



THE UNIVERSITY OF SYDNEY
POLICY DOCUMENT
PROMOTION OF ACADEMIC STAFF TO LEVEL E (PROFESSOR)

For the definitions of terms used in this policy document refer to the Delegations of Authority.
 As appropriate for the local nomenclature and reporting lines, when this document refers to Department read also School or Unit; to Faculty read also Graduate School of Business, Orange Agricultural College, Sydney College of the Arts, Sydney Conservatorium of Music or Administrative Unit; to Head read Head of Department / School / Unit; and to Dean read also Director or College Principal. This policy should be read in conjunction with the Policy Document - Support and Progression of Academic Staff.

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| Overview | This policy document defines the policies and procedures for the promotion of academic staff to level E (Professor). |
| Governing Principles | <ul style="list-style-type: none"> • The University is committed to recognising and rewarding sustained excellence in its staff by providing opportunities for promotion. • The University is committed to the principles of equity, equal opportunity, privacy and confidentiality. • The University recognises in its promotion policies and criteria for evaluation that it is a very diverse institution and that its well-being and reputation both nationally and internationally depends on a wide and varied range of contributions. |
| Policy | <p>The Senate Chair Appointments Committee may promote to the rank of professor to recognise sustained outstanding performance and leadership by a member of the academic staff.</p> <p>The promotion is not one which Readers and Associate Professors by the satisfactory performance of their normal duties may expect to attain. As an approximate guide, the performance of successful applicants would correspond to that of the top 25% of appointed professors across the University.</p> <p>No distinction in responsibilities or duties is made by the University between professors, whether appointed or promoted.</p> <p>Applications for promotion are called for annually. The effective date of the promotion is in all cases 1 January of the following year.</p> <p>All tenured, tenurable and fixed term staff whose contract extends one semester beyond the effective date of promotion are eligible to apply for promotion.</p> <p>Unsuccessful applicants may not reapply in the year following their unsuccessful application unless there are special circumstances and approval is given by the Deputy Vice-Chancellor (Academic and Staffing).</p> <p>The basis for the assessment of performance is the Position Classification Standards and criteria for evaluation for Level E as outlined in the Applicant Information document.</p> <p>Assessment of applications for promotion is made by a committee of peers through a process designed to enable fair and consistent application of standards. The two committees assessing applications are the Faculty Promotion Committee (FPC) and the Central Promotion Committee (CPC).</p> <p>The title of the Chair will be approved by the Senate Chair Appointments Committee on the recommendation of the Head and Dean, following consultation with the successful applicant.</p> <p>Applicants for promotion should not participate in the promotion process as committee members or referees.</p> |
| Coverage | <p>This policy covers the promotion of staff to Academic Level E (Professor) <i>(Refer to Position Classification Standards for Academic Staff)</i></p> <p>In the case of a fractional appointment, some consideration will be given for any reduction in opportunity.</p> |



THE UNIVERSITY OF SYDNEY
PROMOTION OF ACADEMIC STAFF TO LEVEL E (PROFESSOR)
APPLICANT INFORMATION

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This policy is an attachment to and should be read in conjunction with the
Policy Document - Promotion of Academic Staff to Level E (Professor).
Abbreviations are used throughout this document as follows: Faculty Promotion Committee (FPC), Central Promotion Committee (CPC)

| STEPS | BRIEF OUTLINE OF THE STEPS IN THE PROCESS |
|---|---|
| Seeking advice | Staff wishing to apply for promotion should seek advice from their Professional Development Reviewer and their Head or senior member of staff, before submitting any promotion application and particularly after an unsuccessful application. The Dean may also be consulted. |
| Preparing the application | An application should be prepared within the framework given in "Advice and guidelines for applicants for the setting out of promotion applications" on pages 3-6 of this document. |
| Contacting and nominating referees | <p>Applicants are required to submit the names, facsimile numbers and email addresses (if available) of no less than three and no more than five referees. All referees should be in a position to offer impartial advice. At least one referee should be capable of offering informed advice about the applicant's teaching. The other referees should have a high international reputation. Members of a promotion committee should not be referees for any applicant who is to be considered by that committee.</p> <p>Applicants should contact their referees in advance to ascertain their willingness and availability to supply the referees' reports by the stipulated deadlines before nominating them. Late referees' reports will normally not be pursued.</p> <p>Applicants should provide the referees with all material which they may require to assist them in the preparation of their report, such as a copy of the application or a curriculum vitae and publication list. A standard letter is sent to referees asking for an opinion of the academic and personal qualifications of the applicants. The standard letter is available for perusal from the Personnel Services Teams.</p> |
| Assessors | In addition to the referees nominated by the applicant, the FPC will seek the opinion of two independent assessors nominated by the Committee. Applicants will be given the names of the assessors and have the right to make written objections to the Chair of the FPC. |
| Submitting the application | Applicants are asked to submit twelve copies of the application material to the relevant Personnel Services Team, by the advertised closing date. Late applications will not be accepted. |
| Submitting copies of work | Applicants should ensure that they have given the faculty two copies of three pieces of published research/scholarship/creative work, at the time of submitting their application to the Personnel Services Team. |
| Updating an application | Applicants may update their application only at the time of interview, by submitting up to one page of significant additional information (applicants must provide twelve copies of this information). Any such information will be attached to the FPC report. |



THE UNIVERSITY OF SYDNEY
PROMOTION OF ACADEMIC STAFF TO LEVEL E (PROFESSOR)
PROMOTION COMMITTEES PROCEDURES AND GUIDELINES.

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 This policy is an attachment to and should be read in conjunction with the Policy Document on the Promotion of Academic Staff to Level E (Professor).
 Abbreviations are used throughout this document as follows: Faculty Promotion Committee (FPC), Central Promotion Committee (CPC)

All involved in the promotions process should maintain an awareness of due process and equity. Failure to do so may result in appeals action.

| | |
|---|--|
| EEO requirements | <p>The University is committed to equal opportunity for all staff. This commitment includes ensuring the absence of discrimination in any employment practices (including promotion) on the grounds of sex, pregnancy, race (including colour, ethnic background or national identity), marital status, disability, sexual preference, transgender, political or religious belief and age. Discrimination on these grounds is in breach of University policy and in many of these areas is unlawful under Commonwealth and State legislation.</p> <p>Accordingly, members of promotion committees must ensure that they apply only the relevant promotion criteria and that they do not discriminate against any applicant on any of the grounds mentioned above.</p> |
| Privacy and confidentiality | <p>The names of applicants, information contained in applications and referees' reports, and the content of interviews and discussions within promotion committees shall be confidential.</p> |
| Responsibility of the Faculty Officer | <p style="text-align: center;">RESPONSIBILITIES OF FACULTIES AND PERSONNEL SERVICES TEAMS</p> <p>All copies of the application papers and publications are numbered by the Faculty Officer to allow for the identification of the set of papers allocated to each FPC member and thus ensuring the collection of the ordered and unmarked papers and return to Personnel Services (Corporate Group).</p> <p>The Faculty Officer is responsible for notifying applicants of the FPC membership and of the interview times.</p> |
| Responsibility of the Personnel Services Teams | <p>The Personnel Services Teams (Colleges) will assume responsibility for</p> <ul style="list-style-type: none"> • calling for referees' reports • receiving applications and referees' / assessors' reports • notifying applicants of the CPC membership • notifying applicants of the outcome of their application • retaining a list of applicants for each year • checking the eligibility for promotion of applicants; that they have an appointment extending for at least one semester beyond the effective date of promotion and have not applied in the previous year and advising the Chair of the FPC of any ineligible applicants. <p>The Personnel Services (Corporate Group) will assume responsibility for the servicing and reporting of the CPCs.</p> |



THE UNIVERSITY OF SYDNEY
PROMOTION OF ACADEMIC STAFF TO LEVEL E (PROFESSOR)
ACADEMIC PROMOTIONS INFORMATION SHEET
(TO BE COMPLETED BY APPLICANT)

This document is an attachment to and should be read in conjunction with the
Policy Document - Promotion of Academic Staff to Level E.

Name: _____
 Title Given Names Family Name
Department/Faculty _____
Building Code: _____ Telephone: _____ Staff #: _____ Gender: M / F
Degrees held: (list all degrees, year of graduation, and name of institution)

Suggested Title of Chair: _____

Area of research interest: _____

Current position/level: _____ Step within current level: _____

Date of appointment/promotion to current position: _____

Appointment type: Tenured/Tenable/Fixed Term _____
(delete non applicable)

If tenured, provide date tenure granted: _____ If fixed-term, provide end date: _____

Name of Head of Department /School/Unit: _____

Previous Academic Positions:

P.T.O

DRAFT FOR DISCUSSION

Referees: (Min 3, Max 5) (Note: indicate ONE referee who will specifically comment on teaching with an asterisk)
(provide name, position and current FAX NUMBER - if insufficient space, attach a separate list with FULL ADDRESS DETAILS)

1.

2.

3.

4.

5.

FACULTY PROMOTION COMMITTEES

The role of the FPC is to act as an assessor rather than as an advocate of Faculty applications.

**Constitution
of the FPC**

The Dean, after consultation with the Head, forwards the recommendation for the FPC constitution to the Pro-Vice-Chancellor (College) for approval on behalf of the Academic Board.

Although Faculties may set up committees of different sizes and composition, it is considered that the FPCs should have the following constitution

- Core
 - Dean (Chair) or nominee (with agreement of the Pro-Vice-Chancellor (College)
 - at least four and no more than six Professors of the Faculty or of a cognate Faculty.
- Additional members (plus reserves)
 - two persons expert in the applicant's general field, at least one of whom must be external to the University
 - Head of the applicant's Department, or nominee.

Centres that are outside the normal Faculty structure will be assessed by the most relevant Faculty as determined by the Deputy Vice-Chancellor (Academic and Staffing).

Note

Since the recommendation for the constitution of committees is no longer sent to the Academic Board, the committee membership will be available for viewing in the College Office by all Academic Board members.

**Requirements
of the FPC
membership**

The Chair of the FPC will be the Dean or, with the agreement of the Pro-Vice-Chancellor (College), a nominee of the Dean.

FPC members should not be referees for any applicant to be considered by the committee.

Members of the FPC should not be members of the CPC.

The FPC must not include a person who has or has had a close personal relationship with any applicant, or may have any other personal interest in promoting or not promoting a particular applicant. Any apparent conflict of interest of a member of the FPC must be declared as soon as possible to the Chair of the FPC.

**Responsibility
of the Chair of
the FPC**

The FPC Chair or nominee will assume full responsibility for

- asking all members of the committee to declare a personal interest in any application, at the beginning of the meeting
- liaising with the Personnel Services Team regarding the eligibility of applicants for promotion
- checking that FPC members are not referees of applicants considered by that FPC
- reporting recommendations for FPC membership, including reserves (and any subsequent changes) to the Pro-Vice-Chancellor (College) for approval
- advising applicants of the initial membership of their FPC
- advising all applicants of any changes to FPC membership
- referring any objections from the applicants regarding a significant departure from the promotion procedures to the Chair of the relevant CPC
- the distribution of all papers to FPC members and collection for return after the procedures have been completed
- the arrangement of all FPC meetings and advice to all those attending
- notification of applicant of the time of interview at least one week prior to the interview
- preparing the FPC Report and obtaining the approval of the FPC core for the total report.
(refer to 'Format of the FPC Report', below)
- sending to the additional members the comments relating to the particular applicant on whose committee they sat
- forwarding the FPC report directly to the Chair of the CPC
- ensuring all papers are unmarked, in the original state and in the appropriate order and forwarding them to the Personnel Services Corporate Group for forwarding to the CPC.

In addition, the FPC Chair or nominee

- is required to keep the whole day of the CPC meeting free and to be available to attend the CPC meeting (a specific time will be advised during the day) in order to answer any questions concerning applicants, the referees' reports or the FPC report
- if requested, will provide feedback to unsuccessful applicants about all aspects of their application (after the recommendations of the CPC have been approved by the Senate Chair Appointments Committee).

**Responsibility
of FPC
members**

The FPC will nominate two independent assessors (in addition to the two referees nominated by the applicant) and seek their opinion.

The FPC members will take into account in their assessment

- the full application
- the referees' reports
- the assessors' reports
- the three publications submitted by the applicant
- the interview.

(See *Promotion of Academic Staff to Level E - Applicant Information: Attachment 1.*)

Members of the FPC

- must declare a personal interest in any application, as soon as possible to the Chair of the FPC.
- must not write on or mark any application or additional papers

DRAFT FOR DISCUSSION

Interviews by the FPC

Interviews will last for approximately 40 minutes.

Although absolutely standardised questioning is not required, it is important to have a consistency of approach and of outcome, in terms of the completeness of information upon which the FPCs judgements are to be made. Questions of applicants should therefore be directed to exploring elements of the application that other sources of information (eg: the written application, the various reports) have not addressed, that require clarification or that have given rise to concerns about the application.

Applicants may update their application only at the time of interview, by submitting up to one page of significant additional information (applicants must provide twelve copies of this information). In some special circumstances, the FPC may request additional information from applicants. Any such additional information will be attached to the FPC report.

Assessment of applications by the FPC

Applications are to be considered only on their merits in relation to the criteria for promotion.

All FPC members will vote for or against promotion in each case. A majority of more than two-thirds is a necessary but not a sufficient condition for recommending promotion.

The FPC core committee will rank only those applicants who are recommended for promotion. Applicants may be equally ranked. The individual ranks given by each core member (to be identified only as member 1, member 2, etc) to each recommended applicant should be reported to the CPC, together with the consolidated ranking of the FPC, as separate tables attached to the report.

Format of the FPC Report

A full report of the recommendations of the FPC to the CPC is to be prepared by the Chair. All core members of the FPC must be given the opportunity to read and comment on, and must sign the report prior to its submission to the CPC.

The amount of detail in the report should be sufficient for both the CPC and applicants to understand why promotion was or was not recommended. Each unsuccessful applicant receives that section of the FPC report which relates to their application.

The report should include

- a report on the FPC procedures followed
- a table listing the recommendations for and against promotion, the voting of the FPC for each applicant (number for and against)
- a table of the ranking by the core committee (on a separate sheet)
- a commentary on each applicant (a separate page for each applicant) which addresses both the strengths and weaknesses of the application in relation to the criteria for promotion and which takes into account the referees' reports and information obtained in the interview
- comments on the standing of referees / assessors
- comments on the status of publications, and on the expectations regarding publications in the particular field of the applicant
- comments on the expectations regarding performance for the discipline in each of the four categories of promotion
- a declaration, signed by the core committee members that the procedures of the FPC were in accordance with the procedures and guidelines for FPCs and with University policies on the conduct of meetings in relation to equity and equal opportunity. Any variation from these procedures and policies in respect to any applicant should be reported to the Deputy Vice-Chancellor (Academic and Staffing).

Forwarding the FPC report

The FPC Report should be sent directly to the Chair of the CPC, who will examine the report immediately and bring any concerns to the attention of the FPC Chair.

CENTRAL PROMOTION COMMITTEE

**Constitution
of the CPC**

The CPC is appointed by the Academic Board in December of the year preceding the round of promotions, with the following constitution

- Vice-Chancellor (Chair)
- Deputy Vice-Chancellor (Academic and Staffing)
- Pro-Vice-Chancellors (College)
- Chair of the Academic Board
- one senior academic from another University (nominated by the Vice-Chancellor)
- three professors (nominated by the Chair of the Academic Board).

**Conditions of
the CPC
membership**

Persons who are members of a CPC should not be referees for any applicant to be considered by the CPC.

Members of the CPC should not have been members of the FPC in the same year.

The CPC must not include a person who has or has had a close personal relationship with any applicant, or may have any other personal interest in promoting or not promoting a particular applicant. Any apparent conflict of interest of a CPC member must be declared as soon as possible to the Chair of the CPC.

**Responsibility
of the Chair of
the CPC**

The Chair of the CPC or nominee

- will examine the reports of the FPC as soon as they are received from the FPC Chair and raise any concerns about irregularities in procedures with the Chair of the FPC
- may ask for further reporting and if deemed necessary the reconvening of the FPC and the submission of a new report.
- will report on any concerns regarding FPC procedures to the membership of the CPC
- will review the preliminary voting prior to the CPC meeting
- will ask members of the committee to declare a personal interest in any application
- will forward the recommendations for promotion, accompanied by a brief statement on each applicant, to the Senate Chair Appointments Committee for approval.
- will, if requested, provide feedback to unsuccessful applicants (following the applicant's consultation with the Head and Chair of the FPC).

DRAFT FOR DISCUSSION

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| Responsibility of the CPC | <p>It is the task of the CPC to ensure that standards are equitable across the University and to make the final recommendations for or against promotion.</p> <p>Each member of the CPC shall, in advance of the meeting</p> <ul style="list-style-type: none">• receive all the applications and referees' reports and FPC reports• provide a preliminary vote for each application. <p>The CPC members will take into account in their assessment</p> <ul style="list-style-type: none">• the full application• the referees' reports• the assessors' reports• the report of the FPC. <p><i>(See Promotion of Academic Staff to Level E - Applicant Information: Attachment 1.)</i></p> <p>The votes will be tabulated, and made available at the CPC meeting, as a set of independent but open judgements as the basis for discussion and decisions.</p> <p>A recommendation for promotion requires a positive vote from at least seven of the nine (n-2) members of the CPC.</p> |
| Recommendation of the CPC | <p>The CPC will be guided by the advice of the faculties.</p> <ul style="list-style-type: none">• Where the CPC cannot fully endorse the FPC recommendation while not varying the FPCs ranked order, the FPC Chair is consulted by the CPC before it makes its final decision on the recommendations.• Where the CPC finds it necessary to vary the ranking order given by the FPC, with the result that the promotion of a lower ranked applicant will be recommended and higher ranked one will not, the CPC will discuss the matter with the FPC Chair before reaching a final decision.• The Chair will prepare the statements on all unsuccessful applicants, except those applicants not recommended for promotion by both the FPC and the CPC, and forward them to the FPC Chair, who will be responsible for notifying the core members of the FPC.• On behalf of the CPC, the relevant Pro-Vice-Chancellor (College), will provide feedback to unsuccessful applicants, if requested. |

DRAFT FOR DISCUSSION

Constituting the promotion committees

The FPC consists of a core group that considers all applicants for promotion to Level E, supplemented by the additional members (including the Head) who are appointed for each individual applicant.

Membership of the CPCs is drawn from across the academic community.

Each applicant will be advised in writing of the membership of the relevant FPC (by the relevant faculty office) and of the CPC membership (by the relevant Personnel Services Team) which will be considering his/her application.

Applicants may address objections concerning a member or members of the FPC or the CPC to the Deputy Vice-Chancellor (Academic and Staffing), within seven days of the date of receipt of the advice.

(See Promotion of Academic Staff to Level E - Promotion Committee Procedures and Guidelines, Attachment 2)

Consideration of the application

The application is first considered by the FPC which also conducts the interview.

All applicants will be required to attend an interview (in person or by telephone or video-conference).

Each applicant will be notified by the faculty officer, with acknowledgment of receipt of the application, of the approximate dates on which interviews will be held and will be advised, in writing, of the specific interview time at least one week prior to the interview. Interviews will last for approximately 40 minutes. The purpose of the interview is to explore the application further and to provide the opportunity for the applicant to submit up to one page of significant additional information (applicants must provide twelve copies of this information). In some special circumstances, the FPC may request additional information from applicants. Any such additional information will be attached to the FPC report.

After consideration of the application and interviews, the FPC votes for or against promotion for each applicant and the core members rank those applicants whose promotion is supported.

Applications and FPC recommendations are then considered by the CPC, which has the primary task of ensuring that standards are equitable across the University.

The CPC makes a recommendation to the Senate Chair Appointment Committee for approval.

(See Promotion of Academic Staff to Level E - Promotion Committee Procedures and Guidelines, Attachment 2)

Notification of outcome

All applicants will be advised in writing of the outcome of their application as soon as possible after the approval of the Senate Chair Appointments Committee.

In the case of applicants recommended for promotion by the FPC but not by the CPC, an unsuccessful applicant may seek feedback from the relevant Pro-Vice-College (College). All unsuccessful applicants will receive a copy of the portion of the FPC report which relates to their application. All unsuccessful applicants are encouraged to consult their Head and Chair of the FPC as well as the Chair of the relevant CPC about their application.

Conditions for appeal

An appeal against an unsuccessful application for promotion may only be made on the grounds of a significant departure from the established guidelines or other principles of proper procedure. An applicant has fourteen days from the date of receipt of notification of the unsuccessful application to lodge an appeal with the Vice-Chancellor.

(See Academic Promotions Appeals)

ADVICE AND GUIDELINES FOR APPLICANTS FOR THE SETTING OUT OF PROMOTION APPLICATIONS (FOR LEVEL E (PROFESSOR)).

The following guidelines on the University of Sydney's expectations at Level E should be read in conjunction with the Position Classification Standards.

Criteria for Evaluation

Applicants for promotion to Level E must demonstrate sustained outstanding academic leadership. Academic leadership is understood as

- an international reputation for outstanding research/scholarship/creative works
- outstanding achievement in the extension and communication of knowledge and understanding to students, peers and others
- leadership in the University and/or discipline and/or profession.

**1.
Research /
Scholarship /
Creative work**

Leadership and sustained achievements as demonstrated by, for example,

- publications of books and monographs through publishing houses of high national/international reputation
- publication of results of original research and other scholarly endeavour in journals of high international repute
- significant impact of work on the field and scholarly community
- publication through exhibition of the results of art research in galleries and museums of high national/international repute
- critically acclaimed creative works/performances/exhibitions
- success in obtaining competitive funding
- invitations to give keynote addresses and papers
- election to learned academies
- honorary degrees, awards and prizes.

(Refer to Promotion of Academic Staff to Levels B, C and D: Applicant Information)

**2.
Teaching**

The case for outstanding leadership and excellence as a teacher should demonstrate, for example,

- a substantial contribution to education in the field through such activities as curriculum development and the development of new areas, methodologies and modes of delivery
- publications in the area of teaching
- awards for teaching
- invitations to teach or advise on curriculum development in other departments, faculties, universities or professional institutions
- mentoring and development of other junior researchers, particularly postgraduate students, through supervision and collaboration to a successful outcome.

**3.
Service to the
University,
discipline and
profession**

The case for outstanding leadership and excellence in service to the University, discipline and profession should demonstrate significant and recognised achievements.

(Refer to Promotion of Academic Staff to Levels B, C and D: Applicant Information)

Specific guidelines

These guidelines are not intended as a strict specification for the structure of an application, which should be designed for the best presentation of the case for promotion. The application should include the following information in the following order and no other material or attachments may be submitted.

Applicants should indicate achievements since their last appointment or promotion.

**1.
Academic promotions information sheet**

Academic Promotions Information Sheet

(See Promotion of Academic Staff to Level E: Academic Promotion Information Sheet, Attachment 3)

**2.
Statement summarising applicant's case**

Statement of no more than 2000 words which outlines the applicant's case for outstanding academic leadership.

**3.
Teaching portfolio**

Teaching portfolio

(See Promotion of Academic Staff to Level E: Teaching Activities Form, Attachment 4)

The teaching portfolio should include

- **The teaching activities form**
The Head must also complete and sign this form.
- **Unit of study material**
A sample outline for one unit of study which includes statements on the applicant's teaching goals, means for assessment of students' progress towards those goals and for unit of study evaluation.
- **A succinct statement of no more than 500 words of self evaluation of teaching** which discusses strategies, philosophy, approaches to and achievements in teaching and learning, use made and responses to student evaluations.
- **Evidence for scholarship and leadership in teaching and / or for outstanding teaching.**
- **Evidence for mentoring and development of staff and/or students,** particularly postgraduate students, through supervision and collaboration to a successful outcome.

4.
List of research /
scholarship /
creative work

List of research/scholarship/creative work

- **Academic awards and distinctions**
A list of awards, medals, prizes, memberships of academies and other research/scholarship/creative work distinctions.
- **A list of publications relevant to the reporting of research/scholarship/creative work**
Only works that have been published should be listed here.
Publication includes research/scholarship/creative work output in the forms recognised as appropriate for the discipline. It is useful to indicate by asterisks the most significant publications and where a work is joint authored to indicate the contribution of the applicant. Publications should be indicated and divided into the following categories
 - books
 - edited books
 - chapters in books
 - articles/notes/communications in refereed journals, indicating length
 - major reviews
 - other articles/papers
 - patents
 - refereed full length conference papers
 - university/ departmental reports
 - unrefereed conference papers
- **Evidence of critical response to most important publications**
eg: critical reviews, citations (note: a list of citations on its own indicates little since they may all be unfavourable).
- **Work in progress**
A list of work under the headings, "in press", "accepted for publication", and, "submitted for publication" and a brief outline of current projects and expected outcomes.
- **Competitive research or creative work funding**
A list of grants with the name of the granting body, the date, duration and sum of the grant, the title of the project and the names of the investigators and their designated roles (eg: chief investigator).
- **Commissioned research or creative work**
A list of research/scholarship/creative work activities (eg: government report) carried out for external or internal organisations giving date and duration, the name of the commissioning body, the nature of the reporting and the funding where relevant.
- **Invited presentations over the past five years**
- **Visiting appointments held at other institutions**
- **Professional personnel who work or have worked with the applicant**
- **Unpublished conference papers over the past five years**
- **Contribution to research organisations**
This might include editorship or membership of editorial boards of journals, book reviews, reading manuscripts for journals and publishers, examination of postgraduate theses, reviewing of exhibitions and performances, reviewing grant applications, organisation of research workshops.
- **Creative or artistic work**
This might include exhibitions, performances, compositions, recordings, programme notes, published scripts of creative work, plays, films, television and radio programmes, critical citations, citations in publications and should include evidence of critical response.
- **Offers to take up Chairs at other Universities of high national / international repute**
- **Invitations to serve as external members of high level selection committees**

5.
List of
leadership
positions held in
the University,
discipline,
profession and
community

List of leadership positions held in the University, discipline, profession and community

Leadership in the profession and the community should be expressed in terms of the following.

- positions of leadership in professional societies
- liaison with constituencies in ways which promote scholarship, teaching and research/scholarship/creative work
- organisation of conferences, seminars, field days, professional development courses
- professional consultancies
- commissioned reports
- originality in applied work such as the development of new techniques which have been accepted and used by the profession/industry/community
- structures judged as expanding the discipline
- professional awards and distinctions
- appointment and contribution to outside advisory organisations, tribunals, committees of inquiry because of professional expertise and reputation
- appointment and contribution to boards of management of community and public organisations because of professional expertise and reputation
- appointment as judges on adjudication panels to assess performance and/or creative work.

Community service might include activities such as

- contribution of professional expertise to community organisations
- engagement as a 'public intellectual' for example through participation in public debates
- dissemination and popularisation of research/scholarship/creative work through appearances on radio and television, interviews and articles for the print media and talks to community organisations.