

DUBLIN CITY UNIVERSITY

Promotion Schemes from (A) Associate Professor to Professor and (B) Professor to Full Professor

Outline, Procedures, Criteria and Guidelines

Section I: Outline of Scheme

Introduction

The University is committed to rewarding, retaining and attracting staff of outstanding quality who contribute significantly to its reputation, nationally and internationally. High performing academic staff are the cornerstone of the University and a range of strategies is available to appropriately recognise, reward and retain such staff. Promotion, through an effective and rigorous process, is one of these strategies and one of great importance.

Purpose

The University is a very diverse institution and its effective functioning and reputation depend on wide and varied contributions from staff. The overall purpose of this scheme is to enable the University to develop and retain the best talent within the organisation and to provide excellent academic staff with career advancement opportunities.

Since the introduction of the Employment Control Framework and the parallel cuts to state funding of universities, the University is now required to keep the proportion of academic staff at the different grades within limits set by the Higher Education Authority and to periodically report on those proportions. Therefore, promotion to Professor and Full Professor must include a competitive process for the limited places available.

This document sets out the procedures to be followed in the schemes for promotion from (A) Associate Professor to Professor and (B) from Professor to Full Professor.

Eligibility to apply for promotion

- A. Academic staff members at **Associate Professor** grade may apply for promotion to Professor grade.

Applicants

- shall have completed **three years** at Associate Professor grade, on the closing date for applications.

- shall be employed on a
 - ◆ permanent full-time contract, at Associate Professor grade, OR
 - ◆ on a fixed-term full-time contract, at Associate Professor grade, that extends at least to the end of the calendar year in which the application is being made.

B. Academic staff members at **Professor** grade may apply for promotion to **Full Professor** grade.

Applicants

- shall have completed **three years** at Professor grade, on the closing date for applications.
- shall be employed on a
 - ◆ permanent full-time contract, at Professor grade, OR
 - ◆ on a fixed-term full-time contract, at Professor grade, that extends at least to the end of the calendar year in which the application is being made.

In the case of a staff member on a fixed-term full-time contract a promotion approval shall not be interpreted as any undertaking by the University that an extension of contract was intended or approved.

Principles

In order to ensure a breadth of promotional opportunities across the University, consistent with balancing budgets and ECF requirements, these **promotion schemes to Professor and Full Professor** grades will be a merit-based, competitive process, organised separately within each Faculty.

Applications for Promotion to these senior academic grades will be expected to demonstrate how the applicant has shown effective leadership in their career to date. It is also essential that the applicant show how their current leadership skills will evolve to meet the requirements of the promotional grade

In addition, within DCU, core academic activity is classified into 3 broad **domains**:

- **Teaching and Learning**
- **Research and Scholarship, and**
- **Service and Contribution (to School, Faculty, University, Society and Profession)**

To be deemed suitable for promotion within this scheme, an academic staff member shall be required to demonstrate that, in these three domains, he/she has sustained high achievement at his/her current level of appointment and has the valid expectation of future excellence.

Applicants shall be required to **provide evidence of their capacity and potential to perform at the next level (Professor or Full Professor, respectively)** and the case

for promotion shall be based on achievement and quality beyond that expected for the performance of duties at his/her current level in one or more of these domains.

The University recognises that members of staff do not have identical opportunities to engage in the full range of academic activities. Thus academic profiles at the same level of appointment may be constructed in different ways. However the University expects all staff to contribute to its three domains of core activity.

While applicants are required to provide some information concerning their whole career, it is essential that they focus on, and provide a clear account of, their progress and achievements in the recent past (e.g. in the previous 5 years, or since their last appointment or promotion). **Evidence of an upward trajectory in performance** that would warrant promotion to the next level, i.e. continuing progress commensurate with the promotion being sought should also be provided.

Strategic focus

It is important that the University's mission and values, described in *DCU Strategic Plan (Talent, Discovery and Transformation)*, are fully expressed through its policies for internal promotion so that staff (a) understand the significance of the institutional mission and values, and (b) receive appropriate recognition for working continuously to ensure that our stated mission and values are realised.

In order to ensure that there is coherence between our stated mission and values and our internal promotion policies and schemes, the priorities set out in that plan articulate the type of focus and behaviours that it wishes to encourage in its senior academic staff and thus the type of focus and behaviours it wishes to reward through internal promotion.

Section II: Procedures

Call for Applications

Any Faculty wishing to open a call for promotion to either Professor or Full Professor roles must first of all have agreement from relevant units such as Finance and Human Resources that both the budget and ECF headcount for such a call is in place. As the needs of Faculties will differ, and Faculties will have different needs over time, the timing and number of promotional posts available will vary from Faculty to Faculty both in any one year and over time.

A call for applications under this scheme will be sent via e-mail by the Executive Dean of Faculty to all staff in the Faculty. It is staff members' own responsibility to ensure that they are on their Faculty mail list and that any filters in use would not block such a call. That call will clearly set out the competitive nature of the process and include information on the application procedure to be followed.

Preparing an application

Applicants shall use the appropriate application form and follow any other requirements set out in a call for applications.

Applicants are strongly advised to consult the *DCU Academic Development and Promotion Framework* which outlines the expectations and standards expected for academic grades including Professor and Full Professor respectively. It should be read as a broad guideline rather than an exhaustive list of academic activities.

The Framework is built around the three domains of core academic activity:

- Teaching and Learning
- Research and Scholarship
- Service and Contribution to the University and Society

Each domain is broken down into a number of dimensions which describe broadly the activities, outputs and standards expected for each of the academic grades. Applicants should identify achievements as pertinent to specific dimensions, as appropriate.

Applications shall be submitted to the DCU Human Resources (HR) Department on or before the stipulated deadline (**date and time**). **Late applications shall not, under any circumstances, be accepted for consideration. Applications which breach the maximum page limits will not be considered.**

Taking advice

Applicants are encouraged to take advice from senior colleagues and academic collaborators when applying for promotion - *Heads of School – or relevant units have a supportive role to play in advising staff on how they can best advance through promotion. (*Please note that “Head of School” means Head of Group in DCU Business School.)

The HR Department shall be available to provide advice on procedural issues, including the requirements in relation to the preparation and completion of applications.

Nominating and contacting external assessors

Applicants will be asked to provide details in relation to their Head of School/Head of Group or relevant unit and contact details of one external referee (telephone numbers, email addresses and their professional website profile). The external referee should be an eminent academic or professional expert in the applicant’s field who should be able to comment in detail on their career and in particular on the discipline specific aspects of the application.

Referees shall not be provided with a copy of the application by HR, but applicants are free to forward a copy. It is the applicants’ responsibility to confirm the

willingness and availability of their referee to supply the reference by the stipulated deadline. **Late references shall NOT be pursued by HR.**

Head of School Reference

The applicant's Head of School/Head of Group or relevant unit shall be asked by the Executive Dean to provide a reference. The request shall be made of the current Head of School//Head of Group if he/she has been in post for a minimum of six months. If the current Head of School/Head of Group has been in post for a period of less than six months, applicants may opt to nominate the previous Head of School or Executive Dean in the case of DCU Business School. If the applicant is currently occupying the post of Head of School/Head of Group, they should indicate this and nominate the Former Head of School or Executive Dean of Faculty as Referee.

Consideration of the applications

Applications for promotion to Professor or Full Professor shall be assessed as follows:

1. The Review Stage

All applications which meet the formal requirements will be reviewed, based on the written application, references and submitted publications.

The Review Panel shall be chaired and convened by the Executive Dean of the Faculty and shall, in addition, include another Executive Dean of a DCU Faculty, two external Professors who will have experience of assessing candidates for promotion from a wide range of disciplines (for example, Deans or former Deans in other universities). The Review Panel must include both male and female members and ideally have gender balance where possible.

The Review Panel shall assess each application and reach an agreed decision as to whether the applicant, in their collective view, meets the minimum standard to be considered and interviewed for promotion. (See Section III regarding Criteria).

If, in the view of the Review Panel more applicants meet the minimum standard to be interviewed for promotion, than the number of positions available, the Panel should further consider the relative strengths of the applications and draw up a list of those to be interviewed.

2. Formal interview

The Interview Panel will normally consist of the same people who made up the Review Panel, but will also include the President or Deputy President (who will chair the panel) and the Director of Human Resources or his/her nominee. In exceptional circumstances, or to avoid undue delay in scheduling interviews, one of the external members, may be replaced with another external expert with equivalent cross-disciplinary experience.

The interview panel should consider each applicant on their merits and agree those candidates (in number no greater than the number of positions available) to be

recommended to the University President for promotion and approval of Governing Authority.

Notification of outcome

All applicants shall be advised in writing of the outcome of their application as soon as possible after the Governing Authority has approved the recommendations of the interview boards.

Equal opportunities

In line with the University's equal opportunities policy, the panels/committees shall be concerned to ensure that only relevant considerations are taken into account in reaching decisions. Care shall be taken to ensure that equal opportunity factors are taken into account when each area of activity is considered.

In this context, when an applicant's record is being reviewed, consideration shall be given to any special circumstances that may have resulted in a lack of opportunity for an applicant to perform to their full potential in any area of activity. For example, time away from work, because of family responsibilities or because of chronic illness, could have delayed career development.

Where an applicant has taken maternity leave/sick leave or other leave for family reasons, the Promotions Review Committee shall endeavour to consider these periods on a pro rata basis in order best to reflect the candidate's contributions over actual years worked. The overall approach shall take into consideration quality of work rather than just quantity.

Section III: Criteria

In preparing their applications, note that information given in the leadership section of the application form is a key consideration at the level of Professor and Full Professor. Candidates should also consult the *DCU Academic Development and Promotion Framework* document in full. As referred to earlier, the Framework outlines the expectations regarding the standards required for each of the three domains and their respective dimensions:

- | | |
|----------|---|
| Domain 1 | Teaching and Learning |
| Domain 2 | Research and Scholarship |
| Domain 3 | Service and Contribution: to University and Society |

Candidates shall be assessed by the Review Panel for the leadership they have shown across the three domains of the Academic Development and Promotion Framework, and shall demonstrate that they are delivering at the required standard or above.

In the case of Associate Professors applying for promotion to Professor, they must:

- Demonstrate evidence effective leadership in their career to date and build a credible case as to how this will further develop.

- have already demonstrated *Substantial Achievement*, as a minimum, in *each* of the domains and
- be able to provide evidence of *Outstanding Achievement* in more than one of the domains.

In the case of Professors applying for promotion to Full Professor, they must:

- demonstrate evidence of effective leadership in their career to date and build a credible case as to how this will further develop.
- have already demonstrated *Substantial Achievement*, as a minimum, in *each* of the domains and
- be able to provide evidence of *Exceptional Achievement* in more than one of the domains.

While each domain within the application form includes a number of sub-headings to prompt the applicant, only one evaluation is made for each of the three domains. Therefore within each domain it is likely that there will be sections where individual applicants have a lot of material to include and other sections which may be briefer and this balance will be different for different applicants.

Section IV: Instructions – presenting a case for promotion

Applicants should **follow the instructions** for Promotion from (A) Associate Professor to Professor and (B) Professor to Full Professor.

These instructions must be strictly observed when completing the *Application for Promotion to the Grade of Professor and Full Professor* form. They should be read in conjunction with the Framework Document (*DCU Academic Development and Promotion Framework*).

YOUR APPLICATION MUST PROVIDE INFORMATION ON THE FOLLOWING:

- (i) **Leadership**
- (ii) **Research and Scholarship**
- (iii) **Teaching and Learning**
- (iv) **Service and Contribution to University and Society/ Engagement**

- **You are advised not to replicate information across the four headings**
- **If replication is necessary, please highlight it**
- **Please complete each section or insert :`“Nothing to Include”**
- **DO NOT EXCEED 20 PAGES EXCLUDING APPENDICES.**
- **No additional material or additional appendices other than those specifically requested can be submitted with your application.**
- **Do not write much in sections that have less relevance to your own circumstances; having short or empty responses to many parts is normal**
- Where no order of items is stated, proceed from the most significant/important/demanding ... to less so.
- Do not change the form except to expand the boxes as necessary
- Do not delete empty sections or empty entries in tables.
- Do not change section numbering.
- Retain font & font size.

1. HIGHLIGHTS OF APPLICATION (not more than 500 words)

Succinctly state the highlights of your case for promotion, most significant first.

2. LEADERSHIP

Demonstrate how you have shown effective leadership in your career to date and outline how you see your future in this regard (not more than 500 words).

3. RESEARCH AND SCHOLARSHIP

3.1 Research

Research Agenda: This should be a succinct statement, of not more than one page, outlining the objectives of your research and how you see it developing in the future.

3.2 Publications

A comprehensive list of your publications/outputs should be included as an appendix. This list should be generated from your Research Engine profile. The following publication sections (where relevant) should be included:

- (a) Books
- (b) Book Chapters
- (c) Edited Books
- (d) Conference Publications
- (e) Peer reviewed journal publications
- (f) Other journal publications
- (g) Published Reports
- (h) Creative Outputs (peer reviewed/externally validated)
- (i) Other

Each section should be appropriately titled, ordered by date (most recent first) and should include full bibliographic details.

3.3 Research Impact

Provide appropriate metrics to demonstrate Research Impact to include H-index from Google Scholar and Scopus and Field-weighted Citation Impact (FWCI).

3.4 Research Quality and Productivity

3.4.1 Funding awards to research students, visiting researchers, etc. where the application was actively promoted by you, and which included your name as sole or joint principal supervisor/host. Exclude awards listed elsewhere.

3.4.2 External research funding (i.e. other than from the university) where you are the sole principal investigator, most recent first.

Explain all acronyms here.

3.4.3 External research funding where you are a co-investigator, most recent first.

Please take responsibility for ensuring that the information included is accurate. Please be explicit about the percentage of funding that came to DCU. Please quantify the subsequent amount that came to DCU and the amount that came to you.

Explain all acronyms here.

3.4.4 Internal research funding, most recent first.

3.4.5 Research funding applications in past three years (up to deadline for this application) where result is pending (p) or was unsuccessful (u).

Explain all acronyms here.

3.4.6 List awards for research excellence, including awards to research students under your supervision.

3.5 Publications for Review

3.5.1 You are requested to nominate **three pieces** of published work for review and provide citation analyses for your nominated publications where available and/or other independent evidence of quality. Please submit a PDF attachment of each for review purposes. Please use A4 sheet size for all submissions. In the case of publications (for example, books) which, because of the large number of pages involved, provide particular photocopying difficulties, **three** copies of the original should be provided with the application. These will be returned when the review process has been completed.

3.5.2 Please provide a brief commentary on why you have selected these particular publications in support of your application and indicate your role in them.

3.6 Additional Research Activities

- 3.6.1** Graduated research students for which you were the sole or joint principal supervisor, most recent first.
- 3.6.2** Current registered research students for which you are the sole or joint principal supervisor.
- 3.6.3** Current registered research students for which you are the secondary supervisor.

3.7 Research Collaboration

List significant research collaborations in academia and industry - most recent first. Include dates, names of principal collaborators (not all names needed), affiliations (school/unit if DCU), and a brief description of the nature of the collaboration and any output or impact.

4. TEACHING AND LEARNING (T&L)

Please provide full information for the **past 5 years** under the following headings:

4.1 Excellence in T&L

- 4.1.1 Philosophy of Teaching Statement.** Please state your own personal philosophy of teaching and what it is based on.
- 4.1.2 Teaching and Assessment Approaches.** Please describe the approaches you take in your teaching. Give examples indicating why you use them, how you know they are suitable to your discipline area and how you know they are successful.
- 4.1.3 Supporting Evidence.** Please provide evidence that demonstrates the effectiveness of your teaching.

4.2 Scholarship in relation to T&L (evidence of wider dissemination such as conference papers, publications, textbooks).

4.3 External T&L activities (external examining, attending/presenting external courses, membership of external bodies, etc.).

4.4 Innovation in Teaching and Learning and Assessment

4.5 Funding secured to support and develop Teaching and Learning

4.6 Any other relevant activities or awards

5. SERVICE AND CONTRIBUTION TO UNIVERSITY AND SOCIETY/ ENGAGEMENT

Describe the particular contributions you have made to your School and Faculty and to the wider University community under the following headings:

- 5.1 Service**
Describe the roles you have taken on in the School, Faculty and University, and your particular contribution in that context
- 5.2 Promoting growth and innovation**
- 5.3 Delivering on aspects of the University Strategic Plan not covered in other sections.**
- 5.4 External engagement**
- 5.5 Capacity Development and Mentorship**

6. REFERENCES

You are asked to provide details in relation to your Head of School and one external referee. The external referee should be an eminent academic or professional expert in your field who should be able to comment in detail on your career.

7. CHECKLIST

Please ensure that:

- You have consulted the *DCU Academic and Development Framework Document*
- Relevant sections completed, without duplication
- Final page preceding appendices is page number 20 or less
- Layout, section numbering, fonts etc. retained
- Declaration signed
- Three pieces of published work, attached as PDF documents
- Electronic copy of application as PDF file
- Your Head of School details are completed
- Your external referee details are completed