Professor
Personal Statement Form**

The "Promotion Procedure – Personal Professor" must be read prior to completing this application.

Please ensure the following documentation accompanies this form:

1. A detailed CV of no more than 6 pages, using the template provided (See Appendix 7).
2. Activity Plan.

Completed applications should be submitted no later than the closing date to the relevant Dean of School.

Name:	
School:	
Current Post:	

Please state the proposed discipline title of your potential Professorship:

Professor of:

Statement (no more than 3 A4 pages, minimum font size 11pt):

Personal Circumstances

In accordance with Section 3 of the policy, in order that consideration can be given to all relevant factors, applicants are encouraged to indicate any individual circumstances that they feel may have seriously affected their output. Specific details do not have to be described (e.g. do not have to describe an illness). Some examples are as follows:

- Absences due to maternity, adoption, parental or carers leave
- Periods of part-time working
- Breaks in employment due to non-consecutive fixed term contracts
- Disability, including temporary incapacity that lasts for more than six months
- Absence due to ill-health or injury
- Absences for more than six consecutive months (i.e. career breaks)
- Special leave of absence on secondment to other organisations

If applicants have any personal circumstances which they consider to have had an impact on their output, these should be detailed below - including the nature and length of any break(s)/absence(s).

Recent achievements and future plans

Please detail:

1. Your most recent achievements;
2. If previously unsuccessful for promotion, what you have achieved since then;
3. Your future plans and career pathway in terms of activity in the three areas, with clear reference to both REF and TEF.

Signature:

Date:

Please provide the name of two internal and two external referees who may be contacted, indicating the nature of your relationship to the person (e.g. Line Manager, former PhD supervisor, collaborator, colleague etc).

Referees must be of a senior professional status and have relevant expertise.

1. INTERNAL REFEREES

Title and Name:	
Position of Referee:	
Relationship to Referee:	

Title and Name:	
Position of Referee:	
Relationship to Referee:	

2. EXTERNAL REFEREES

Title and Name:	
Position of Referee:	
Postal Address:	
Email address:	
Relationship to Referee:	

Title and Name:	
Position of Referee:	
Postal Address:	
Email address:	
Relationship to Referee:	

Academic Promotions – Personal Professor Referee Report

Please take time to provide comments on the applicant named below, on the categories listed.

Applicant Information:

Name of Applicant	
Current Position	
School	

Referee Information:

Name	
Position	
Institution	

General Comments

(Please include your relationship with the applicant)

Review of Application

Category	Comments and Evidence
The accuracy of qualifications and positions set out in CV	
The achievements claimed are accurate and a true reflection of work done	

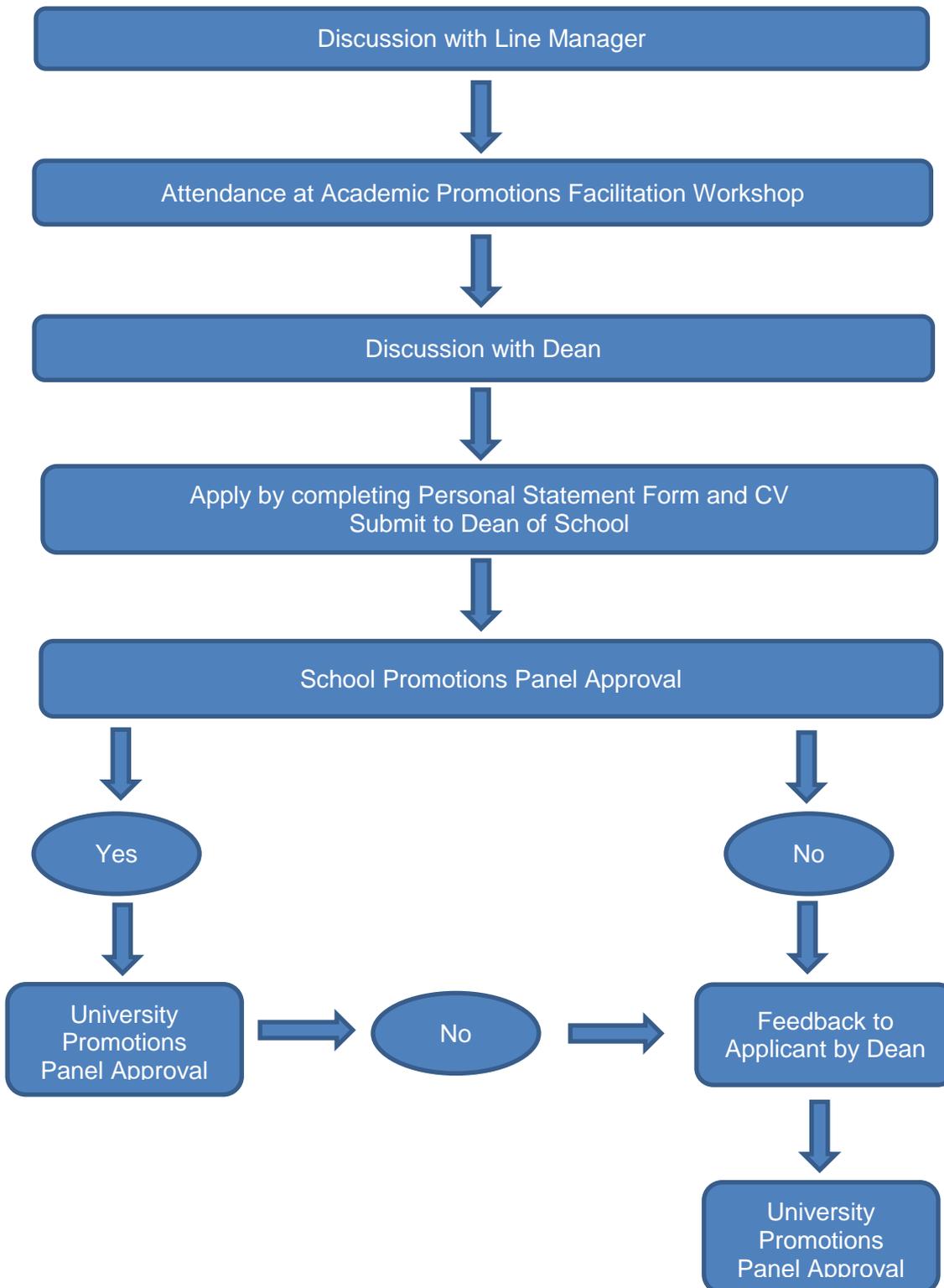
The applicant's personal and professional standing, personal attributes, etc.	
The reliability to claims of impact and standing, whether national or international	
The particular development in the subject area or area of expertise for which the applicant has been responsible and has claimed	
The extent to which the above might be considered to have contributed to academic or educational advancement, the advancement of the University and/or other institutions or organisations with which the applicant has been associated.	

Overall opinion and recommendation

Name of Referee (Please print): _____

Signed: _____ Date: _____

Process Map



Guidance to applicants on making a case for Academic Promotion

All cases must be evidence-based and structured around the Promotions Criteria in Appendix 1.

Cases should focus on outputs produced since the last successful promotion or appointment to the University, whichever is the most recent.

YOUR PROMOTION CASE MUST CONSIST OF:

1. Personal Statement Form (minimum font size 11pt, maximum length 3 pages)

The 'Personal Statement Form' should draw attention to the key dimensions and theme(s) of your case and relate them to the Promotions Criteria in Appendix 1.

2. Curriculum Vitae (minimum font size 11pt, maximum length 6 pages)

i. General information

- Name
- Current/past posts
- Academic/professional qualifications
- Professional/personal development whilst in post

ii. Research & Knowledge Exchange

- An account of your research or scholarly programme and activities
- Description of the expected outcomes of current lines of scholarly work or research activities
- Details of external funding
- Details of knowledge exchange projects and partnerships, including outcomes

iii. Publications:

- Please provide a full list of publications, with items in peer-reviewed journals first, then the rest
- Please provide a separate list in rank order (1-5) of your five most significant publications, in terms of impact upon your discipline
- At the end of the list should be given the name of the author(s) for each publication. In the case of joint or multiple authorship, a brief statement specifying who is the senior author and also the relative responsibilities of each author. **Please state clearly where you are first author of any publication.**
- Full pagination (first and last pages) should always be stated
- Conference abstracts and articles etc. submitted for publication should be clearly indicated
- Publications in refereed journals and symposium volumes should be asterisked. List the title(s), university or publisher(s) and date(s)
- Highlight the status of published work listed above - distinguish between work published and in press and accepted

iv. Student Success

- Level of teaching e.g. UG or PG; nature and forms of contribution (seminars, practical classes, fieldwork. Include the size of your classes); design and development; course assessment; materials; feedback. Indicators of effectiveness and leadership

v. Corporate Contribution

- Responsibilities, both within and outside the University
- Other information including, community engagement, consultancies undertaken and service on external bodies, including the nature and value of the contribution; details of the style of any report required by a commissioning agent
- Indicators of effectiveness

Dates and other relevant information of any sabbatical leave taken should be included.

**Promotion Procedure – Personal Professor
Promotion Matrix**

Student Success	Research & Enterprise	Corporate Contribution
O	ME or better	ME or better
ME or better	O	ME or better
ME or better	ME or better	O
EE	EE	ME or better
EE	ME or better	EE
ME or better	EE	EE

Key:
 O: Outstanding
 EE: Exceeds expectation
 ME: Meets expectation

Definitions

What is outstanding?

“Outstanding” can be defined as where the contribution and achievement of an individual is much greater than normal expectations in relation to their role and objectives. **This means the individual has demonstrated an exceptional and consistent contribution to University and departmental objectives far beyond that normally expected. The contribution should have been consistent in out-performing against agreed objectives and performance has far exceeded normal expectations for the role. Evidence of outcomes in relation to indicators of assessment should be provided.**

What is “exceeds expectation”?

“Exceeds expectation” is where an employee will consistently and conscientiously work within and beyond the scope of their role and objectives and is able to provide evidence of high impact outcomes in relation to the indicators of assessment.

What is “meets expectation”?

“Meets expectation” is where an employee has made a valuable contribution to the University and is able to provide evidence of positive outcomes in relation to the indicators of assessment.

**Academic Promotions (PROFESSOR)
Record of Proceedings - School Panel Template**

School:
Date of panel:
Time of panel:
Venue:
Present:
Apologies:
In attendance:
Name of Dean:

The School Promotion Panel must clearly score each application against the criteria in order to inform the University Promotion Committee who moderate the process.

Summary of Recommendations

Surname	First Name	Promotion applied for	Panel recommendation

Applications for promotion to Professor

Applicant Name	Current job title	Basis of application			Panel Recommendation
		Student Success	Research & Enterprise	Corporate Contribution	
School panel assessment					

School Panel observations and recommendations

	Observations	Recommendations
Student Success		
Research & Enterprise		
Corporate Contribution		

Decision	
Rationale	
View of Dean	

Applicant Name	Current job title	Basis of application			Panel Recommendation
		Student Success	Research & Enterprise	Corporate Contribution	
School panel assessment					

School Panel observations and recommendations

	Observations	Recommendations
Student Success		
Research & Enterprise		
Corporate Contribution		

Decision	
Rationale	
View of Dean	

Financial Business Case

Please provide a business case on affordability of promotions approved: