

ACADEMIC PROMOTION TO AC3 LECTURER PROCEDURE

1 INTRODUCTION

This procedure details the process in relation to an annual mechanism which enables academic staff to apply for promotion to Ac3 Lecturer against a predetermined set of criteria.

2 OBJECTIVES OF PROCEDURE

This procedure is available to those staff who are able to demonstrate the required level of contribution and achievement in respect of the benchmarks for promotion within the areas of:

- (1) student success
- (2) research & enterprise
- (3) corporate contribution to the University

3 PROCEDURE

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

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

Promotion to Ac3 Lecturer is available to applicants demonstrating “Outstanding” performance in Student Success/Research and Enterprise along with at least “Meeting Expectations” in each of the other categories.

A Promotion Matrix is outlined at Appendix 2.

Staff promoted to Ac3 Lecturer will be expected to work to the broad requirements of the Level 3 UWS Academic & Research Role Profile and will be paid on UWS Grade Ac3 on an HE2000 contract.

Staff unsuccessful in their application for promotion to Ac3 Lecturer 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 promotion must follow a 4 step process, as follows:

1. Discussion with line manager at “My Contribution” meetings to determine readiness for promotion, as well as prior to application
2. Attendance at Academic Promotions Facilitation Session
3. Discussion with Head of Division
4. Submit application

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 provide practical and supportive guidance on the application process. The sessions will be led by the Vice Principal Learning, Teaching & Students and Vice Principal Research, innovation & Engagement with the support of P&OD representatives.

3.4 Discussion with Head of Division

Applicants must discuss any proposed application with their Head of Division 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 Promotion Application form and this should be accompanied by a curriculum vitae of no more than 1500 words to the Dean of School. The Promotion Application form can be found at Appendix 3.

Within the Promotion application form, a personal statement should be provided addressing the criteria for promotion to Ac3 Lecturer highlighting those particular areas of strength on which the application is based. This statement must be no more than 1500 words.

Applicants are also asked to identify clearly their promotion case for Ac3 Lecturer in respect of the benchmarks for promotion (See Appendix 1), categorised as follows:

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

Applications from academic staff from outwith the School structure 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 Level 3 Academic and Research Role Profile.

3.6 Referees

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

Where the School Promotion Panel recognises a prima facie case for promotion exists in the context of the School's business need, it may select two referees from those nominated by the applicant and identify one additional external referees. In addition, the Head of Division or Deputy Dean will also be asked to provide a reference. The selected referees will be contacted prior to consideration of the application by the University Promotions Committee and will be provided with a full copy of the applicant's submission.

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:	1 March 2022
Closing date for receipt of applications:	13 May 2022
Initial assessment and shortlist by School Promotion Panels completed by:	15 June 2022
University Promotion Committee decisions by:	31 July 2022
Awards applicable from:	1 August 2022

3.8 Promotion Panels

School Promotion Panel

The School Promotion Panel will be appointed by the Dean and will meet and establish for each applicant whether there is a prima facie case for the award in the context of the School's business need. 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)
- Deputy Dean from the School
- Heads of Division
- 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 Business 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 and OD will also be in attendance.

Feedback must be provided to all applicants as soon as possible following the School Promotion Panel to advise whether their application is being forwarded to the University Promotions Committee for consideration or if they have been unsuccessful on this occasion.

University Promotions Committee

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

- Interim Principal & Vice Chancellor (Chair)
- Interim Deputy Principal
- Vice Principal Learning, Teaching & Students
- Vice Principal Research, innovation & Engagement
- Deans of School
- Professor
- 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 and OD will act as Secretary to the University Promotion Committee and shall keep appropriate records of its decisions. People and OD will contact the referees and prepare the papers for the University Promotion Committee. The Director of People and

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 and OD will advise Senate of those staff awarded an Ac3 Lectureship.

3.9 Using the Benchmarks for promotion

The benchmarks agreed for promotion to Ac3 Lecturer are listed in Appendix 1 and individuals applying for promotion must clearly demonstrate how they meet these benchmarks in respect of their chosen 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 Ac3 Lecturer. 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.

3.10 Appeals

The decision of the University Promotions Committee is final. There is no right of appeal.

Policy Statement Author – Reward Adviser

Procedure Owner – Director of People and OD

Parent Policy Statement – People and OD

Public Access or Staff Only Access – Public

Version 3 – May 2022

Changes and Reason for Changes – Matrix template amended and application dates updated

Ac3 LECTURER PROMOTION ASSESSMENT CRITERIA

1. 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 student success will need to demonstrate excellent and innovative practice in research informed teaching, learning and assessment, supported by evidence of scholarship.

1.1 **Benchmarks:**

1. Evidence of delivering teaching at University level, including the design and delivery of effective lectures, and effectively setting and marking coursework, exams and other assessment tasks in a timely fashion and to an appropriate standard. This will include teaching and tutoring students at undergraduate and post graduate levels.
2. Evidence of ability to provide effective pastoral support in relation to signposting students to specialist services.
3. Evidence of commitment to effective scholarship and pedagogy.
4. Evidence of providing effective supervision to students in relation to projects and dissertations.
5. Evidence of ability to organise and manage their own teaching.

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 – Student Success	Indicators of Assessment
Evidence of delivering teaching at University level, including the design and delivery of effective lectures, and effectively setting and marking coursework, exams and other assessment tasks in a timely fashion and to an appropriate standard. This will include teaching and tutoring students at undergraduate and post graduate levels.	<ul style="list-style-type: none"> • Teaching practice which is of a high standard, engages students, supports effective learning, is research-informed and makes appropriate use of learning technologies and learning support materials. • Assessment of students’ work which fits with teaching aims and the material, provides timely and effective feedback to students and sets good academic standards. • Leading on new initiatives in the subject area/division/School.
Evidence of ability to provide effective pastoral support in relation to signposting students to specialist services.	<ul style="list-style-type: none"> • Can make informed and effective decisions about signposting student to relevant services. • Support for students’ learning, recognising and responding to student diversity. • Year leadership or similar type student facing role.
Evidence of commitment to effective scholarship and pedagogy.	<ul style="list-style-type: none"> • Publication of books, articles and/or papers in academic journals as appropriate to field. • Evidence of activity and recognition, as appropriate.
Evidence of providing effective supervision to students in relation to projects and dissertations.	<ul style="list-style-type: none"> • Supervise student projects, field trips and placements. • Supervise the work of students, provide advice on study skills and help them with learning strategies.
Evidence of ability to organise and manage their own teaching.	<ul style="list-style-type: none"> • Satisfactory teaching performance (involving a range of teaching methods) as judged by school evaluation methods, e.g. course reviews, external examiners, peer observation, student questionnaires and taking account of feedback received. • Independent development and preparation of teaching materials to agreed quality standards. • Organised and managed own modules successfully.

2. Assessment of Research and 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.

Performance in research and/or enterprise will be assessed through evaluation of the impact of an individual's contribution at a local and emerging national level across the UK.

2.1 Benchmarks:

1. Has developed a personal research plan and demonstrates progress towards the achievement of agreed research objectives.
2. Evidence that research has been published or there is evidence of likely forthcoming publications arising from either their own research or research to which they contributed as a team member.
3. Evidence of independent and original thinking in research.
4. Evidence of dissemination of personal research findings either at conferences or seminars appropriate to the discipline.
5. Evidence of ability to successfully organise and manage their own research.

Applicants are not required to excel in all of these areas, but will be expected to demonstrate significant achievement in the majority of the above headings and outstanding achievement in some, particularly research.

Applicants will also be required to demonstrate their future plans for further development of their contributions across the above areas.

2.2 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
Has developed a personal research plan and demonstrates significant progress towards the achievement of agreed research objectives.	<ul style="list-style-type: none"> • Development of research objectives, projects and proposals and conduct of individual or collaborative research projects.
Evidence that research has been published or there is evidence of likely forthcoming publications arising from either their own research or research to which they contributed as a team member.	<ul style="list-style-type: none"> • Publication of books, book chapters, articles and/or papers in learned journals as appropriate to discipline. • Evidence of activity and recognition, as appropriate.
Evidence of independent and original thinking in research.	<ul style="list-style-type: none"> • Evidence of ability to contribute to the process of successfully securing funds as appropriate to the field.
Evidence of dissemination of personal research findings either at conferences or seminars appropriate to the discipline.	<ul style="list-style-type: none"> • Active member of learned societies. • Reviewer for academic journals. • Contribution to academic conferences (presentation of papers) or evidence of exhibiting work at other appropriate events.
Evidence of ability to successfully organise and manage their own research.	<ul style="list-style-type: none"> • Developing a portfolio of research activity. • Supervision of student research to completion within a range from undergraduate up to Doctoral level degrees.

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 School or University level.

An application based on performance in respect of corporate contribution to the University will be assessed through evaluation of the impact of the individual's contribution to the reputation of the University.

3.1 Benchmarks:

1. Evidence of an understanding of University structures, policies and procedures and relevant issues in the Higher Education, research, social and political environment.
2. Evidence of maintaining academic standards and academic freedom and working in accordance with University policies (e.g. E&D, H&S etc).
3. Has engaged effectively in the University's My Contribution process, developed an awareness of own professional development needs and a personal development strategy, engaging with Continuing Professional Development appropriate to the role.
4. Has developed external contacts for example with external examiners, users of research findings, organisations and communities relevant to teaching and research, visiting researchers/lecturers etc.
5. Evidence of having established collaborative contacts with academics in own and related disciplines, within the University and outside.
6. Evidence of consistently acting as a good citizen, actively taking on administrative duties and participating fully in the daily working life of the School, behaving as a role model for others and an effective UWS ambassador.

3.2 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 – Corporate Contribution	Indicators of Assessment
Evidence of an understanding of University structures, policies and procedures and relevant issues in the Higher Education, research, social and political environment.	
Evidence of maintaining academic standards and academic freedom and working in accordance with University policies (e.g. E&D, H&S etc).	<ul style="list-style-type: none"> • Contribution to accreditation/QA procedures. • Membership of programme teams and working groups. • Contribution to, and/or support of the University’s mission to promote equality and diversity.
Has engaged effectively in the University’s My Contribution process, developed an awareness of own professional development needs and a personal development strategy, engaging with Continuing Professional Development appropriate to the role.	<ul style="list-style-type: none"> • Engage in continuous professional development and knowledge transfer at an individual and Institutional level. • Keep up to date with developments in the subject area by maintaining an acceptable level of scholarship/research in order to contribute to the development of undergraduate and postgraduate teaching and research materials.
Has developed external contacts for example with external examiners, users of research findings, organisations and communities relevant to teaching and research, visiting researchers/lecturers, etc.	<ul style="list-style-type: none"> • Evidence of contribution towards development of projects with commercial impact, if appropriate to the subject area.
Evidence of having established collaborative contacts with academics in own and related disciplines, within the University and outside.	<ul style="list-style-type: none"> • Contribution to community engagement.
Evidence of consistently acting as a good citizen, actively taking on administrative duties and participating fully in the daily working life of the School, behaving as a role model for others and an effective UWS ambassador.	<ul style="list-style-type: none"> • Undertake administrative duties within the School. • Contribution to addressing aspects of the student experience. • Contribution to marketing and publicity events.

**Promotion Procedure – Ac3 Lecturer
Promotion Matrix**

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

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 Promotion to Ac3 Lecturer

Promotion Application

The “Promotion Procedure – Ac3 Lecturer” must be read prior to completing this application.

Please ensure the following documentation accompanies this form:

1. A CV of no more than 1500 words, 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 and Grade:	

Basis of application:

(Please identify your basis of application using the grid below. This should be completed with reference to Appendix 2 – Matrix of Pathway Possibilities for Promotion, using the performance criteria as you believe you fall within)

	Student Success	Research & Enterprise	Corporate Contribution
Your assessment			

Personal Statement (N.B. no more than 1500 words, minimum font size Arial 11pt):

Personal Circumstances (Not included in 1500 word count)

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. careers 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 (Not included in 1500 word count)

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:

Referee Nomination

Please provide details for two internal and one 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. REFEREES

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

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

2. EXTERNAL REFEREE (where required)

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

**Academic Promotions – Ac3 Lecturer
Referee Report**

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

Please ensure you comment on the key areas 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

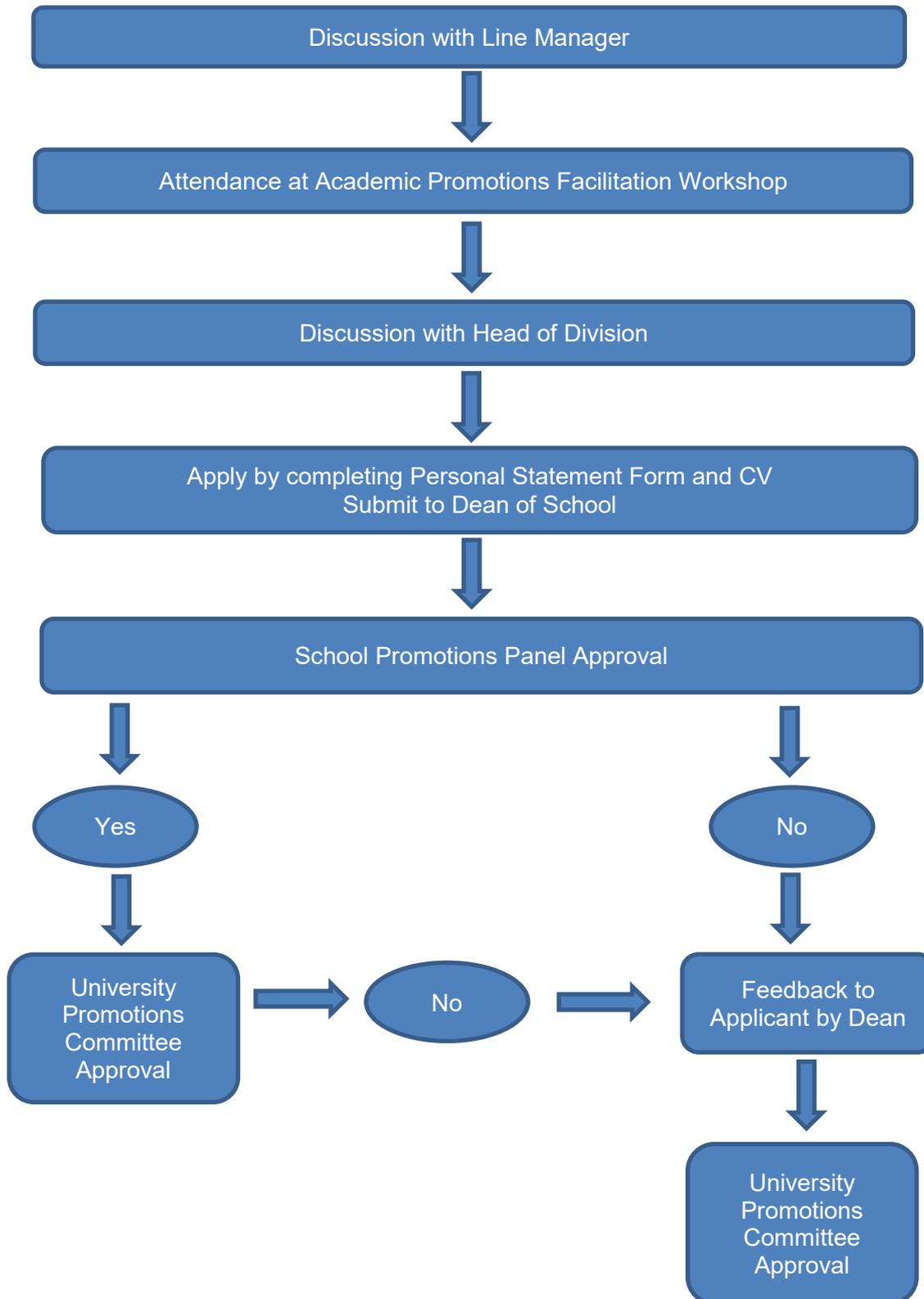
Category	Comments and Evidence
The accuracy of qualifications and positions set out in CV	
The achievements claimed are accurate and a true reflection of work done	
The applicant's personal and professional standing, personal attributes, etc.	
The reliability to claims of impact and standing, whether 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. Promotion Application Form

The Personal Statement section (minimum font size Arial 11pt, maximum 1500 word count) should draw attention to the key dimensions and theme(s) of your case and relate them to the Promotion Criteria in Appendix 1.

2. Curriculum Vitae (minimum font size Arial 11pt, maximum 1500 word count)

i. General information

- Name
- Current/previous posts
- Academic/professional qualifications (AFTER leaving school)
- Professional/personal development whilst in post

ii. Student Success

- Under each of the headings in the template you should include 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

iii. Research & Knowledge Exchange

- Recent External Research Funding (past five years)
- Recent Knowledge Exchange Partnerships (past five years)
- Seminar and conference presentations (past five years)

iv. Publications

- Please provide a full list of publications (past five years), 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

N.B. Applicants are invited to provide additional evidence for all their academic activities. This shall include but not limited to publicly available reports in Google Scholar, ResearchGate, etc.

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

vi. Other Supporting Information

Other relevant information and dates of any sabbatical leave taken should be included.

CHECKLIST

Prior to submission of your application, please check you have done the following:

- Had a discussion with your line manager
- Had a discussion with your Head of Division
- Attended an Academic Promotions Facilitation Session
- Read and followed the Guidance at Appendix 6
- Enclosed CV (no more than 1500 words)
- Enclosed Promotion Application Form (Personal Statement must be no more than 1500 words)
- Enclosed details of 2 referees (and one external where appropriate)
- Enclosed Activity Plan
- Enclosed all documents in WORD format (no headers or footers, no photos)

Please ensure you have followed all requirements of this procedure as failure to comply may result in automatic rejection of application.

Academic Promotions - CV Template

Please complete this template in conjunction with the "Guidance to applicants on making a case for Academic Promotion", Section 2. CVs must be no more than 1500 words.

CURRICULUM VITAE

Name:
Current Post:
School:

Previous Posts

Academic/Professional Qualifications (post-secondary school)

Professional/personal development whilst in post

<p>Student Success</p> <p><u>Current teaching responsibilities</u></p> <p><u>Summary of Student Evaluations</u></p> <p><u>External roles</u></p>

<p>Research & Knowledge Exchange</p> <p><u>Recent External Research Funding (past five years)</u></p> <p><u>Recent Knowledge Exchange Partnerships (past five years)</u></p>

Seminar and conference presentations (past five years)

Publications (past five years – in rank order in terms of impact upon discipline)

Corporate Contribution

Internal and external roles and responsibilities

Public engagement/consultancy

Other Supporting Information (if required)

**Academic Promotions (Ac3 Lecturer)
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, **with an explicit recommendation of approval or rejection.**

Summary of Recommendations

Surname	First Name	Promotion applied for	Panel recommendation

Applications for promotion to Ac3 Lecturer

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
(to be completed by the Dean of School)

Please provide a business case on affordability of promotions approved: