

Promotion of Academic Staff Procedures

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Description	This procedure is to inform applicants for promotion and relevant Promotions Committees of the procedures and criteria applicable to the promotion process.

Related documents

[Promotion of Academic and Research Only Academic Staff Policy](#)

[Promotion of Research Only Staff Procedures](#)

[Appeals on Non-promotion of Academic and Research Only Academic Staff Procedures](#)

[Application and Case for Promotion Form \(PDF\)](#)

[Application and Case for Promotion Form \(Word\)](#)

[Academic Portfolio](#)

[Academic and Research Only Academic Staff Promotion - Report by, Head of School/Element or Supervisor, also incorporating Pro Vice Chancellor's support \(level D & E applications\)](#)

[Academic Work @ Griffith website](#)

[Academic Staff Review Policy and Procedures](#)

[Code of Conduct](#)

[Delegations Policy](#)

[Delegations Procedure](#)

[Delegations Register](#)

[\[Introduction\]](#) [\[Scope\]](#) [\[Application\]](#) [\[Delegated Authorities\]](#) [\[Appendix 1: Criteria for Promotion\]](#)

1. INTRODUCTION

The Promotion of Academic and Research Only Academic Staff Policy provides eligible academic staff with an opportunity to apply for promotion and receive recognition for meritorious or outstanding achievements. It does not apply to clinical title holders, casual academic staff, adjunct, visiting and honorary appointees of the University.

2. SCOPE

These procedures apply to all full time and part time academic staff.

3. APPLICATION

3.1 Eligibility

All continuing, continuing on probation and fixed term contract staff are eligible to apply for promotion, with the following exceptions:

- Staff on leave without salary for a period in excess of 12 months.

- Staff who have served in their current appointment for less than 2 years prior to applying for promotion. In exceptional circumstances this may be waived, in the case of applications to Lecturer to Associate Professor levels, by the Provost, or in the case of applications to Professor level by the Vice Chancellor.
- Staff who have been unsuccessful in an application for promotion are excluded from reapplying for promotion for a period of two years. In exceptional circumstances this may be waived, in the case of Lecturer to Associate Professor levels, by the Provost, or in the case of Professor level by the Vice Chancellor.
- A staff member who has resigned or has submitted notice of resignation.
- A staff member whose performance is found to be unsatisfactory in any area .

Promotion will be primarily based on performance since appointment to the University, or last promotion at the University, whichever is the most recent.

Furthermore, while not a requirement to have reached to the top of the relevant scale to apply for promotion, a staff member applying for promotion will be presumed to have reached the top of the relevant scale and their performance will be assessed on that presumption.

3.2 Timing of Rounds

Promotion rounds for academic staff will be conducted annually.

3.3 Role of the Group Pro Vice Chancellor, Supervisor, Head of School, and Dean

For the purposes of these procedures Head of School refers also to Head of Department, the Dean will be the Dean (Academic) or Dean (Research) for research only appointments, the Pro Vice Chancellor will be the relevant Group Pro Vice Chancellor.

Preliminary discussions and Supervisor/Head of School reports

- *All applicants:*
At least three months prior to submitting an application for promotion, all applicants must discuss their intention to apply for promotion with their supervisor and their Head of School (if not the supervisor). The supervisor and Head of School should provide advice to the applicant on whether the application has their preliminary support. If the supervisor or Head of School does not support the application, they should provide feedback on approaches to strengthen a future application.

If the application for promotion proceeds, the supervisor will provide the applicant with a written report, based on the applicant's final application, which makes a final recommendation on the suitability of the applicant for promotion. The Head of School (if not the supervisor) receives the supervisor's report and may add further comment and/or endorse the supervisor's report. The applicant must submit this report with their application.
- *Applicant response to an adverse report and/or non-endorsement by Supervisor or Head of School:*
The applicant has the option of submitting a response to an adverse supervisor's report or Head of School's comment. Such responses are limited to one page, and should not restate the case for promotion.
- *Appointment of substitute supervisor:*
Where an applicant's supervisor is also applying for promotion at the same level the relevant Group Pro Vice Chancellor will appoint a substitute supervisor to prepare and submit the required written report on the merits of the application.

Group Pro Vice Chancellor Approval and Submission of Application

Applicants applying for promotion to Associate Professor/Principal Research Fellow and Professor must also discuss their application with both the relevant Dean and the Group Pro Vice Chancellor at least one month prior to the promotion submission date. These meetings should provide the candidate with further feedback and advice on how best to present their case for promotion. In addition, the Dean and Pro Vice Chancellor should indicate to the candidate whether they are likely to support the promotion if it goes ahead.

The relevant Dean and the Group Pro Vice Chancellor will jointly review all completed senior promotion applications prior to submission and, with advice from the Dean, the Pro Vice Chancellor will determine whether to support the application. The review may also include a meeting with the applicant in addition to any held during the preliminary stage. At the conclusion of the review, the candidate will be informed about whether the application is supported. If the Pro Vice Chancellor does not support the application, they should advise the candidate in writing of the reasons behind the decision, and how the candidate may strengthen a future application.

If the candidate decides to submit the application against the advice of the Pro Vice Chancellor, the submission will also include the applicant's response to the Pro Vice Chancellor's decision.

The submission should be made through the online portal.

Nomination of referees

The Application and Case for Promotion Form asks applicants to nominate referees. Applicants are to ensure the referees are willing to act. Referees must be at or above the level to which the applicant is applying. The maximum nominated referees are as follows:

Lecturer/Senior Lecturer Level	Associate Professor/Professor
One for teaching; one for research; one for service and engagement or one for teaching; one for scholarship; one for service and engagement. Where the application is based on outstanding achievement, the candidate may nominate two referees in the area of emphasis.	One for teaching; one for service and engagement; one external for research or one for teaching; one external for scholarship; one for service and engagement. Where the application is based on outstanding achievement, the candidate may nominate two referees in the area of emphasis.

The relevant Dean, on behalf of the Group Promotions Committee, or Pro Vice Chancellor on behalf of the Senior Promotions Committee, will review the referees nominated and determine, in consultation with the relevant Head of School, referees to provide expert opinion on an application. These referees may include those nominated by the applicant and/or other suitable nominees, as follows:

Lecturer/Senior Lecturer Level	Associate Professor/Professor
Three referees, at least two external to the University, with appropriate standing. If possible, referees should be independent.	Four referees at least two external to the University and of international standing. If possible, referees should be independent.

Where an applicant is applying for promotion on the basis of outstanding in an area, as a guide, the Dean on behalf of the Promotions Committee should ensure that there are at least two referees in the area of emphasis for Levels B and C. For Levels D and E, the Pro Vice Chancellor, on behalf of Senior Promotions Committee, should ensure that there are at least two external referees of international standing in the area of emphasis.

People and Wellbeing will contact the referees as determined by the Dean/Pro Vice Chancellor on behalf of Promotions Committees, providing referees with electronic access to the candidate's full application. Applicants should not request their referees to provide comments.

The relevant Promotions Committee may also identify other referees as it considers appropriate.

Applicants may advise the Promotions Committee Chair of any potential referee(s) whom they would wish to have excluded from commenting on their application, together with reasons for such advice. The Promotions Committee is not obliged to act on this advice.

3.4 Promotions Committee

A Group Promotions Committee will consider applications for promotion up to and including Senior Lecturer/Senior Research Fellow.

Senior Promotions Committee will consider applications for promotion to Associate Professor/Principal Research Fellow and Professor.

Promotions Committees will be established in accordance with the relevant constitution.

Where an applicant is applying for promotion to Level B or C, and where the applicant's academic supervisor is not a member of the relevant Group Promotions Committee, the supervisor may be invited to attend the meeting, by the relevant Chair with agreement of the applicant, to present the applicant's case. This applies also to substitute supervisors appointed in accordance with section 3.3.

All Promotions Committees are to conduct annual reviews of process to ensure consistency, continuous improvement and monitor equity outcomes.

3.5 Commencement of Round

The Provost will advise all academic staff that the promotion round has commenced and will draw the attention of academic staff to the University criteria for promotion, the procedures and the timetable.

Deans, in consultation with academic supervisors, will consider a full list of eligible staff, in order to identify which staff, if any should be encouraged to apply. In doing so, particular attention should be given to women, Aboriginal and Torres Strait Islander First Peoples, people with disabilities and people from non-English speaking backgrounds.

3.6 Preparation of application

An application for promotion must include the following and be submitted on-line:

All applicants

- (i) Application and Case for Promotion Form including the names and contact details of referees. Note page limits within the Case for Promotion.
- (ii) Academic Portfolio
- (iii) Supervisor's report and Head of School's comment (where not the supervisor) - attachment to application.
- (iv) Response to Supervisor's report and Head of School's comment (where not the supervisor), optional and can only be supplied if report was adverse – maximum 1 page, attachment to application.
- (v) Changes since last application. In the event that an applicant was unsuccessful in their last attempt at promotion, there is a requirement to complete an additional page entitled "changes since last application". On this page the applicant should identify significant achievements since previous application for promotion.
- (vi) Summary pages from teaching experience surveys (SET & SEC) from previous 3 trimesters of teaching. These may also include students' open ended comments.

Applicants for Associate Professor or Professor

The following additional items are required for Level D and E applicants:

- (vii) Pro Vice Chancellor's support (provided on Supervisor's report).
- (viii) Response to non-support of application by Pro Vice Chancellor – (optional, maximum 1 page, attachment to application).
- (ix) Copies of best research papers (submitted electronically in PDF format);
2 for Level D
3 for Level E

All applicants are to note that the page limit for each section is indicated within the Application and Case for Promotion Form.

To ensure consistency and equity in process, all applicants should be aware that additional pages and attachments not indicated above will not be read by the Promotions Committee.

3.7 Submission of Application

Applications must be submitted on-line by the prescribed closing date and may be rejected if not prepared according 3.6 above.

Late applications will not be accepted.

The only material/s that will be considered after the closing date are details of publications, grants and/or consultancies that are pending at the time of the application, and are included in the application. This material must be received by the date specified in the Promotion Round notification.

3.8 Criteria for Promotion

The criteria for promotion are contained in Appendix 1.

When assessing applicants for promotion, the relevant Promotions Committee will have regard to the relevant criteria. The criteria will be applied with due recognition to the:

- the staff members agreed academic areas of emphasis
- level of appointment
- professional, disciplinary, cultural and gender expectations placed on the staff member; and
- conditions of appointment and particular academic environments encountered by the staff member

Non-traditional patterns of achievement, such as may be demonstrated by women, Aboriginal and Torres Strait Islander First Peoples, people with disabilities and people from non-English speaking backgrounds will be taken into account. Particular consideration will be given to the impact that career breaks and part time employment have had on applicants with carer responsibilities, and accomplishments determined relative to opportunities provided, rather than solely on a quantitative basis.

Work in progress will only be taken into account when it can be objectively assessed by internal and external referees.

3.9 Committee procedures

Preliminary considerations

Promotions Committees may request additional referees' reports and/or additional information as considered appropriate at any stage of the process as determined by the Chair. Promotions Committees (or Dean, Pro Vice Chancellor acting on their behalf) may use the referees nominated by the applicant and/or may identify others as considered appropriate to provide expert opinion on an application.

Assessment and Decision

The relevant Promotions Committee will meet to consider all applications received and any referee reports, if requested. Should the relevant Promotions Committee be satisfied that it has sufficient evidence before it the Committee may proceed with its assessment without the need for obtaining further evidence or referee reports.

Where an adverse referee report is received, which is inconsistent with the application and the rest of the evidence presented, then the Promotions Committee must consider the appropriate weighting/overall relevance that should be attributed to this report. Should the Promotions Committee have ongoing concerns with such an adverse report, then further evidence should be sought.

The relevant Promotions Committee will consider all information received and any referees' reports with respect to the criteria and make a final recommendation or decision on the application.

The decision to promote or not to promote is made by:

- the Pro Vice Chancellor after considering the recommendation of the Group based Promotions Committee for Lecturers and Senior Lecturers; or
- Senior Promotions Committee in the case of promotion to Associate Professor and Professor.

Feedback

An applicant whose application is not successful will be provided with an opportunity to meet with the Chair of relevant Promotions Committee or the Pro Vice Chancellor to discuss the

grounds for the decision and what activities they might undertake to endeavour to satisfy the criteria on a future occasion. The Dean or Chair of the applicant's Group Promotions Committee will be invited to attend where appropriate.

An applicant will also be provided with a copy of the minute extract from the meeting where the decision on their application was made.

3.10 Effective Date of Successful Promotion Applications

The effective date of promotion is 1 January of the year following the date of notification for commencement of the promotion round. Successful applications will normally be promoted to step 1 of the salary scale. In exceptional circumstances, for example where the staff member has been on higher duties or secondment, the relevant Pro Vice Chancellor may recommend commencement of promotion to a higher step within the range. All such recommendations will be referred to the Provost for consideration.

3.11 Promotion While on Probation

An academic staff member who is promoted while still on probation will normally have their appointment confirmed at the promotion level. However, the Promotions Committee may recommend to the relevant Pro Vice Chancellor or the Provost that the applicant continues on probation. Where the promotee remains on probation they will have all further reviews conducted at the level to which they are promoted, from the date of promotion, taking into account that performance prior to promotion will be assessed at the lower level.

3.12 Appeals

Staff members may lodge an appeal, on the basis of process only, as outlined in the University document titled Appeals on Non-Promotion of Academic and Research Only Academic Staff.

3.13 Notification of Intention to Resign

At any time during the promotion or appeals process, should a staff member formally notify the University of their intention to resign, the promotion or appeals process will immediately cease with respect to that staff member.

3.14 Appointment to Personal Chair

The Vice Chancellor may draw the attention of the Senior Promotions Committee to a member of staff who has, in their opinion, reached such a rare standard of excellence beyond the threshold of appointability to an advertised professorship in one or more of the fields of teaching, research and service and engagement to the University and to scholarship, that the staff member is worthy of consideration for appointment to the rank of Professor. The criteria are akin to those set out for a Professor but with due consideration to the rare standard of excellence required for appointment to a personal chair.

The recommendation of the Vice Chancellor must be supported by at least three Professors of the University and three other persons eligible to be Dean of the Faculty (including the Pro Vice Chancellor) of which the member of staff is a member.

If the Senior Promotions Committee believes that there is a prima facie case to consider the Vice Chancellor's recommendation, it will take further action in line with the Promotion of Academic Staff process.

A staff member cannot apply for a Personal Chair appointment.

4. DELEGATED AUTHORITIES

The delegate is as listed in the [University's Delegations Register](#), as amended from time to time.

APPENDIX 1: CRITERIA FOR PROMOTION

1. Introduction

Academic promotion is based upon meritorious performance in the areas of research, teaching and service and engagement or teaching, scholarship and service and engagement. The academic promotion policy seeks to recognise and reward academic work according to its quality and impact. The promotion criteria aim to provide career paths that recognise a variety of differently proportioned and mix of allocations of work across the areas of academic work. A staff member's individual allocated proportion of work per academic area must be taken into consideration in deciding the case for promotion. Equally, staff members will be expected to have achieved outstanding performance to be promoted on the basis of specialisation in a particular work area.

Promotion to Lecturer (Level B)

Promotion to Lecturer (Level B) may be based upon meritorious performance in teaching and research together with a demonstrated contribution to service and engagement commensurate with the proportion of allocated work in this academic area, or, meritorious performance in teaching and scholarship together with a demonstrated contribution to service and engagement commensurate with the proportion of allocated work in this academic area, or, outstanding performance in one area together with demonstrated sustained contribution to the mission of the University in the other work areas. Applicants with a work allocation of 50% or more in a particular area will be expected to base their case on outstanding performance in that area.

Promotion to Senior Lecturer

Promotion to Senior Lecturer recognises a staff member's continued meritorious performance in each of teaching, research and service and engagement or meritorious performance in each of teaching, scholarship and service and engagement, commensurate with the individual's proportion of allocated work across the academic areas. Or, staff members may apply for promotion on the basis of outstanding achievement in one area of specialisation. Such applicants will also be expected to demonstrate a sustained contribution to the mission of the University in their other work areas. Applicants with a work allocation of 50% or more in a particular area will be expected to base their case on outstanding performance in that area.

Promotion to Associate Professor

Promotion to Associate Professor recognises staff members whose scholarship and leadership has brought prestige to the University through demonstrated quality and impact in their field, commensurate with the individual's proportion of work allocated across the academic areas. Staff members may apply for promotion on the basis of outstanding achievement in one area of specialisation. Such applicants will also be expected to demonstrate a substantial contribution to the mission of the University in their other work areas. Applicants with a work allocation of 50% or more in a particular area will be expected to base their case on outstanding performance in that area.

Promotion to Professor

Promotion to Professor recognises staff members whose scholarship and leadership has brought significant prestige to the University through demonstrated quality and impact in their field, commensurate with the individual's proportion of work allocated across the academic areas. Staff members may apply for promotion on the basis of a proven record of outstanding achievement in one area of specialisation. Such applicants will also be expected to demonstrate a substantial contribution to the mission of the University in their other work areas. Applicants with a work allocation of 50% or more in a particular area will be expected to base their case on outstanding performance in that area.

2. Criteria

For Those Making a Case for Promotion across 3 Areas of Academic Work

Teaching

The case for promotion for meritorious teaching will be established by evidence of activities leading towards teaching scholarship. Evidence of meritorious teaching may include but is not limited to:

- Effective promotion of student learning established through student surveys and peer review of teaching
- Presentations on teaching practice at staff seminars or teaching and learning conferences

- A teaching portfolio outlining a process of critical engagement with pedagogical literature, reflection on current teaching practice and the application of new methods into teaching practice, including industry engagement in support of enhancing employability of students.
- Demonstration of how the 'Principles to Promote Excellence in Learning and Teaching Practices at Griffith University' have been implemented.

Research

Promotion for meritorious research will be assessed according to research quality and impact, commensurate with a staff member's individual work allocation. Quality and impact measures must be relevant and sensitive to each staff member's discipline. These may include but are not limited to:

- Publications of academic books and monographs
- Publications in peer refereed journals
- Substantial and original creative and performance work which has received positive recognition with the discipline
- Success in achieving competitive external grants and funding from industry partnerships and other end users.
- Invitations to present keynote addresses at international conferences
- Research that has had a measurable impact on policy and practice within the wider community
- Membership of journal editorial boards
- Awards recognising research excellence
- Successful supervision of HDR students.

Staff members may support their applications for promotion with evidence of research activity leading to scholarly outcomes, such as presentations of work in progress at academic conferences.

Scholarship

Promotion for meritorious scholarship will be assessed according to quality and impact, commensurate with a staff member's individual work allocation. Evidence of meritorious scholarship may include but is not limited to:

- Attending and presenting at relevant workshops, seminars and/or conferences;
- Publishing papers related to professional and industry practice in peer-reviewed and/or non-refereed journals;
- Scholarly reading in the discipline and/or relating to teaching and learning enhancements;
- Conducting scholarly projects relating to the development, implementation and evaluation of teaching initiatives;
- Contributions as a member of University and relevant external teaching practice groups/committees; and
- Professional learning in teaching.

Service and Engagement

Undertaking of university, professional and other external engagement is a normal expectation of academic work. Staff applying for promotion through service and engagement must demonstrate meritorious performance that will be assessed according to quality, significance and impact, commensurate with their individual work allocation. Evidence of meritorious service and engagement may include but is not limited to:

- Organising, attending and presenting at high impact external workshops, seminars and/or conferences related to industry, professional, cultural and/or community practice;
- Publishing significant and high impact papers and reports related to industry, professional, cultural, international and community practice in peer-reviewed and/or non-refereed journals including literary journals;
- Service in the conduct of research within the university – such as through service to research centres and higher degree research co-ordination;

- Engagement of research within the university – such as through disseminating the benefit and impact of research in media, social media, publications and other external and international networking and promotion activities;
- Engagement with external activities of their discipline and/or profession with industry partners and other end users that achieves impact and builds the reputation of the University – such as the reviewing of academic and other publications, and by convening academic, professional and industry conferences, significant office holding and committee contributions, through industry engagement, and other external events and activities including creative performances;
- Community engagement – such as by involvement in the governance of community organisations, corporations or practitioner societies, and through media and social media involvement;
- Engaging directly with industry, government, clinical, professional, international and community partners in ways that contribute to support and enhance the core activities of teaching and learning and research, and which increase the reputation and influence of the university.
- Significant scholarly teaching engagement– such as program convening; first year advising; organising and leading industry engaged learning activities; international student activities and provision of student mobility experiences; recruiting students; student retention initiatives; student employment activities and other similar high impact activities;
- Service in administration – via involvement in university and external committees, networks and governance structures and supervision of other staff in engagement. This engagement includes industry and other end-users in the form of companies, three levels of government, not for profit organisations, and philanthropic and community organisations and international activities
- Promoting and enhancing the performance and reputation of the University such as by involvement in international and domestic student recruitment; alumni engagement; industry engagement; clinical engagement; community engagement; donor engagement; schools outreach, or other pathway engagement activities of the University.
- Engagement in high impact professional, government, industry, creative, international and community practice on behalf of the university

For Those Making a Case for Promotion for Outstanding Performance in a Specific Area of Academic Work

Teaching

The University's promotion policy seeks to reward staff members who have made a valuable contribution in focusing and improving Griffith's program offerings sufficiently to rank as an internationally recognised higher performance research institution, in the context of the University's Strategic Plan and its KPI's. The case for promotion for outstanding achievement in teaching will be established by evidence of a staff member's effectiveness in promoting student learning through innovative, evidence-informed approaches to teaching and assessment, coupled with a commitment to advancing a community of practice through scholarship. The elements of teaching scholarship comprise (a) engagement with and contribution to teaching and learning literature, (b) critical reflection on teaching practice informed by that body of literature and (c) dissemination of knowledge gained through reflection and inquiry, to advance that body of literature and community of practice.

Staff applying for promotion will be expected to demonstrate a high degree of effectiveness as a teacher and how they have applied scholarship to their teaching. Candidates for **Associate Professor and Professor** are also required to demonstrate external benchmarking of the impact of their teaching practice, through fellowships, awards, grants or citations. Effectiveness in promoting student learning and scholarship in teaching may be demonstrated by a number of activities which include but are not limited to:

- Student surveys and peer review
- Awards for excellence in teaching and learning
- Fellowship of recognised teaching and learning societies, such as Advance Higher Education Fellowships, or as a member of the Griffith Learning and Teaching Academy
- Publication of a university teaching text
- Publication of scholarly work in refereed (teaching and learning) journals
- Presentations on reflections on teaching practice at teaching and learning conferences

- Evidence of the uptake of innovative teaching practice such as blended or online learning, active learning, collaborative learning and authentic assessment
- A teaching portfolio outlining a process of critical engagement with pedagogical literature, reflection on current teaching practice and its impact on student learning and the application of new methods into teaching practice including industry and other end user engagement in support of enhancing employability of students.
- Demonstration of how the 'Principles to Promote Excellence in Learning and Teaching Practices at Griffith University' have been implemented.

Research

The University's promotion policy seeks to reward staff members who have made a valuable contribution to Griffith's aspiration to become an internationally recognised high performance research institution, in the context of the University's Strategic Plan and its KPI's. Promotion for outstanding research will be assessed on the basis of the quality and impact of staff members' research. Quality and impact measures must be relevant and sensitive to each staff member's discipline. These include but are not limited to:

- Publications of academic books and monographs
- Publications in peer refereed journals
- Exhibitions of creative work in recognised galleries
- Substantial and original creative and performance work which has received positive recognition with the discipline
- produced in a recognised community of practice
- Success in achieving competitive external grants and funding from industry and other end user partnerships
- Invitations to present keynote addresses at international conferences
- Research that has had a measurable impact on policy and practice within the wider community
- Membership of journal editorial boards
- Awards recognising research excellence
- Successful supervision of HDR students

Staff seeking promotion will also be assessed on their contribution to the research environment. Particularly in the case of promotions to Associate Professor and Professor, staff members will be expected to have demonstrated an influence on their field of research and to have contributed to the development of human capability within their field for example, through research training and/or mentoring new researchers.

Scholarship

Promotion for outstanding scholarship will be assessed according to quality and impact. Evidence of outstanding scholarship may include but is not limited to:

- Attending and presenting at relevant workshops, seminars and/or conferences;
- Publishing papers related to professional and industry practice in peer-reviewed and/or non-refereed journals, and the impact of these publications;
- Conducting scholarly projects relating to the development, implementation and evaluation of teaching initiatives;
- Obtaining funding to undertake scholarly projects;
- Contributions as a member of University and relevant external teaching practice groups/committees; and
- Professional learning in teaching.

Service and Engagement

Staff members whose scholarship, leadership and collegiality have measurably enhanced the achievements of other staff can expect to be rewarded for their contribution to the mission of the University. For staff whose work is heavily weighted to service and engagement, promotion is a reward

for outstanding achievement. As in the case of teaching and research, the case for promotion on service and engagement must be measured against the quality and impact of a staff member's work.

Staff may demonstrate outstanding achievement in service and engagement by a number of activities. These include but are not limited to:

- Leadership in the conduct of research within the University leading to significant impact – through leadership in research centres, via research mentoring and/or disseminating the benefit and impact of research in media, social media, publications and other external networking and promotion activities;
- Leadership in their discipline and/or profession that achieves impact and builds the reputation of the University – by means of editing scholarly or industry journals, examining research higher degree theses, and convening academic conferences;
- Leadership in industry and community engagement – by engaging directly with industry and other end-users in the form of companies, three levels of government, not for profit organisations, and philanthropic and community organisations and international partners in ways that contribute to support and enhance the core activities of teaching and learning and research;
- Leadership in teaching within the University, leading to significant impact – by establishing new domestic or international teaching programs and implementing measures to improve student attraction and retention and industry engagement supporting employability;
- Leadership in administration – through a substantial contribution to academic supervision and involvement in key university and external committee governance structures and promoting the University in relation to international or domestic student recruitment.
- Leadership in service and engagement in high impact professional, government, industry, creative, international and community practice on behalf of the University.