GUIDE TO FORM C
Promotion to Professor (Levels D Plus and E)

2014 Promotion Round
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PART 1: OVERVIEW

1.1 [Introduction] Promotion is intended to recognise and reward sustained excellence assessed on merit as demonstrated by service in the University, and it provides an opportunity for academic staff to achieve their career goals and aspirations. At Flinders, the promotion process is linked with the performance review process which all academic staff are required to undertake on an annual basis in accordance with the Academic Staff Performance Review Scheme. Within this review process, specific forms are used for different categories of staff (Forms A and B) and Form C has been developed as a separate but complementary form for the purposes of applying for promotion. Staff members intending to apply for promotion are therefore encouraged to use as much information as is relevant from Form A when preparing their application for promotion.

1.2 [Guide to Form C] This Guide has been developed specifically to assist eligible staff at Levels D and D Plus to complete the application form for promotion to Level D Plus or Level E, and should be read prior to completion of the application form (Form C). Part 2 of this Guide outlines the application process, while detailed explanatory notes for applicants and their supervisors and Executive Deans/Head of Portfolio are provided in Part 3.

1.3 [Application Form] Applicants and their supervisor should complete the relevant sections of Form C (refer 2.2.2). The supervisor and Executive Dean/Head of Portfolio should also complete Section 6.

1.4 [Eligibility] The following staff are eligible to apply for promotion to Professorial level:

- **Continuing/Convertible/Continuing Contingent-funded Level D and Level D Plus staff** (full-time or fractional)
- **Fixed-term Level D and Level D Plus staff** (full-time or fractional), including those in grant funded positions, provided that the cumulative term of their appointment is for at least three years

Although length of service is not in itself a criterion for determining eligibility for promotion, the University adheres to the principle that promotion is based on sustained merit as demonstrated by service in the University.

Promotion to a higher level will not alter the original term of a staff member's fixed-term or convertible appointment (should the latter category of appointment not be converted).

1.5 [Criteria for Promotion]

1.5.1 [The Level E Academic Profile and where relevant, the Position Description] will be used:

- as the basis for applications for promotion;
- as the basis for supervisors and the Promotions Committee to assess the staff member’s performance in each area of academic activity; and
- to achieve consistency in the expectations and evaluations of staff performance in different areas across the University.

All applications for promotion to Professor (Level D Plus and Level E) will be prepared and assessed against the Academic Profile for Level E and, where relevant, the specific expectations of the position as described in the Position Description for the position. The Academic Profile includes a range of activities in which a staff member could be expected to be involved, and for which evidence should be provided, in each of the areas of academic activity. In some cases, Schools have identified specific expectations which better reflect the distinct characteristics and needs of the School. Applicants therefore need to address any specific School expectations in addition to addressing the general expectations for all staff. There is no significance in the order of the dot points under each area of activity in the Profiles.
In assessing an application against the Academic Profile and/or Position Description, the Promotions Committee will consider the applicant’s claims against some or all of the expectations within each of the criteria.

In the case of Level D applicants, the Committee will determine whether the criteria for promotion have been met for either Level D Plus or Level E, in accordance with the criteria (refer 2.1.3).

1.5.2 [Staff in specialised academic roles] In addition to the Position Description for their appointment and the Level E Academic Profile, the case for promotion for staff in specialised academic roles will also be assessed with reference to the relevant Supplementary Guidelines contained in the Flexibility in Academic Work policy e.g. Schedule A, which relates to education-focused roles.

1.6 [Designated Supervisor] As provided for by policy, all staff members have a designated Supervisor and are advised in writing of the name and position of that supervisor. For Deans of Schools, the supervisor will normally be the Executive Dean; for other staff the supervisor will normally be the Dean or Deputy Dean of the School in which the staff member is employed. The Vice-Chancellor will normally be the supervisor of an Executive Dean.

The designated Supervisor must assess and rate the application for promotion in Section 6 of Form C unless an alternative arrangement has been approved by the Deputy Vice-Chancellor (Academic) in advance of the form being completed.

[Where both the supervisor and her/his direct report seek to apply for promotion] to the same classification level in the same round, the supervisor should first disclose this to the staff member concerned, and then offer her/him the option of identifying an alternative supervisor (for promotion purposes only) provided that this does not disadvantage the staff member.

1.7 [Confidentiality] When completed, Form C, together with other documents submitted, will be made available to members of the Promotion Committee and to other authorised staff of the University.

1.8 [Resource Materials] Before completing Form C, applicants are encouraged to familiarise themselves with the Promotion to Levels D Plus and E Policy and to make use of the range of relevant websites noted below:

Promotions Website:

Academic Profiles Policy:
http://www.flinders.edu.au/ppmanual/staff/classification/academic-profiles.cfm

Academic Staff Performance Review Policy:

Teaching Evaluation at Flinders:

Student Evaluation of Teaching:
http://planning.flinders.edu.au/?content=set

Flexibility in Academic Work Policy:
http://www.flinders.edu.au/ppmanual/staff/classification/flexibility-academic-work.cfm
PART 2: APPLICATION PROCESS

2.1 [Application for Promotion]

2.1.1 [General] The University's Promotion to Levels D Plus and E Policy and Academic Profiles Policy both provide information for academic staff considering applying for promotion to the level of Professor (Levels D Plus and E).

Intending applicants for promotion should discuss the matter with their supervisor at their annual academic performance review meeting in the year (or years) prior to and in the year of application.

Applications for promotion are made using Form C - Application Form for Promotion to Professor (Level D Plus and E). To ensure compliance with the University's requirements for promotion, it is essential that this form is completed with reference to the Promotion to Levels D Plus and E Policy.

Applicants must check that their applications are complete at the time of submission. If, for good reason, not all the relevant information can be provided, a statement should be included indicating which items are outstanding and when they will be available.

2.1.2 [Period of Assessment] While more emphasis is given to achievements during the period of the current appointment, major achievements in one or more of the four areas occurring during service at the University prior to the current appointment may also be considered.

2.1.3 [Criteria]

- [For Promotion to Level D Plus]:

  [Level D balanced teaching and research academic staff members] will be required to meet the appropriate levels of performance in all four areas of academic activity and to demonstrate sustained levels of outstanding leadership and outstanding performance in at least two of those areas consistent with the expectations laid down in the Level E Academic Profile and, where appropriate, the Position Description pertaining to the position. Teaching and/or research must be included amongst the chosen areas.

  Promotion to Level D Plus is appropriate for Level D staff who have made a contribution in their discipline which is greater than that required for a Level D academic, but do not meet the full requirements for promotion to Level E.

  [Level D research-only academic staff members] will be required to demonstrate sustained levels of outstanding leadership and outstanding performance in research, and will be expected to be able to meet appropriate levels of performance in at least two of the other areas of academic activity consistent with the expectations laid down in the Level E Academic Profile and their Position Description.

  [Level D academic staff members in specialised roles, such as education-focused] will be required to meet the appropriate levels of performance in the relevant areas of academic activity specified in their Position Description and demonstrate sustained levels of outstanding leadership and outstanding performance in the area of primary focus.

  Promotion to Level D Plus is appropriate for specialised academic staff members at Level D who have made a contribution in their area of focus which is greater than that required of a specialised Level D academic, but do not meet the full requirements for promotion to Level E.
• **[For Promotion to Level E]:**

**[Level D or D Plus balanced teaching and research academic staff members]** will be required to demonstrate sustained levels of outstanding leadership and outstanding achievement, including success in fostering excellence, in all four areas of academic activity consistent with the expectations laid down in the Level E Academic Profile and, where relevant, the Position Description pertaining to the position.

Promotion to Level E is reserved for staff who have made an exceptional contribution in their discipline and have achieved an international standing in their field (if the field is essentially Australian-oriented, the applicant’s national reputation will be taken into consideration).

**[Level D or D Plus research-only academic staff members]** will be required to demonstrate sustained exceptional leadership and outstanding achievement in research, including success in fostering excellence in research, and will be expected to be able to meet appropriate levels of performance in at least two of the other areas of academic activity consistent with the expectations laid down in the Level E Academic Profile and their Position Description.

**[Level D or D Plus academic staff members in specialised roles, such as education-focused]** will be required to demonstrate sustained levels of outstanding leadership and outstanding achievement, including success in fostering excellence, in the relevant areas of academic activity specified in their Position Description but with a particular emphasis on their area of focus.

Promotion to Level E is reserved for those who have made an exceptional contribution in their area of focus and who have achieved international standing in their area of focus (where the area of focus is essentially Australian-based/oriented, the applicant’s national recognition will be taken into consideration).

**[For promotion to Level E],** applicants will need to convince the Promotions Committee that there is a strong likelihood that this sustained excellence will continue into the future. Where applicants seeking promotion to Level E have recently been promoted to Level D Plus, the information provided in the earlier application to Level D Plus may form part of the current application with suitable additional material relevant to the case for promotion to Level E, in order to demonstrate sustained performance in the two areas already assessed for Level D Plus and also outstanding performance in the other two areas.

2.1.4 **[Frequency of Rounds]** A promotion round for Professor (Levels D Plus and E) is held on an annual basis.

2.1.5 **[Information Sessions]** An Information Session for intending applicants for promotion to Professorial level is normally held soon after a call for applications is made. The Information Session provides an overview of the promotions process and gives intending applicants an opportunity to ask questions about the process and their proposed applications. Supervisors are encouraged to attend this session. A DVD is normally made of the session and a copy of this will be forwarded to each Faculty office and to remote areas. Copies will also be available in Human Resources.
2.2 [Application Process]

2.2.1 [Format for Applications]

[Application Form] Applications for promotion must be submitted on the relevant version of Form C which can be downloaded from: http://www.flinders.edu.au/hr/forms.cfm (scroll down to “Academic Promotion”).


[Font and Margin Size] Consistent with the University’s corporate font, applications should be typed in not less than 11 point print (Helvetica or Arial font) with a 2.5 cm margin all round. Applications received in Human Resources in less than 11 point print will be returned to the applicant for editing in the required format.

[Page Limits] The following elements of the application are subject to page limits as follows:

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case for Promotion (Section 2)</td>
<td>Four single-sided A4 pages</td>
</tr>
<tr>
<td>Special Circumstances (Section 3) – optional</td>
<td>One single-sided A4 page</td>
</tr>
<tr>
<td>Applicant’s final comments (refer Section 6.3)</td>
<td>One single-sided A4 page</td>
</tr>
</tbody>
</table>

2.2.2 [Procedure]

[Applicants] must complete Sections 1, 2, 4 and 5, and where relevant, Section 3, of Form C. The application should be signed and dated by the applicant and forwarded to the designated Supervisor for comment and signature. Applicants should ensure the form is forwarded to their supervisor in sufficient time to enable comments to be made prior to the deadline set for applications to reach their Executive Dean/Head of Portfolio.

[The Designated Supervisor] should provide comment as specified in Section 6, including a rating for each area of academic activity for which the applicant is providing evidence. The supervisor should then sign and date the hard copy and forward this to the relevant Executive Dean/Head of Portfolio for comments, rating and signature. Once the relevant parts of Section 6 have been completed, the form must be returned to the applicant for final comments and signature.

2.2.3 [Final Comments] The applicant’s final comments must not contain any new information.

2.2.4 [Closing Date for Applications] Completed applications (hard copy) should be forwarded to the Director, Human Resources by the closing date specified by Human Resources.

2.2.5 [Submission of Application]

[All Applicants] should submit a hard copy of their application (unstapled) in the following order:

- Section 1 – Applicant Profile and Checklist
- Section 2 – Case for Promotion
- Section 3 – Special Circumstances (where relevant)
- Section 4 – Referees
- Section 5 – Applicant’s signature and date
- Section 6 – Comments and Recommendations of designated Supervisor, Dean of School and Executive Dean/Head of Portfolio
- Position Description (only applicants holding research-only, or specialised academic positions, e.g. education-focused)
- Curriculum Vitae
- Summary of Teaching and Related Duties - Attachment 1 of Form C
- Summary of Student Evaluations of Teaching (SEts) Results - Attachment 2 of Form C
- Summary of Research Publications – Attachment 3 of Form C
- Summary of Grants – Attachment 4 of Form C
- Summary of Additional Information (refer 2.2.6) – Attachment 5 of Form C
[Referees] As referees will be contacted by email, applicants are also required to email separate electronic versions (pdf format) of the following documents:

- Section 2 – Case for Promotion
- Curriculum Vitae
- Position Description (only applicants holding research-only, or specialised academic positions, e.g. education-focused)

To Ms Bev McLeod, Human Resources: bev.mcleod@flinders.edu.au by the nominated closing date.

2.2.6 [Additional Information] in the form of attachments may be included in the application for promotion in order to substantiate the applicant’s claims. These may include the following:

- Peer and/or supervisor evaluations of teaching
- Student Evaluations of Teaching (SETs)
- Information which substantiates research claims made within the text
- Information relating to the receipt of an award or prize in any of the four areas of academic activity
- Confirmation of the status of publications in preparation for printing or in press (e.g. a copy of the letter of acceptance or a copy of the front page of the accepted publication and information about the stage of publication)
- More detailed information in support of an applicant’s teaching philosophy

The attachments should relate to the material covered in the applicant’s application.

Applicants providing additional information are required to complete a summary of the attachments using the Summary of Additional Information template (Attachment 5 of Form C).

The actual documents submitted as additional information are provided for Committee members’ reference at the Committee meeting.

2.2.7 [Confirmation of Receipt of Application] All applicants will receive an email from Human Resources confirming receipt of application within 14 working days of the closing date for applications. If confirmation is not received within this timeframe, the applicant should contact Human Resources immediately.

2.2.8 [Advice to Applicants] The Director, Human Resources will notify each applicant of the outcome of her/his application for promotion. For unsuccessful applicants, this notification will include:

- an invitation to meet with the Chair of the Promotion Committee, together with the applicant’s supervisor and a Human Resources Officer, to discuss the relative strengths and weaknesses of their application; and
- information about the appeals process.

2.2.9 [Appeals] Staff whose application for promotion is not successful may lodge an intention to appeal or seek review under the provisions of the Promotion to Levels D Plus and E Policy. Appeals are limited to alleging that the decision substantially miscarried as a result either of serious defect in the decision-making process or evidence that the applicant was discriminated against (being discrimination as defined under the University’s Equal Opportunity policy).
PART 3: EXPLANATORY NOTES

With effect from the 2014 Promotion Round, Level D applicants are no longer required to nominate the level of promotion sought as the Promotion Committee will make an assessment as to the applicant’s suitability for promotion to either Level D Plus or E as appropriate, based on the case made against the requirements of the Level E Academic Profile.

The following notes correspond with the headings in Form C – Application for Promotion to Professor (Level D Plus and E):

SECTION 1 – Applicant Profile and Checklist

Note #1: Periods of leave or other absences from the University (Q1.7)
Applicants should indicate the dates that they have been away from the University for a substantial period during the assessment period. This might include absence as a result of parental or personal/carer’s leave, leave without pay, Outside Studies Program, etc.

Note #2: Appointment Fraction (Full-time/Part-time) (Q1.9.3)
Applicants should indicate whether they are employed full-time or part-time. If part-time, applicants should specify the fraction they work e.g. 0.5, 0.8.

Note #3: Academic and professional qualification(s) held (Q1.11.1)
Applicants should state the name of their qualification(s), the institution from which it was obtained and the year it was conferred.

Professional doctorates (such as EdD) will be regarded as equivalent to a PhD for the purposes of the Academic Profiles.

Note #4: Applicants who have submitted higher degree thesis for formal examination (Q1.11.2)
Where the qualifications criteria in the Level E Academic Profile specify a higher degree (e.g. PhD), an applicant who has submitted her/his thesis prior to the closing date for applications may still have her/his application considered by the Committee on its merits. If the Committee determines that the application meets the criteria specified in the Level E Academic Profile in all other respects, the promotion will be effective from the date that the awarding institution officially confirms that the applicant has met the requirements for the award of the higher degree if this is after the common date on which promotion is effective for all other successful applicants.

Note #5: Case, including evidence, where formal qualification(s) required under Academic Profile not held (Q1.11.3)
In cases where an applicant does not hold the formal qualification(s) specified in the Level E Academic Profile (other than where the thesis has been submitted – refer Note #4), s/he must provide a case, including evidence, for why s/he claims, nonetheless, to meet the qualification criteria. This could include evidence of equivalent level qualifications/work/research/professional experience, but only if specified as acceptable under the Level E Profile.

Note #6: Current higher degree enrolment or other postgraduate enrolment (Q1.11.4)
Applicants should state the name of the course and the institution at which they are enrolled and the year that they expect to complete.
SECTION 2 – Case for Promotion

In this Section applicants should provide a concise commentary on their academic activities and achievements across the relevant areas of academic activity during the assessment period and make the case for promotion with reference to the Guide to Form C - Promotion to Professor (Levels D Plus and E), the Level E Academic Profile and, where relevant, the Position Description.

Emphasis should be given to achievements during the period of assessment. In this regard it is acceptable to draw attention to major achievements in one or more of the four areas which have occurred during service at Flinders University in an academic position at any level.

Balanced teaching and research academic staff will be expected to place a primary focus on activities/achievements in areas covered by Q2.1 and Q2.2. Applicants in research-only and specialised positions (e.g. education-focused), will be expected to focus their applications accordingly.

Although no longer required to nominate the level of promotion sought, Level D applicants may include in their case for promotion a statement indicating the relative importance of each of the four areas of activity and their strength in each area.

Note #7: Teaching and related duties - Activities during assessment period (Q2.1)

[Academic Profile/Position Description] Applicants should refer to the Level E Academic Profile and, where appropriate, the Position description for their position, and use these as a framework for responding to this question.

For staff in specialised academic roles, the case for promotion will be assessed with reference to: the expectations articulated in the Position Description for their particular position; the Level E Academic Profile; and the relevant Supplementary Guidelines e.g. Schedule A (education-focused roles) in the Flexibility in Academic Work Policy.

[Criteria] Teaching and research and education-focused academic staff applying for promotion will be expected to address most, if not all, of the expectations in the Teaching section of the Level E Academic Profile (including, where appropriate, any School-specific expectations) in their application.

Applicants with no or limited teaching responsibilities should tailor their applications accordingly to reflect the specific expectations of their appointment, as prescribed by the Promotion to Levels D Plus and E Policy for their category of employment.

[Teaching Philosophy] In making a case in regard to teaching, applicants are strongly encouraged to reflect on their teaching philosophy and provide an outline of this within the body of the application. More detailed information in support of an applicant’s teaching philosophy may be attached as Additional Information but will not form part of the application forwarded to the Committee.

[Teaching and Related Duties Proforma] Where applicable, all applicants should complete the Summary of Teaching and Related Duties proforma (see Attachment 2 of Form C) for the years of the assessment period or the last five years, whichever is the lesser, and append it to their application.

An example of the type of information to be provided in the summary is included below to assist applicants, who should cross-reference and reproduce highlights from this summary under this section of the application.
Example:

<table>
<thead>
<tr>
<th>Semester</th>
<th>Topic No/Year Level</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>EEE 3101</td>
<td>English Studies</td>
<td>45 students</td>
<td>EEE 3101</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Topic Convenor/ Lectures</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Semester 2</td>
<td>Topic No/Year Level</td>
<td>2010</td>
<td>2011</td>
<td>2012</td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OSP</td>
<td>GDP 2041</td>
<td>Literature 2</td>
<td>23 students</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

[Independent Evidence of Teaching Effectiveness] In addition to addressing the Level E Academic Profile, and Position Description where appropriate, applicants (with the exception of research-only academics) must submit independent evidence of teaching effectiveness. An application for promotion will not be considered in the absence of such evidence, which should include student evaluation of teaching as well as peer evaluation and/or supervisor evaluation.

[Student Evaluation of Teaching] should be undertaken, in keeping with the University’s Evaluation, Monitoring and Review of Academic Programs and Teaching (see url: http://www.flinders.edu.au/ppmanual/teaching-course-management/eval-monitoring-review-academic-programs.cfm), and Student Evaluation of Teaching reports (SETs) covering the assessment period or the last five years, whichever is the lesser, and for a number of topics should be submitted with the application.

[Summary of SET Results] All applicants are also required to provide a summary of the SETs submitted with their application using the Summary of SET Results template (Attachment 2 of Form C).

[Other forms of student evaluation] SET reports are not the sole form of evidence that can be used to support claims made in applications. They may be supplemented by other forms of student evaluation of teaching, such as those used to evaluate problem-based learning and off-shore teaching or reviews of one-on-one teaching as used by Yunggorendi and Student Learning Centre staff. Student Evaluation of Topics and Supervision may also be used. Ideally data from evaluation instruments should be discussed within the application.

[Peer review] Peer feedback on aspects of teaching should also be provided. Peer review should comment on three inter-related aspects of designing and providing effective learning environments:

- careful comprehensive planning;
- effective program delivery and interaction with students; and
- on-going evaluation, development and review.

The Teaching Review Guide at: http://www.flinders.edu.au/teaching/quality/evaluation/resources-links-and-references.cfm addresses each of these aspects separately although it is recognised that they form part of an interactive process.

Applicants should include in their report on teaching their analysis of both student evaluation and peer feedback, their reflection on teaching performance and any proposed changes to their teaching in response to the evaluations.
Applicants should also identify their teaching contributions across a range of levels although this does not mean that they are required to teach across all levels. Where it has not been possible for applicants to teach at particular levels, they are advised to comment on this.

[Applications in Education-Focused roles] must include evidence of external validation of their outstanding performance in teaching, as indicated in Schedule A of the University’s *Flexibility in Academic Work* policy, at http://www.flinders.edu.au/ppmanual/staff/classification/flexibility-academic-work.cfm. Such evidence includes success in gaining external and/or internal grants and awards, evidence of publications pertaining to the scholarship of teaching, and other indicators of impact, as outlined in the Schedule.

[Honours/Postgraduate Supervision] In addition to addressing the Level E Academic Profile and, where appropriate, Position Description, applicants might respond to the following:

- What objectives have been set as a supervisor of honours/postgraduate work?
- Are there any special circumstances affecting honours/postgraduate study in the discipline?
- What steps have been undertaken by the applicant to ascertain the level of honours/postgraduate student satisfaction with the style or quality of her/his supervision?

[NB Academic research-only applicants who supervise research students but do not undertake teaching should include this activity under Research and Creative Activity.)

Additional evidence of achievements as teacher

Applicants should provide any additional information they think would be helpful to the Committee. This might include evidence of publication(s) relating to teaching innovation, success in obtaining teaching grants, etc.

Note #8: Research and/or Creative Activity - Activities during assessment period (Q2.2)

[Academic Profile/Position Description] Applicants should refer to the Level E Academic Profile and, where relevant, the Position Description for their position, and use these as a framework for responding to this question.

[Criteria] Applicants in a balanced teaching and research role will be expected to address most, if not all, of the criteria across the Research and/or Creative Activity section of the Level E Academic Profile in their application.

Applicants whose position and duties do not include a significant or any expectation in the area of research (such as education-focused academic staff) should tailor their applications accordingly to reflect the specific expectations of their appointment as prescribed by the *Promotion to Levels D Plus and E Policy* for their category of employment and with reference to the relevant Schedule of Supplementary Guidelines in the *Flexibility in Academic Work* policy.

[Validation of research activity] With effect from the 2014 Promotion Round, the Promotion Committee will be provided with a printout of each applicant’s research inputs (e.g. grants) and outputs (publications) for the assessment period from the University’s Research Management Information System (RMIS). This will be used by the Committee to validate claims made in the application in the *Summary of Research Publications* (Attachment 3) and the *Summary of Grants* (Attachment 4). Applicants should therefore check that their data on the RMIS is complete and accurate prior to lodging a promotion application.

Research and/or creative activity projects undertaken

[Summary] Applicants should summarise all research and creative or scholarly activity undertaken during the assessment period. For applicants in education-focused positions, it is expected that their research-related activities will have a particular emphasis on the scholarship of teaching.
[Research and experimental development] comprises creative work undertaken on a systematic basis in order to increase the stock of knowledge. The methods employed in carrying out research may vary, but would include formation and testing of hypotheses, investigation of phenomena, data analysis and development and testing of theories, devices and/or software. The nature of these activities will clearly vary according to the academic discipline and the relative emphasis given to particular types of activity will vary for individual staff members according to both their level of appointment and their specific research interests at the time. An indication of the objectives of the research and the level of success in achieving those objectives should be included in the report.

[Non-traditional research] Increasingly, ‘non-traditional’ research is seen in the University to be as important as, and as valued as, traditional research. This is particularly so in the Faculty of Science and Engineering. Non-traditional research-related activities may have more constraints on focus and on the way in which outcomes are disseminated as the activity is often more under the control of the funding organisation. Examples of non-traditional research-related activities include:

- consultancies (although the professional activity category should be used where the work is performed within the limits of already existing knowledge or where consultancy reports are confidential and outcomes therefore not able to be independently assessed);
- inventions/patents with detailed information on the kind of work involved in these activities.

[Evidence of contribution] In general, the Committee is seeking evidence of profound knowledge of a discipline and a real contribution to the advancement of knowledge through research. Evidence of creative literary or artistic work of merit comparable to outstanding research may be presented in addition to, or in place of, research.

[Academic research-only applicants who supervise research students but do not undertake teaching] should include this activity here.

[Creative Activity] Activities cited should be elaborated upon beyond just a listing, and applicants should make a case for, and explain the status and relevance of each activity by providing evidence (e.g. testimonials) of its standing.

Publications

[Summary of Publications] Applicants are required to provide a summary of the publications included in their application for the assessment period using the Summary of Research Publications template (Attachment 3 of Form C).

To validate this Summary, the Promotion Committee will be provided with a printout showing each applicant’s research outputs (e.g. publications) drawn from the University’s Research Management Information System (RMIS).

[Most significant publications] Applicants should nominate with an asterisk (*) in their application their most significant publications in the assessment period. Applicants should also provide a brief statement of what is particularly significant about each of the publications they have nominated, indicating the ways in which singly, or as a body of work, the publication demonstrates an outstanding or noteworthy achievement in the advancement of knowledge.

[Status of publications] Only books, parts of books or manuscripts, articles and papers which have been formally accepted will be considered as publications by the Committee. Other writing in progress or currently under journal/publisher review may be separately mentioned in the application as evidence of ongoing activity but cannot be claimed as publications.

[Standing of Publication Outlets] Use the Summary of Research Publications template (Attachment 3 of Form C) to explain the academic standing of each publication outlet.

[Work “in press”] Where a work has been formally accepted but has yet to be published (e.g. “in press”), applicants should include, as part of the Summary of Additional Information (Attachment 5 of Form C), a copy of the letter of acceptance or a copy of the front page of the accepted publication and information about the stage of publication.
[Jointly authored publications] Where publications are jointly authored, applicants should provide information on their own specific contribution to the publication relative to the named authors, on the Summary of Research Publications template (Attachment 3 of Form C).

[Publication of own work] Where applicants have published their own work, the Committee should be provided with information on the review process to which the work was subjected before publication, the number of copies printed, and any special circumstances surrounding the decision to publish in this way.

Research Grants
[Summary of grants] Applicants are required to provide a summary of the grants included in their application for the assessment period using the Summary of Grants template (Attachment 4 of Form C).

To validate this Summary, the Promotion Committee will be provided with a printout showing each applicant’s research inputs (e.g. grants) drawn from the University’s Research Management Information System (RMIS).

[Details of grants] Applicants should provide details of any grants for research or creative activity that they have obtained during the assessment period in the Summary of Grants template (Attachment 4 of Form C). They should provide the name of the granting organisation, the title of the project, amount of funds provided and the other chief investigators for that project.

[Unsuccessful grant applications] Applicants are also encouraged to provide information on unsuccessful applications for grants.

[Grants from non-traditional sources] should also be listed. These are funds from other than the standard University research funding sources and agencies. In general, such funds will originate directly from the private sector.

[Standing in areas of research and/or creative activity]
[Outline of standing] Applicants should provide an outline of their standing in areas of research and/or creative activity as indicated by their contribution to activities specified in the Level E Profile.

[Evidence] Examples of various types of evidence of leadership in research activities are provided in the Level E Profile; other evidence might also include enhancing research activity in a School, sourcing novel research funds or initiation and leadership in joint publications, grant applications and patents.

Note #9: Administration (including Service to the University) - Activities during assessment period (Q2.3)
[Summary] Applicants for promotion should summarise all significant administrative activities undertaken during the assessment period with reference to the Level E Academic Profile and, where relevant, the expectations with respect to administration specified in the Position Description pertaining to their appointment.

Evidence of leadership and achievements in administration also needs to be provided (e.g. written statements by other staff members).

[Criteria] Applicants are normally expected to address most, if not all, of the criteria specified in the Administration (including Service to the University) section of the Level E Academic Profile in their application.

[Applicants who are Deans of Schools] The primary role of a Dean of a School is to provide academic and administrative leadership to the School. The Dean is also normally the nominated supervisor of academic staff in the School. Deans of Schools have responsibilities in the following general areas:
- academic leadership
- School governance
- staff guidance and personnel management
- financial and infrastructure management
Deans of Schools are advised to provide information on the responsibilities listed above and those included in the Position Description for the role, in addition to the more general responsibilities identified below, when dealing with this area of their activity.

**[School responsibilities]** Applicants should list their administrative responsibilities in the School, and in addition, should indicate how their role in administration has contributed to the Faculty/University e.g. noting particular committee outcomes and achievements.

**[Faculty responsibilities]** Applicants should list their membership of Faculty/University Committees and working parties. In addition, applicants should indicate how their roles went beyond simple membership to contributions such as:

- executive responsibility as chair or convenor
- other administrative responsibilities
- policy development
- other outcomes

**[University-wide contribution]** Applicants should indicate any other areas in which they have contributed to the University and specify actual achievements in those areas.

**Note #10: Professional Performance (including Service to the Community) - Activities during assessment period (Q2.4)**

**[Summary]** Applicants should summarise all significant professional activity (including service to the community) undertaken during the assessment period, with reference to the Level E Academic Profile and, where relevant, the expectations with respect to professional performance, including service to the community, specified in their Position Description.

**[Criteria]** Applicants are normally expected to address most, if not all, of the criteria specified in the Professional Performance (including Service to the Community) section of the Academic Profile in their application.

**[Contribution to the profession]**

Most academic staff are members of an association based on their subject. Some academic staff work in disciplines which educate and train people for particular professions such as nursing, education, accounting, medicine and social administration and they may be eligible to participate in relevant professional associations.

**[Consultancy and/or commissioned work]**

Knowledge can be advanced through consultancy or commissioned work conducted for government or government authorities, industry or private enterprise, community organisations and groups, whether that work is paid or not. In each case, for such work to be deemed relevant for promotion, applicants must be able to demonstrate the ways in which it has contributed to the advancement of knowledge in the profession. In this section, applicants should therefore:

- list any consultancy, tender or commissioned work, its nature and the body for which it was performed; and
- specify how this activity contributes to the profession; and
- where the work is not widely available for public scrutiny or is not available for peer review (e.g. because of commercial in-confidence reasons), provide evidence of client satisfaction in the form of statements from clients regarding their satisfaction with the advice or consultancy work carried out.

**[Service to the community]**

Most academic staff actively contribute to the community and their profession on the basis of their field of expertise. Such contribution may not constitute commissioned work or specific consultancies but rather take the form of continuing involvement or frequent service.

Applicants should give details of service that they have provided to the general community and which is related to their area of academic expertise. Applicants need to describe the ways in which this service relates to their University activities.
SECTION 3 - Special Circumstances

Note #11: Applicants may also wish to include for special consideration any matters which may have affected the progress of their career, e.g. significant career interruptions, family obligations, illness. It is important to indicate how the circumstances cited are claimed to have restricted opportunity to perform against the Level E Academic Profile.

A maximum of one A4 page is allowed for this section.

SECTION 4 - Referees

Note #12: Referees nominated by the applicant

Applicants should list the names, addresses and email addresses of two referees from whom reports will be sought. At least one referee, and preferably both, should be external to the University and be of high international reputation. Details of two substitute referees (ranked in order of preference) should also be provided, to be used only where one or both of the nominated referees is unable to provide a report. The applicant should disclose the nature of her/his association with the nominated referees (if any e.g. collaborator, co-author). In addition, the applicant may list the name(s) of any person(s) who should not be invited to be a referee.

[University-nominated referees] The supervisor, in conjunction with the Executive Dean/Head of Portfolio is required to nominate two additional referees from whom reports will be sought and one substitute referee, taking into account (if stated) any objections to particular person(s) raised by the applicant. Further information is provided under Note #16.

[Confidentiality] Referee’s reports and the names of the University-nominated referees are strictly confidential and will only be made available to members of the Promotion Committee.

[Additional information] The Promotion Committee may request applicants to provide additional information and/or may contact third parties to provide further information, in which case the applicant will be advised that this information will be sought.

SECTION 5 – Signature of Applicant

Note #13: Signature of Applicant and Date

Applicants should sign and date the hard copy of their application form prior to forwarding it to their Supervisor who will complete the relevant sections. In the Faculty of Medicine, Nursing and Health Sciences, applications should be forwarded to the Dean of School through the relevant Associate Dean of Academic Unit.

SECTION 6 – Comments, Assessment and Recommendations of Designated Supervisor and Executive Dean/Head of Portfolio

[Designated Supervisor] Q6.1 to Q6.2.4 of Section 6 are to be completed by the person to whom the applicant is responsible, i.e. the designated Supervisor, who is also normally the Dean or Deputy Dean of School (also refer 1.6 above). In the Faculty of Medicine, Nursing and Health Sciences, applications should be forwarded to the Dean of School through the relevant Associate Dean of Academic Unit. It should be noted that applicants may submit an application for promotion irrespective of advice from the supervisor.

[Where both the supervisor and her/his direct report seek to apply for promotion] to the same classification level in the same round, the supervisor should first disclose this to the staff member concerned, who then should be offered the option of identifying an alternative supervisor (for promotion purposes only), provided that this option does not disadvantage the staff member.

[Role of Supervisor] Supervisors are encouraged to discuss with applicants their readiness for promotion and ensure that sustained excellence, as evidenced by service in the University, can be demonstrated. Factors such as extended periods of leave without pay, which may impact on the assessment period, and therefore affect an applicant’s ability to meet the criteria for promotion, should be taken into account.
In terms of applications, supervisors should assist applicants in preparing their case for promotion in the most effective and appropriate way, including:

- providing applicants with comprehensive assistance in preparing their applications;
- checking that applications are complete at the time of submission, and if for good reasons they are not complete, that a statement is included indicating which items are outstanding and when they will be available;
- ensuring that applications are framed in such a way that any terminology specific to a particular discipline can be readily understood by all Committee members; and
- providing a clear statement regarding the norms and expectations in relation to teaching and research output within the relevant School or discipline.

**Note #14: Qualifications (Q6.1)**

The supervisor should indicate whether the applicant holds the formal qualification(s) specified in the Level E Academic Profile. Where the applicant does not hold the required qualification(s), the supervisor should comment on the applicant’s case (provided under Q1.11.3 of *Form C*, Section 1) as to why s/he claims, nonetheless, to be eligible for promotion. See Note #4 of this Guide regarding applicants who do not currently have a higher degree but have submitted their thesis for formal examination prior to the closing date for promotions.

**Note #15: Assessment and Recommendation of Designated Supervisor (Q6.2)**

**[Assessment – Q6.2.1]** The Designated Supervisor should address the applicant's contribution against the Level E Academic Profile, and where appropriate, the Position Description pertaining to the position, in each of the specific areas of activity and add value to the process by providing specific and verifiable comments in their reports. Where appropriate, additional contextual information should be provided about the area in which the applicant is currently employed. For applicants enrolled in a research higher degree and where the thesis supervisor is not the academic supervisor/Dean of School, a report should also be sought from the thesis supervisor.

**[Position Description]** In cases where the terms of employment of the applicant do not require her/him to contribute in all four areas of academic activity i.e. research-only and specialised academic positions, the supervisor should ensure that the applicant's Position Description is submitted with the application form.

Supervisors should also ensure that, where an applicant’s duties have been varied over the longer-term for operational reasons, the applicant’s Position Description is amended, and appropriately authorised, to reflect the changes.

**[Teaching]** The supervisor should comment on the applicant's contribution to the development of new topics and courses, pedagogical skills, initiatives in teaching methods, ability as a face-to-face teacher, preparation and organisation of teaching material, capacity to inspire students, availability to students, contribution to teaching across the School/Faculty and postgraduate teaching.

**[Research and/or Creative Activity]** The supervisor should indicate any special features of the applicant's discipline and/or the kind of research and creative activity in which the applicant is engaged. With regard to publications, supervisors are required to comment, where possible, on the relative strength/reputation/standing of the publication outlets in which articles are published or research results promulgated by the applicant in order to indicate the impact of the research undertaken.

**[Administration (including Service to the University)]** Supervisors should consider the quality of the applicant’s contribution to the School, Faculty and University; the role the applicant has played in working parties and committees; the extent to which the applicant has represented the School and Faculty within or outside the University; and the responsibility acquired by the applicant in relation to the administrative duties that s/he has taken on and the effectiveness with which they have been carried out.

Comment should also be made on the regard with which the applicant is held by colleagues as an academic leader and administrator.
[Professional Performance (including Service to the Community)] Supervisors should consider the applicant’s service to the community, participation in State and Federal Government working parties, active membership of professional societies, advice to business, trade unions, government, service to education, etc.

Where the applicant is involved in consultancies or commissioned work, the benefits that the School, Faculty and/or University have received from these should be indicated.

[Other relevant comments] Supervisors should provide any other relevant comments (e.g. on the information supplied by the applicant, on circumstances surrounding previous applications). Where appropriate, additional contextual information should be provided about the area in which the applicant is currently employed.

[Recommendation - Q6.2.2] The supervisor is required to indicate how s/he rates this case for promotion using a whole number score between one and five for each area of academic activity for which the applicant is providing evidence, as follows:

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Note #16: University-nominated Referees (Q6.2.3)

As foreshadowed earlier in this Guide (Note #12), the supervisor, in conjunction with the Executive Dean/Head of Portfolio, is required to provide the names, addresses and email addresses of two referees (plus one substitute referee) who are of high international standing and are experts in the appropriate disciplinary area, from whom independent assessment of the applicant’s work will be sought. In selecting the referees, account should be taken of any objection raised by the applicant as to particular person(s) being nominated as referee(s).

Ideally the nominated referees should be persons with whom the applicant has not collaborated or published (at the very least within the last five years). The nature of any known association of the nominated referees with the applicant should be disclosed.

Care should also be taken in selecting referees to ensure that the Committee will have before it adequate comment on the applicant's performance in all areas of endeavour under review.

Supervisors should consult members of the applicant's discipline (inside or outside Flinders University) about the choice of referees. Supervisors should also make initial contact with the University nominated referees to confirm that they are willing to provide a reference.

[Confidentiality] The name(s) of the University-nominated referees (i.e. as nominated by the designated Supervisor/Executive Dean/Head of Portfolio) are to be kept confidential and only provided to members of the Promotion Committee.

It is therefore essential that the following information is sent directly to Human Resources to bev.mcleod@flinders.edu.au:

- the applicant's name and level of promotion sought;
- name/address/email contact details for the two referees and the one substitute referee
- information about any known association of the nominated referees with the applicant

The identities of the referees nominated, along with the referee reports received, will be provided to members of the Promotion Committee.

Staff in Human Resources will write to the nominated referees requesting the required information.

Note #17: Signature of Designated Supervisor and Date (Q6.2.4)

Supervisors should now sign and date this section of the hard copy of the application form prior to forwarding it to the Executive Dean/Head of Portfolio. Where the designated Supervisor is not also the Dean of School, the Dean of School must also sign and date the form.
In the case of applicants in the Faculty of Medicine, Nursing and Health Sciences, applications should also be forwarded to the Dean of School through the relevant Associate Dean of Academic Unit and provision is made for this on Form C (see Section 6, Q6.2.5).

Note #18: Comments and Recommendation from Executive Dean/Head of Portfolio (Q6.3)

[The Executive Dean/Head of Portfolio] should:

- where relevant, comment on the applicant’s case in relation to qualifications, where a PhD or EdD is not held (Q6.3.1 - refer Note #5)
- provide relevant information on the applicant which has not already been provided in the previous sections;
- provide evaluative comments indicating the reasons for her/his views on the strength of the application;
- ensure that adequate contextual information relating to the School and/or Faculty is provided by the supervisor or by the applicant where relevant.

The application must be returned to the applicant for noting of comments from the Executive Dean and the designated Supervisor before the application is submitted to Human Resources.

Note #19: Recommendation of Executive Dean/Head of Portfolio (Q6.3.3)
The Executive Dean/Head of Portfolio is required to indicate how s/he rates the case for promotion using a whole number score between one and five for each area of academic activity for which the applicant is providing evidence, as follows:

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<tr>
<td></td>
<td>Very Weak</td>
<td>Weak</td>
<td>Marginal</td>
<td>Strong</td>
<td>Very Strong</td>
</tr>
</tbody>
</table>

Note #20: Signature of Executive Dean/Head of Portfolio and Date (Q6.3.4)
The Executive Dean/Head of Portfolio should now sign and date this section of the application form and ensure that the applicant is given the opportunity to note her/his comments and those of the supervisor before the application is submitted to Human Resources.

Note #21: Final Comments and Signature by Applicant (Q6.4)
This section provides for the applicant to formally note the report. In normal circumstances, the staff member would not need to make any further comment other than to confirm in writing that the comments of both the supervisor and Executive Dean/Head of Portfolio have been noted. However, the opportunity is provided for the applicant to comment on the comments of the supervisor and/or Executive Dean/Head of Portfolio.

The applicant’s comments should not exceed one page and should not contain any new information.

The applicant should sign and date the application and then forward it with all relevant documentation to Human Resources.

Role of Human Resources
All applications will be forwarded by Human Resources to the Promotion Committee for consideration.

The Director, Human Resources will notify all applicants of the outcome of their applications.