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# **A Guide to Evidence in Promotion**

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Academic work comprises four areas of activity:

- Teaching
- Professional Engagement
- Academic Citizenship
- Research

Academic staff applying for promotion (and on probation) are asked to provide evidence of achievement from the areas of academic activity relevant to their role.

The scope of activity and sources of evidence in each activity area is likely to vary according to the applicant's exact position description, industry experience or stage of career.

Achievements and evidence of Research activity can be found in the Research Productivity Index Guide and are not included in the tables below.

Achievements and evidence in the activity areas of teaching, professional engagement and academic citizenship are laid out separately by academic progression (Levels A to E) in the following tables.

## Tables of Achievement and Evidence

The tables of achievements and examples of evidence are for reference where an academic staff member who is applying for promotion is claiming an achievement in one of the areas of academic activity.

**The tables of achievement and evidence are indicative and are not intended for use as a checklist.** Any example of evidence at one level can also count in higher levels or lower levels.

Evidence is quantitative and qualitative, a balance between numbers and narrative. There is no set formula for success in promotion. Committees judge each application on its merits, weighing up the mix of evidence each candidate puts forward and the coherent case each candidate makes based on this evidence.

The examples of evidence listed in these tables is not exhaustive. We will continue to refine this guide and welcome the addition of new examples. Suggested inclusions should be emailed to [PVCLT@csu.edu.au](mailto:PVCLT@csu.edu.au).

# Tables of Achievement and Evidence

## TEACHING ACTIVITY AREA

The list of achievements is based on the Australian University Teaching Standards for promotion to each academic level (<http://uniteachingcriteria.edu.au/>).

LEVEL	TEACHING ACHIEVEMENTS	EXAMPLES OF EVIDENCE
ASSOCIATE LECTURER (Level A)	<ul style="list-style-type: none"> <li>• Plans learning activities and prepares subject materials.</li> <li>• Sound knowledge of content and material in subjects in which they teach.</li> <li>• Is well prepared for teaching.</li> <li>• Uses teaching techniques and learning technologies to enhance students' learning.</li> <li>• Provides timely feedback to students.</li> <li>• Supports sessional staff if these are used in a subject led by the associate lecturer.</li> <li>• Ratings of at least average over two consecutive years for subject experience survey items relevant to the quality of the applicant's teaching.</li> </ul>	<ul style="list-style-type: none"> <li>• Informal unsolicited student feedback or records of student focus groups.</li> <li>• Peer review of teaching report.</li> <li>• Brief references from sessional staff, subject coordinator, other members of teaching teams and/or course director.</li> <li>• Report of ratings of the staff member's teaching from subject experience surveys.</li> <li>• Reflective case study of an example of learning and teaching practice</li> </ul>
LECTURER (Level B)	<ul style="list-style-type: none"> <li>• In addition to the achievements listed for associate lecturer (level A):</li> <li>• Teaches in a range of levels and modes.</li> <li>• Innovates in their teaching.</li> <li>• Plans and designs learning activities to develop students' learning.</li> <li>• Monitors the quality of students' learning.</li> <li>• Scholarly/informed approach to learning design and teaching.</li> <li>• Thorough knowledge of the material of subjects in which they teach and how these contribute to the course.</li> <li>• Links teaching to current research in the discipline.</li> <li>• Where the lecturer teaches research skills or research component subjects, designs learning activities to engage students in research.</li> <li>• Coordinates subjects well and, if they lead a course, coordinates this well.</li> <li>• Provides learning environments that accommodate students with diverse needs.</li> <li>• Refers students who need support to relevant services.</li> <li>• Models treating students with respect.</li> <li>• Integrates Indigenous Australia cultural competency into their curriculum and teaching.</li> <li>• Supervises and mentors students undertaking work integrated learning placements.</li> <li>• Has regular peer review of various aspects of their teaching.</li> <li>• Mentors sessional staff in effective teaching</li> <li>• If the lecturer leads a teaching team, does this well.</li> <li>• Ratings of at least school average over two consecutive years for subject experience survey items relevant to the quality of the applicant's teaching.</li> </ul>	<ul style="list-style-type: none"> <li>• In addition to the examples of evidence listed for associate lecturer (level A):</li> <li>• Expert peer review of teaching and/or curriculum materials.</li> <li>• Brief references from peers on impact of the lecturer's curriculum and/or teaching improvements.</li> <li>• Details of specific contributions in leadership roles, confirmed by brief references from peers.</li> <li>• Brief references from academic leaders on contribution to curriculum and teaching or assessment improvements.</li> <li>• Brief references from staff the lecturer has mentored.</li> <li>• Data showing student engagement with student support services.</li> </ul>

## Tables of Achievement and Evidence

LEVEL	TEACHING ACHIEVEMENTS	EXAMPLES OF EVIDENCE
SENIOR LECTURER (Level C)	<p>In addition to the achievements listed for associate lecturer (level A) and lecturer (level B):</p> <ul style="list-style-type: none"> <li>• Designs assessment tasks well to assess intended learning outcomes.</li> <li>• Uses a variety of assessment tasks, providing students with clear assessment criteria.</li> <li>• Leads moderation and quality assurance of assessment.</li> <li>• Leads curriculum development at course level</li> <li>• Applies for teaching grants offering a clear theoretical and scholarly basis for the application.</li> <li>• Supervises postgraduate students' research projects to completion.</li> <li>• Engages alumni to enhance learning and teaching activities.</li> <li>• Co-authors or contributes to publications, presentations or workshops on learning and teaching.</li> <li>• Develops new curriculum that helps meet a strategic priority of the University</li> <li>• Innovates in curriculum and teaching to include students from diverse cultures and students with special needs.</li> <li>• Serves as a student advisor.</li> <li>• Develops learning communities and supports students in transition (for example, first-year undergraduate students and first-year postgraduate students).</li> <li>• Receives awards, grants or competitive funding related to learning and teaching, as an individual or member of a team.</li> <li>• Is recognised by peers at a university level for their contribution to scholarly teaching practice.</li> <li>• Is author or co-author of publication(s) in a nationally or internationally respected journal relevant to learning and teaching.</li> <li>• Leads at university level in developing curriculum that incorporates disciplinary research or engages students in disciplinary research.</li> <li>• Is invited to contribute to disciplinary teaching in other units, courses or universities.</li> <li>• Develops and maintains relationships with industry partners and/or professional bodies to improve curriculum and ensure work integrated learning is authentic.</li> <li>• Innovates in work-integrated learning practice and assessment.</li> <li>• Contributes to professional development in learning and teaching.</li> <li>• Peer reviewer of others' teaching.</li> <li>• Ratings of at least average over three consecutive years for subject experience survey items relevant to the quality of the applicant's teaching.</li> </ul>	<p>In addition to the examples of evidence listed for associate lecturer (level A) and lecturer (level B):</p> <ul style="list-style-type: none"> <li>• Data showing impact of assessment innovation.</li> <li>• Brief references from colleagues on the senior lecturer's leadership in assessment innovation and assessment quality.</li> <li>• Details of teaching grants/awards applied for.</li> <li>• Evidence of impact of projects, grants and/or other initiatives at university level, nationally or internationally.</li> <li>• Evidence of recognition as an assessor or expert by the Tertiary Education Quality and Standards Agency or Office of Learning and Teaching.</li> <li>• A summative peer review of curriculum design, completed by a trained peer reviewer using the University's peer review of teaching process.</li> <li>• Peer review of the senior lecturer's curriculum by a reviewer external to the University.</li> <li>• Number of students supervised to completion, their time to completion and grades.</li> <li>• Number of students progressing to research degrees.</li> <li>• Prizes/awards gained by students supervised.</li> <li>• Evidence of the senior lecturer's teaching/curriculum materials being adopted by others.</li> <li>• Invitations to present, edit, collaborate that show recognition as a learning and teaching expert.</li> <li>• Reports evaluating the effectiveness of student transition support interventions.</li> <li>• Evidence of conferences, presentations and publications, and of their influence.</li> <li>• References or letters from peers external to the University.</li> <li>• Evidence of influence or projects, grants and/or other improvement initiatives.</li> <li>• References or letters from industry partners indicating alignment between learning outcomes and industry needs.</li> <li>• References from peers or peer review specifically on/of work integrated learning activities.</li> <li>• Invitations to work with industry.</li> <li>• Details of contribution to professional development.</li> </ul>

## Tables of Achievement and Evidence

LEVEL	TEACHING ACHIEVEMENTS	EXAMPLES OF EVIDENCE
ASSOCIATE PROFESSOR (Level D)	<p>In addition to the achievements listed for associate lecturer (level A), lecturer (level B) and senior lecturer (level C):</p> <ul style="list-style-type: none"> <li>• Mentors and supports colleagues in planning and designing learning activities and curriculum, and/or extending the scholarship of learning and teaching.</li> <li>• Leads external benchmarking of learning activities and assessment.</li> <li>• Contributes to teaching and/or curriculum at a national level.</li> <li>• Is an external expert peer reviewer of curriculum.</li> <li>• Their learning materials are adopted by other institutions.</li> <li>• Is nominated for a teaching award.</li> <li>• Receives a university, national or discipline award for their teaching.</li> <li>• Leads at a national or international level in professional development in learning and teaching</li> <li>• Leads at a national or international level in scholarship of learning and teaching.</li> <li>• Author or co-author of series of publications relevant to learning and teaching.</li> <li>• Contributes to national or international committees and/or working groups to advance learning and teaching.</li> <li>• Sustained innovation in teaching practice and assessment related to work integrated learning.</li> <li>• Sustained engagement in continuing professional development.</li> <li>• Ratings of at least average over four consecutive years for subject experience survey items relevant to the quality of the applicant's teaching.</li> </ul>	<p>In addition to the examples of evidence listed for associate lecturer (level A), lecturer (level B) and senior lecturer (level C):</p> <ul style="list-style-type: none"> <li>• Awards and citations for learning materials.</li> <li>• Awards for a textbook the associate professor has authored.</li> <li>• Teaching awards.</li> <li>• References by peers that show recognition of national or international influence on scholarly teaching practice.</li> <li>• Application for teaching fellowship (HERDSA, AHE).</li> <li>• Invitations to present keynote at learning and teaching or discipline conferences.</li> </ul>
PROFESSOR (Level E)	<ul style="list-style-type: none"> <li>• In addition to the achievements listed for associate lecturer (level A), lecturer (level B), senior lecturer (level C) and professor (level D):</li> <li>• Leads curriculum design and review, planning and/or development at national or international level.</li> <li>• Significant curriculum or disciplinary contribution through published student learning materials/textbooks.</li> <li>• Contributes to development/review of learning and teaching policies, procedures and/or guidelines for the university and/or faculty.</li> <li>• Mentors individuals and teams to support student diversity, student transition and learning communities.</li> <li>• A sustained contribution to learning and teaching scholarship.</li> <li>• Sustained leadership in initiatives to involve students in research programs or research projects.</li> <li>• Sustained leadership in work integrated learning at discipline, national or international level.</li> <li>• Sustained recognition by industry or professional peers</li> <li>• Contributes to and/or leads professional development courses.</li> <li>• Is a member of a panel for review of an academic unit or discipline or a member of a discipline advisory committee in the university or sector.</li> </ul>	<p>In addition to the examples of evidence listed for associate lecturer (level A), lecturer (level B) and senior lecturer (level C):</p> <ul style="list-style-type: none"> <li>• Awards and citations for learning materials, textbooks.</li> <li>• Nomination for, or success in, a national or international teaching award.</li> </ul>

## Tables of Achievement and Evidence

### PROFESSIONAL ENGAGEMENT ACTIVITY AREA

LEVEL	PROFESSIONAL ENGAGEMENT ACHIEVEMENTS	EXAMPLES OF EVIDENCE
ASSOCIATE LECTURER (LEVEL A)	<ul style="list-style-type: none"> <li>• Maintains professional registration</li> <li>• Attends professional conferences</li> <li>• Attends professional development activities</li> <li>• Participates in professional networks/communities of practice</li> <li>• Applies new professional knowledge/practice in teaching</li> <li>• Supports and mentors students to prepare for their profession</li> </ul>	<ul style="list-style-type: none"> <li>• Brief references from students, sessional staff, subject coordinator, other members of teaching teams and/or course director</li> </ul>
LECTURER (LEVEL B)	<p>In addition to the achievements listed for associate lecturer (level A):</p> <ul style="list-style-type: none"> <li>• Supervises students in advanced professional practice</li> <li>• Participates in course professional accreditation work for the course in which they teach.</li> <li>• Supervises students' applied research</li> <li>• Participates in applied research activities</li> <li>• Engages with external professional practitioners to understand current practice, arrange and support student placements</li> <li>• Presents at professional conferences</li> <li>• Participates in activities of professional association</li> </ul>	<p>In addition to the examples of evidence listed for associate lecturer (level A):</p> <ul style="list-style-type: none"> <li>• Conference programs</li> <li>• Brief references from external professional practitioners, professional association members</li> <li>• Figures on success rate of students' applied research</li> </ul>
SENIOR LECTURER (LEVEL C)	<p>In addition to the achievements listed for associate lecturer (level A) and lecturer (level B):</p> <ul style="list-style-type: none"> <li>• Leads establishment and quality assurance of relationships with placement providers for applied research and/or student placements</li> <li>• Leads course professional accreditation for the course in which they teach</li> <li>• Participates in activities of professional association to review professional standards, influence government policy</li> <li>• Contributes to professional development activities for the profession</li> <li>• Public commentator on developments in the profession</li> <li>• Contributes to leading professional networks and/or communities of practice</li> <li>• Leads applied research projects to improve professional practice</li> <li>• Publishes applied research outputs in professional journals</li> <li>• Supervises higher degree by research students' applied professional research projects</li> </ul>	<p>In addition to the examples of evidence listed for associate lecturer (level A) and lecturer (level B):</p> <ul style="list-style-type: none"> <li>• Evidence of impact of professional practice innovations</li> <li>• Evidence of the impact of applied research projects and research outputs</li> <li>• Articles/footage/recordings in which the staff member commented on developments in the profession</li> <li>• Data on completion of doctoral students</li> <li>• Brief references from faculty/university academic leaders</li> <li>• Invitations to present at professional conferences</li> </ul>

## Tables of Achievement and Evidence

LEVEL	PROFESSIONAL ENGAGEMENT ACHIEVEMENTS	EXAMPLES OF EVIDENCE
ASSOCIATE PROFESSOR (LEVEL D)	<p>In addition to the achievements listed for associate lecturer (level A), lecturer (level B) and senior lecturer (level C):</p> <ul style="list-style-type: none"> <li>• Officer of professional association</li> <li>• Leads projects to improve professional standards at a national level</li> <li>• Recognised as a significant public commentator on the profession</li> <li>• Co-author of submissions or reports to government on the profession</li> <li>• Invited to review professional courses at other institutions</li> <li>• Substantial record of influential applied research and publications on professional practice</li> <li>• Awards for contribution to the profession</li> <li>• Edits a professional journal</li> </ul>	<p>In addition to the examples of evidence listed for associate lecturer (level A), lecturer (level B) and senior lecturer (level C):</p> <ul style="list-style-type: none"> <li>• Brief references by peers that show recognition of national influence on professional practice</li> <li>• Brief references from other leading public commentators on the profession</li> <li>• Invitations to present keynote at professional conferences</li> <li>• Evidence of awards</li> </ul>
PROFESSOR (LEVEL E)	<p>In addition to the achievements listed for associate lecturer (level A), lecturer (level B), senior lecturer (level C) and professor (level D):</p> <ul style="list-style-type: none"> <li>• Leads professional standards improvement at a national or international level</li> <li>• Recognised nationally or internationally as a leader in their profession: for example, fellow of professional association</li> <li>• Invitations to be keynote speaker at international professional conferences and/or professional development events</li> <li>• Distinguished record of leading applied research and research publications that define practice in the profession</li> <li>• Fellow or officer of international professional body</li> <li>• Advisor to governments and non-government organisations on policy relevant to the profession</li> <li>• National or international awards for contribution to the profession</li> </ul>	<p>In addition to the examples of evidence listed for associate lecturer (level A), lecturer (level B) and senior lecturer (level C):</p> <ul style="list-style-type: none"> <li>• Brief references from political leaders, senior civil servants</li> </ul>

## Tables of Achievement and Evidence

### ACADEMIC CITIZENSHIP ACTIVITY AREA

For every type of academic citizenship achievement, the expectation is that the staff member will demonstrate that they have been effective – energetic, collegial, contributing to improvements and innovations that have had a good effect on the student experience and academic quality. In the higher-level achievements such as chairing a committee or leading a project, the expectation is that the staff member will demonstrate that they have been effective as a leader, bringing people along with them, resolving conflicts, brokering solutions, to achieve a consensus for improvement and innovation.

LEVEL	ACADEMIC CITIZENSHIP ACHIEVEMENTS	EXAMPLES OF EVIDENCE
ASSOCIATE LECTURER (LEVEL A)	<ul style="list-style-type: none"> <li>Participate in assessment quality activities.</li> <li>Contribute to subject and course review.</li> <li>Lead a subject or subject offering.</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor's confirmation of achievements.</li> <li>Brief references from colleagues on effectiveness of contributions.</li> </ul>
LECTURER (LEVEL B)	<p>In addition to the achievements listed for associate lecturer (level A):</p> <ul style="list-style-type: none"> <li>Lead assessment quality activities.</li> <li>Convene or coordinate subjects.</li> <li>Lead a course.</li> <li>Contribute to course review.</li> <li>Suggest academic quality improvements.</li> <li>Participate in academic policy review consultation.</li> <li>Participate in school committees.</li> <li>Participate in community engagement activities.</li> <li>Participate in recruitment activities.</li> <li>Initiate school activities to strengthen collegial culture.</li> </ul>	<p>In addition to the examples of evidence listed for associate lecturer (level A):</p> <ul style="list-style-type: none"> <li>Brief references from school academic leaders on effectiveness of contributions to committees, reviews, engagement activities.</li> <li>Evidence of improvements to enrolments, progression, completions in subjects/courses led.</li> <li>Evidence of effectiveness of academic quality improvements.</li> <li>Brief references from school leaders or recruitment managers on effectiveness of contributions to community engagement activities.</li> <li>Brief references from community groups on effectiveness of contribution to developing solutions to issues.</li> <li>Evidence that the staff member has received feedback on their leadership from others and, where relevant, has changed their practice in response to constructive feedback.</li> </ul>
SENIOR LECTURER (LEVEL C)	<p>In addition to the achievements listed for associate lecturer (level A) and lecturer (level B):</p> <ul style="list-style-type: none"> <li>Lead one or more courses</li> <li>Lead course reviews.</li> <li>Chair a school or faculty committee.</li> <li>Lead a school or faculty working party.</li> <li>Lead a substantial school or faculty project to improve academic quality.</li> <li>Participate in a faculty and/or university committee or working party.</li> <li>Lead course review.</li> <li>Lead community engagement activities.</li> <li>Be a promotion/career mentor for level A and B staff.</li> <li>Contribute to academic leadership networks and communities of practice within the University.</li> <li>Participate in academic leadership networks / communities of practice beyond the University.</li> <li>Present on innovations in academic leadership and/or academic quality assurance at external conferences and professional development events.</li> <li>Publish influential papers in peer-reviewed journals on academic leadership.</li> </ul>	<p>In addition to the examples of evidence listed for associate lecturer (level A) and lecturer (level B):</p> <ul style="list-style-type: none"> <li>Evidence of improvements to academic quality and efficiency from reviews and improvement work.</li> <li>Brief references from academic leaders within and beyond the University.</li> <li>Conference programs, publications.</li> <li>Brief references from staff mentored.</li> </ul>

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LEVEL	ACADEMIC CITIZENSHIP ACHIEVEMENTS	EXAMPLES OF EVIDENCE
ASSOCIATE PROFESSOR (LEVEL D)	<p>In addition to the achievements listed for associate lecturer (level A), lecturer (level B) and senior lecturer (level C):</p> <ul style="list-style-type: none"> <li>• Lead a faculty or university improvement initiatives.</li> <li>• Lead an organisational unit review or restructure to improve quality and efficiency.</li> <li>• Be a promotion mentor or career mentor for level C staff.</li> <li>• Chair university committees and working parties.</li> <li>• Complete an additional qualification in academic leadership.</li> <li>• Lead a school or large unit of a division or portfolio effectively.</li> <li>• Build sustained relationships with communities, raising the University's profile in the region and increasing recruitment.</li> <li>• Contribute to leadership of academic leaders' networks and communities of practice beyond the university.</li> <li>• Be invited to present at conferences and professional development events for academic leaders.</li> <li>• Have a substantial record of influential peer-reviewed publications on academic leadership.</li> </ul>	<p>In addition to the examples of evidence listed for associate lecturer (level A), lecturer (level B) and senior lecturer (level C):</p> <ul style="list-style-type: none"> <li>• Evidence of performance improvements from review, restructure or sustained leadership of an academic unit.</li> <li>• Brief references from community leaders.</li> <li>• Evidence of qualification completion.</li> </ul>
PROFESSOR (LEVEL E)	<p>In addition to the achievements listed for associate lecturer (level A), lecturer (level B), senior lecturer (level C) and professor (level D):</p> <ul style="list-style-type: none"> <li>• Lead faculty or university improvement initiatives.</li> <li>• Lead review or improvement of a faculty, division or portfolio to improve quality and efficiency.</li> <li>• Lead a faculty, division or portfolio of the University effectively.</li> <li>• Have a distinguished record of supporting communities served by the University.</li> <li>• Contribute to submissions to government on higher education policy.</li> <li>• Sustained leadership of academic leaders networks and communities of practice nationally and internationally.</li> <li>• Be acknowledged at a national or international level as an influential leader in university management practice.</li> <li>• Be a promotion mentor or career mentor for level D staff.</li> <li>• Complete a master degree in academic leadership.</li> </ul>	<p>In addition to the examples of evidence listed for associate lecturer (level A), lecturer (level B), senior lecturer (level C) and associate professor (level D):</p> <ul style="list-style-type: none"> <li>• Brief references from political leaders, senior civil servants.</li> </ul>