



University of
South Australia

Academic Promotions

GUIDELINES FOR 2020 APPLICANTS



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1. Purpose

As Australia's University of Enterprise, UniSA is deeply committed to developing a workforce that is diverse, high performing and one in which talented people thrive. Our constructive enterprising culture fosters innovation through global, national and state links to our academic, research and industry partners. Academic promotion acknowledges that our academic staff contribute to the achievement of UniSA's mission and strategic goals in distinct ways and provides them an opportunity to progress their career by demonstrating their personal achievements in support of the University's success.

The University of South Australia [Academic Promotion Policy](#) sets out the principles that underpin a fair and transparent academic promotion process and these [Academic Promotion Guidelines](#) provide detailed information about the academic promotion process.

The [Academic Promotion website](#) provides further material to support the process including key dates, links to supporting documents and information about preparation of and support for your application. The website is updated throughout the promotion round and should be visited regularly.

2. Eligibility

Continuing and fixed-term academic staff, whether full-time or part-time, who meet the promotion criteria can apply for promotion to:

- Level B
- Level C
- Level D
- Level E.

If you are on a fixed term contract and you are successful in your promotion application this means that we have recognised the quality and impact of your work, but it doesn't guarantee you a further fixed term contract or continuing employment.

2.1 Re-applications

If you have been unsuccessful in your application for promotion in the previous year, you are not eligible to apply for promotion in the next round (i.e. you need to wait a year) unless you have the prior written approval (see [approvals form](#)¹) of:

- the Provost & Chief Academic Officer, for people applying to Level B or C
- the Vice Chancellor, for applications to Level D or E.

3. The promotion schedule

Promotion rounds are held annually with applications opening in March and closing in June. For 2020 to accommodate transition to the new academic structure, the round will open on 27 April 2020 and close on 24 July 2020, providing applicants the same time overall as previous years.

People, Talent and Culture will formally announce the opening of the academic promotion round and provide:

- information on how to submit your application online through UniSA's job vacancies (e-recruit system)
- a link to the [academic promotion website](#)
- the [closing date](#) for applications
- details of [information sessions](#) designed to help you prepare for your application for promotion.

¹ A copy of the approval needs to be uploaded to the relevant section of the online application form as part of your application for academic promotion.

Applications will not be accepted after the closing date.

For those academic staff who are successful, promotion will be effective from 1 January 2021.

In exceptional circumstances, the Vice Chancellor may convene a University-wide promotion panel to consider an application outside the normal process.

4. The framework for promotion

4.1 Criteria for promotion – areas of contribution

The academic promotion process is designed to recognise sustained academic excellence and performance at or above world-class standard, within a discipline area. It assesses the quality, impact and influence of your leadership and of your work across research, teaching and learning, and engagement, in line with the expectations of the academic position you hold at UniSA (i.e. Teaching, or Research, or Teaching and Research).

You will need to provide evidence that demonstrates you are already performing at the level to which you are seeking promotion as well as evidence of an upward trajectory in your performance.

At UniSA, how you do what you do is as important as the knowledge and experience you demonstrate. The [core attributes of UniSA staff](#) (core attributes) define UniSA's expectations for how our people will engage with each other and the wider University community. As part of your application, you will have an opportunity to explain how you demonstrate these qualities and this will be considered by the panel as part of their assessment (see page 13 of the guidelines for more information).

If you hold a **Teaching and Research Academic appointment** you need to address leadership, the core attributes and all three areas; teaching and learning, research, and engagement.

If you hold a **Research Academic appointment** you need to address leadership, the core attributes and the research and the engagement criteria. If you have contributed to teaching, you are also encouraged to address the teaching and learning criterion.

If you hold a **Teaching Academic appointment** you need to address leadership, the core attributes and the teaching and learning and the engagement criteria. If you have contributed to research, you may also address the research criterion (please note, research into the 'scholarship of teaching' is addressed under the teaching and learning criterion).

Promotion outside your substantive role will only be supported in exceptional circumstances based on prior written approval (see [approvals form](#)²) from:

- the Provost & Chief Academic Officer, for applications to Level B or C
- the Vice Chancellor for applications to Level D or E.

4.1.1 Teaching and learning

As Australia's University of Enterprise, UniSA is committed to building a culture of innovation, [providing enhanced educational offerings](#) and an outstanding student experience.

Academic staff engaged in teaching will display a genuine commitment to student learning, developing graduates that are globally employable and have the knowledge, skills and qualities to contribute to the challenges of the future. High quality teaching is evident through innovative active learning curriculum that provides digitally enabled learning experiences and includes research-driven teaching approaches that are aligned with current disciplinary and professional practice.

² A copy of the approval needs to be uploaded to the relevant section of the online application form as part of your application for academic promotion .

UniSA academic staff will display leadership in the design and delivery of engaging curriculum and programs with a strong professional emphasis and in partnership with industry. Academics will model and drive excellence in enterprising teaching within their discipline and across others, demonstrating a positive influence in the University's teaching and learning environment.

Activities in this area may include:

- Designing and planning learning activities;
 - That are industry-relevant and at the forefront of professional practice globally
 - That are best practice in the use of technology-enabled teaching and learning approaches
- Teaching and supporting student learning;
 - Through various instructional modalities (internal, external and online)
 - Through engaging students and providing rich and varied learning experiences
- Assessing and providing feedback to students;
 - That is timely, provides clear academic advice and enables students to make informed judgements about their performance
 - Using a range of assessment strategies aligned with the course objectives
- Developing supportive learning environments;
 - That demonstrate inclusive teaching practices
 - That prepare students to be adaptable and to enter the workforce in their discipline
- Integrating scholarship, discipline research and professional learning activities;
 - By linking curricula to high quality research
 - By supporting and promoting professional learning in self and in colleagues.

Leadership in teaching and learning can be demonstrated in areas such as:

- Effective contribution to the implementation of the University's approach to teaching and learning;
- Leading initiatives to improve the learning environment and teaching practice at UniSA;
- Mentoring junior staff to enable them to understand and develop excellence in teaching practice and scholarship of teaching research;
- Leading funded and unfunded projects relevant to the University's approach to teaching and learning and its priorities;
- Improving educational practice and outcomes in accordance with UniSA's approach to teaching and learning through mentoring junior staff and leadership of teaching teams;
- Supporting the development of colleagues' teaching practice through leadership in peer review processes;
- Constructive contributions to teaching and learning committees;
- Leading the design and implementation of national learning and teaching projects;
- High-quality national and international contributions for example, reviewing curricula at other universities, invited presentations at national or international conferences.

Evidence under this criterion will vary according to the level of promotion. Examples include:

- Effective teaching practice drawing on a range of instructional strategies such as online, blended, digitally enhanced and flipped classrooms;
- Recognition of teaching efficacy through formal summative peer review process;
- Demonstrated engagement with, and use of, student and formative and/or summative peer evaluation data to improve teaching practice;
- Curriculum innovation which leads to improved student learning outcomes e.g. academic performance, attrition rates, course experience, grade distribution;
- A history of student evaluation of teaching at a level commensurate with UniSA's aspirations;

- Student recruitment, including subgroups such as equity or international;
- Student retention/performance, including subgroups such as equity or international;
- Graduate employability, including subgroups such as equity or international;
- Positive feedback from employers, professional bodies or primary/high schools;
- Scholarship of teaching research that informs quality teaching practice(s);
- Professional practice that informs new teaching curricular and/or is brought back into the classroom to enhance the student experience and outcomes;
- Students being exposed in the classroom to the very latest technologies and practices being utilised or tested by industry and the professions and/or cutting-edge research aligned to their discipline;
- Teaching awards, citations and/or Fellowships (local, national and international);
- Gaining competitive internal, external, national and international teaching and learning grants that result in improved practice;
- Delivery of professional development for others in the area of teaching and learning;
- Invitations to give keynote addresses at national and international forum and conferences;
- Invitations to contribute to other higher education institutions or relevant community/industry/government/international committees and associations;
- Institutional, national or international reputation for contributions to pedagogy.

4.1.2 Research

UniSA's [research vision](#) envisages research inspired by challenges and opportunities, partnered with end-users and communities, and underpinned by excellence. The [Research and Innovation Strategic Plan](#) builds on this vision. As the University of Enterprise, UniSA aspires to be a national leader not just in creating knowledge but also in translating it into real world outcomes.

The University's researchers will partner across disciplines, with academic collaborators and with end-users to anticipate and solve the complex issues our stakeholders and wider communities face.

Research productive academic staff will be able to demonstrate a spirit of enterprise, be outward facing, responsive, and shape national and international research directions. Research leaders will mentor and develop other staff and harness the talents of diverse teams, from research students to distinguished professors; to create the foundations of research excellence and the critical mass needed to sustain powerful academic collaborations and end-user partnerships. This research will in turn inspire new research directions and drive the delivery of research-informed teaching.

Research in teaching and learning will be judged against the same standards as research in any discipline.

Activities in this area may include:

- Disciplinary and interdisciplinary: thematic research; basic and applied research; creative practice and critique;
- Effective and sustained engagement with UniSA's peers, research end-users, industry, or the community, to solve real end-user informed problems through basic or applied research;
- Delivering quality, relevant research outputs that contribute to the research performance of UniSA;
- Communication that disseminates research to non-academic audiences;
- Partnering with industry and research end-users to define research directions and support translation of research into new policy, services or products;
- Innovative, outcomes-focused, relevant engagement and research;
- Recruiting, educating and training research students;
- Collaborating with or supervising post-doctoral fellows and early career researchers;

- Innovation in the design, development and evaluation of education and training programs for research degree students and early career researchers;
- Developing strategies to form strong collaborative and productive relationships between research concentrations and with key international research partners.

Leadership in research can be demonstrated in areas such as:

- Effective contribution to the University's research strategy;
- Leading research projects and creative practices consistent with UniSA's research strategy;
- Building and sustaining a high-quality research team that includes research students and early career researchers;
- Building our research capacity by growing teams, mentoring junior staff, embedding research integrity, modelling diversity and harnessing the capabilities of all people;
- High-quality research supervision within a vibrant and outward facing research environment;
- Active engagement in research-informed teaching that inspires our undergraduates;
- Contributing effectively to changes in research policy or strategic research directions for the University or for the nation as a whole;
- Leading a multidisciplinary research or creative practice collaborations or a team, at a state, national or international level;
- Constructive sustained contributions to UniSA's research;
- Constructive contributions to key external research-related committees over a period of time;
- Reputation and standing as a researcher or creative practitioner within and beyond the University;
- Serving as a thought leader nationally and internationally to shape research directions.

Evidence under this criterion will vary according to the level of promotion. Examples include:

- Gaining competitive research income and contract research income;
- Publication in quality journals and/or books or development of quality creative artefacts;
- Contributing to a quality ranking of world-standard or above in a research field;
- Research that is connected to and informs UniSA teaching practice and programs;
- Being regularly invited to present guest lectures because your research informs UniSA's programs or it is recognised as being impactful and relevant to industry, the profession or society;
- Supervising and training higher degree research (HDR) students who publish, complete in a timely fashion and gain employment;
- An approach to research and publication outputs that supports the research goals of UniSA and adds value to the University and its reputation;
- Creating academic impact as evidenced by strong citations in citation-rich disciplines;
- Effective and productive multidisciplinary and thematic collaborations with external bodies at a state, national or international level which may include joint funding or jointly supervised students;
- High-quality research that has made a demonstrable contribution to the economic, social, cultural and environment benefit of society;
- Prizes, awards and invitations to convene or present at symposia, which reflect international recognition in a research field;
- Development and licencing of new products or processes with commercial potential;
- Feedback from collaborators, research end-users, industry and/or professional bodies;
- Delivery of professional development for others in the area of research;
- Invitations to sit on external local/national/international committees relevant to the research field.

4.1.3 Engagement

UniSA's strategy to differentiate ourselves as [Australia's University of Enterprise](#) means that our teaching and research need to connect globally with the issues facing our stakeholders. At UniSA, we engage with society by building on our strong social mission and commitment to the societies we serve on a global scale.

Engagement encompasses:

- Contributions to community and professional organisations, government and non-government agencies, industry, business and the general community in Australia and internationally that have impact and that add value to the University;
- Partnerships that are mutually beneficial, enhance the University's reputation and contribute to the achievement of its goals and success;
- Contributions to the UniSA community, through work and activities that do not necessarily relate directly to an individual's workload;
- Working with research end-users to identify and define research directions or projects;
- Partnering with research end-users in a meaningful way that facilitates the impact of research;
- Supporting research end-users in transforming products, services or policies;
- Engagement with industry that leads to patents, commercialisation and licensing;
- Collaboration that results in real social impact.

Activities in this area may include:

- Using expert knowledge, techniques and processes to support the development of communities and industries consistent with UniSA's values and strategic directions;
- Initiating and building strategically relevant relationships with external partners;
- Establishing and nurturing collaborations that have positive outcomes for the University's research, creative practice or education programs;
- Providing formal advice through membership of external committees and boards that are consistent with the University's strategy and values;
- Contributing to public lectures, talks and external activities that add to the public knowledge of the discipline and has a positive impact on the reputation of the University;
- Providing formal advice to Government through delivery of policy, position papers and by sitting on boards or strategic committees;
- Communicating with research end-users so they want to connect and remain connected with UniSA;
- Helping research end-users to incubate projects, disruptive technologies and ideas that will lead to outcomes with real world impact;
- The translation of research outcomes into products and services that create a commercial return and have a positive impact on society;
- Participation in activities that support colleagues and the University to evaluate and improve practice for example a reviewer for summative peer review of teaching;
- Participating in University governance and management committees that are integral to the achievement of UniSA's goals.

Leadership in engagement can be demonstrated in areas such as:

- Leading initiatives that are of mutual benefit to the University and its industry, government or community partners;
- Leading collaborative community or industry development projects;
- Developing strategic partnerships and collaborations with industry and the community;

- Actively supporting peers and mentoring junior staff to guide and develop their skills in areas of strength for example online education, in class teaching, or writing of quality research papers etc;
- Leading key University governance and management committees, including ad hoc issue-based working groups;
- Leading teams that engage in innovation and outcomes that have commercial potential or translate into actual commercial returns;
- Strategic involvement in external UniSA events or sponsorships in a way that adds impact and value to research or contributes to the learning outcomes of students;
- Reputation and standing as an expert, a public commentator, an advisor or a consultant that adds to the reputation of UniSA.

Evidence under this criterion will vary according to the level of promotion. Examples include:

- Involvement in commercialisation of research outcomes or spin-out companies;
- Engagement with your professional body or industry that provides tangible benefits to our students for example greater opportunities for placements or employment;
- The impact of contributions to government or other policy;
- Election or nomination to boards of companies or other significant entities such as statutory authorities or committees;
- Adoption of research outcomes by industry, government or communities;
- A record of constructive contributions to professional societies or academies;
- Invitations to publish in trade journals or other professional outlets (other than academic publications);
- A reputation of being easy to partner with and for delivering real outcomes and impact;
- Acknowledgment of providing (informal) quality leadership and guidance through mentoring and peer support;
- The quality and extent of contributions to University governance and management and to the University community.

4.2 Expectations of performance

If you hold a Teaching and Research Academic appointment or a Research Academic appointment, the [minimum standards for academic levels \(MSAL\)](#) are a useful guide to the minimum experience, duties and level of contribution expected. If you hold a Teaching Academic appointment, you should refer to the [Teaching Academic Standards of Performance](#) for details on expectations.

The Research Benchmark Framework (RBF) forms part of the academic promotion evidence for research-active staff applying for levels C, D and E from 2020.

Position descriptions and the [academic classification standards](#) also provide information about expected academic performance as do the performance management and development conversations with your supervisor.

For you to progress through the academic promotion levels there is an expectation that you can demonstrate (where relevant) a sustained increase in the:

- interplay between your teaching and learning, research, and engagement;
- active engagement with and demonstration of the qualities described in the [core attributes of UniSA Staff](#);
- range of activities that support UniSA's ambition to Australia's University of Enterprise;
- quality and impact of your teaching and your contribution to all aspects of learning and teaching;
- quality and impact of your research;
- scope and quality of your engagement with industry and/or practice;

- scale and influence of your contribution in the discipline, the University or the wider community;
- scope, depth and effectiveness of your leadership impact;
- mentorship, coaching and team participation and involvement you engage in; and
- way you are perceived by peers - your local, national and international reputation and standing.

At UniSA the significance of constructive leadership impact means that, if you are applying for promotion to:

- **Level E** Professors are expected to actively lead through constructive leadership capabilities, authentic modelling of the core attributes, discipline leadership for UniSA that has real and sustained impact, the exceptional quality and effectiveness of teaching, greater sustained research outputs, the high-quality standard of your engagement, and through supervising, empowering and mentoring more junior staff. The impact of your leadership and modelling of the core attributes will be assessed through the process;
- **Level D** Associate Professors are expected to lead by example through constructive leadership capabilities, compelling and authentic modelling of the core attributes, discipline leadership for UniSA that has demonstrable impact, the high quality and effectiveness of teaching, greater research outputs, the quality and impact of your engagement, and through developing and positively mentoring more junior staff;
- **Level C** we expect you to demonstrate the growing impact of your engaged and constructive leadership and your understanding and modelling of the core attributes in your leadership of yourself and others; and for
- **Level B** your leadership will be demonstrably emerging with evidence of an understanding of the importance of constructive relationships with peers in line with the core attributes.

If you have had a significant career in industry and/or practice prior to joining the University and you can demonstrate the attributes of an academic (relative to the level being sought and the length of university career), you may be assessed through consideration of the impact and achievements of your career to date.

The academic promotion process should form part of your wider [performance development and management](#) (PDM) conversation so that you have access to feedback on your performance and appreciation of your potential and impact.

4.3 Achievement relative to opportunity

Applications for promotion are assessed on merit and in accordance with the University's [equal opportunity](#) policy.

Promotion panels will consider how your personal circumstances, work arrangements, career history and overall time available may have affected your opportunities and achievements, while ensuring that the quality and impact of achievements are demonstrated to the required standard. If you would like to submit a one-page *achievement relative to opportunity* statement, it can be uploaded as part of the application. See *preparation of the application* section 6 (page 12) below on how to do this.

For further guidance, please refer to the [Assessment of achievement relative to opportunity: information for applicants and promotion panels](#).

Academics on, or recently returned from, maternity or parental leave, who meet the promotion criteria, are strongly encouraged to consider applying for promotion and to discuss this with their supervisor.

4.4 Weighting the areas of contribution

In order to highlight the strengths of your achievements and build your case for promotion you need to allocate a weighting to each criterion.

Weightings should reflect your judgement about your overall contribution, based on your assessment of the quality, quantity, leadership and impact of your work. Those activities that you weight most heavily will receive a greater weighting in the assessment of the overall merit of the case. Weightings should not be confused with your workload; the focus of weightings is on your achievements and outcomes and their impact and influence with reference to the level you are applying for, not the proportion of time allocated to the activity.

It is important to seek advice from your supervisor about the allocation of weightings.

The weightings need to total 100% and sit within the following boundaries:

	Teaching and Research Academic appointments	Research Academic appointments	Teaching Academic appointments
Teaching	30-50%	0-20%	60-90%
Research	30-50%	60-90%	0-20%
Engagement	10-30%	10-30%	10-30%
<i>Promotion panels may vary the weighting if that will benefit you.</i>			

In exceptional circumstances, a promotion panel may accept a higher weighting from you for engagement and a subsequent change to the teaching or research weighting (where applicable) based on prior written approval (see [approvals form](#)³) from:

- the Provost & Chief Academic Officer, for applications to Level B or C
- the Vice Chancellor for applications to Level D or E.

5. Promotion panels

Panels will assess applications and provide advice and recommendations to the Chair. All applications will be provided to the panel in electronic form by the panel's Executive Officer.

At the discretion of the Chair (in consultation with the Executive Officer), panel members may in exceptional circumstances submit their comments in writing, attend remotely (i.e. teleconference) or tender an apology for a meeting or a part of a meeting.

Applicants to Level B and C from outside the Academic Unit structure will submit their application to the following panels. Academics from:

- UniSA Online, Research and Innovation Services, and the Teaching Innovation Unit will submit their application to the University B/C Panel 2 (see 5.1 below).
- The Future Industries Institute (FII), the UniSA Cancer Research Institute or the Research Portfolio will submit their application to the University B/C Panel 1 (see 5.1 below).

A panel may choose to refer your application to the other University Level B/C promotion panel if they determine that the other panel offers a more appropriate discipline context and alignment in terms of assessing your case for promotion. If this occurs, you will be advised that your application has been referred.

³ A copy of the approval needs to be uploaded to the relevant section of the online application form as part of your application for academic promotion .

5.1 University panels for promotion to Levels B and C

The University, through People, Talent and Culture, will establish two University panels for assessment of applications for promotion to Level B and C:

Panel 1: UniSA STEM UniSA Clinical and Health Sciences UniSA Allied Health and Human Performance	Panel 2: UniSA Business UniSA Creative UniSA Justice and Society UniSA Education Futures
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The University's Level B and C panels will comprise:

- The Provost & Chief Academic Officer or nominee (Chair);
- Executive Deans aligned to the discipline focus of the panel;
- Vice Chancellor nominee from the Professoriate (academic engaged in excellence in research) and appointed for a period of up to three years;
- Vice Chancellor nominee from the Professoriate (academic engaged in excellence in teaching) and appointed for a period of up to three years;
- If required, the Chair may in exceptional circumstances nominate an extra or alternative academic member at Level D or above;
- The Executive Officer.

5.1.1 University B/C promotion interview panels

Applicants who are called for interview will be interviewed by a sub-group of the panel. Final membership of the interview panel will be determined by the Chair in consultation with the panel and Executive Officer, but the interview panel will comprise:

- The Provost & Chief Academic Officer or nominee (Chair);
- At least one Executive Dean aligned to the discipline focus of the panel;
- At least one VC nominee from the Professoriate;
- The Executive Officer.

5.2 University senior promotion panel for promotion to Levels D and E

The Vice Chancellor, through People, Talent and Culture, will establish a University-wide senior promotion panel to evaluate applications for Level D and E.

The University senior promotion panel will comprise:

- The Vice Chancellor or nominee (Chair);
- At least one external member, at Level E Professor (or equivalent);
- The Provost & Chief Academic Officer;
- The Deputy Vice Chancellor: Research and Enterprise;
- The Executive Deans;
- The Executive Director: People, Talent and Culture (or nominee);
- The Executive Officer.

5.2.1 University senior promotion interview panels

Applicants who are called for interview will be interviewed by a sub-group of the panel. The senior interview panel will comprise:

- The Provost & Chief Academic Officer (as Chair);
- The Deputy Vice Chancellor: Research and Enterprise;
- At least one Executive Dean;
- The Executive Director: People, Talent and Culture;
- The Executive Officer.

5.3 Conflict of interest

Applicants and panel members should declare to the Chair any conflict of interest that has the potential to influence the promotion outcome. If you are uncertain whether an actual or potential conflict of interest exists, advice should be sought from the Chair. The Chair will take appropriate action where necessary to ensure the impartiality and integrity of the assessment process.

5.4 The basis for decision making

Promotion decisions will be determined based on evidence provided through:

- A detailed record of your academic achievements;
- A report by an appropriate senior academic pre-approved by Executive Dean, the Provost & Chief Academic Officer or the Deputy Vice Chancellor: Research and Engagement⁴ and any observations on the report you feel are valid to add;
- Independent referee reports for shortlisted applicants, if required;
- Requested support material, if required;
- Independent expert advice, if required;
- Interview, if required.

Promotion panels will take a 'whole of career' approach (including your achievement at other institutions), with attention predominately paid to the previous five years. If you have been appointed to the University *within* the last five years, the panel will consider your earlier work however, *the main focus* will be your impact and achievements since beginning at UniSA. If you have been promoted *within* the last five years, the panel will focus predominantly on your impact and achievements since you were last promoted.

6. The application process

You should discuss your intention to apply for promotion with your supervisor, as well as with your Executive Dean (for Level D and E) in the event they are not your direct supervisor, before submitting your application.

6.1 Preparation of the application by the applicant

The components of the application that you submit electronically via the UniSA e-recruitment system include:

- The weighting for each criterion, within the defined parameters (contained in the online form);
- An up-to-date academic curriculum vitae (see 6.1.2 for page limits);
- A peer review of teaching report (where applicable);
- A copy of a report from the pre-approved senior academic (see 5.4 above & 6.3 below);
- A copy of your response to the report – included as part of the report (where applicable);
- A copy of any pre-approvals to amend your application (where applicable see checklist)
- A copy of your *achievement relative to opportunity* statement (where applicable);
- *Commentary on your achievements and the core attributes* (five single-sided A4 pages. Pages 1-4 for the *commentary of your achievements* plus page 5 on the *self-assessment on the core attributes* [see 6.1.6];
- Details of your nominated referees – see 6.2.1 (contained in the online form);
- Details of your Executive Dean or Director's nominated referees (contained in the online form).

⁴ The applicant's nomination of the senior academic who will write the report will need to be pre-approved by the Executive Dean for academic staff located in Academic Units; the Provost & Chief Academic Officer for academic staff located in the Teaching and Innovation Unit and UniSA Online; and the Deputy Vice Chancellor: Research and Engagement for academic staff located in the Future Industries Institute, the UniSA Cancer Research Institute, Research and Innovation Services and the Research Portfolio. This can be done by email.

The components of the application to be attached by People, Talent and Culture

- A copy of your Academic Staff Activity (ASAR) report (see 6.1.5 below).

6.1.1 The weightings for each criterion

An embedded text box is provided as part of the online application process for you to indicate your weightings for each criterion. You don't need to include them in your commentary or curriculum vitae. See section 4.4 above for further information about weightings.

6.1.2 The curriculum vitae

The curriculum vitae (CV) provides a summary of your career activities to date. There is no set template but for 2020 the following page limits apply for applications to:

- Level B or C - no more than 5 pages.
- Level D or E - no more than 10 pages.

An [example template of the CV](#) is available on the academic promotion website. You need to include a footer on each page that has your name, the level you are applying for, and page numbers.

6.1.3 Peer review of teaching

If you are engaged in teaching (Teaching Academics or Teaching and Research Academics) you need to submit a recent UniSA summative peer review of teaching report (no older than 3 years as at 1 January), as part of the evidence of your teaching quality. The UniSA [summative peer review of teaching](#) process is managed by the Teaching Innovation Unit (TIU). If you are a research academic and you are including a weighting against teaching you may submit a report if you want to, but it isn't compulsory.

You will need to speak with your supervisor as soon as possible if you require a summative peer review of teaching (SPRT) for your application. Any requests should be submitted no later than six weeks prior to the closing date for promotion to ensure that your peer review is completed in time for you to attach it to your application.

Other than in exceptional circumstances, no late peer reviews will be accepted. Pre-approval from the Provost & Chief Academic Officer is required to submit a SPRT after the closing date ([approvals form](#)⁵)

Further information about peer review can be found on the TIU's [summative peer review website](#).

6.1.4 Achievement relative to opportunity statement (where applicable)

If you want to submit an achievement relative to opportunity statement you can upload a one-page document outlining your case. Further information about preparing a statement can be found in the [Assessment of achievement relative to opportunity: Information for applicants and promotion panels](#).

6.1.5 The academic staff activity report

You can access a copy of your *academic staff activity report* (ASAR) by clicking on the [staff activity report](#) link. This link is also available on the [academic promotion webpage](#). It is recommended that you access the report as soon as possible to make sure that it is accurate (i.e. nothing is missing that you expected to see and/or nothing is added that doesn't 'belong' to you). Information that appears in your ASAR should align to your academic curriculum vitae.

The [academic activity report – definitions and help](#) site developed by Business Intelligence and Planning (BIP) will explain what is or isn't included in your ASAR. Any queries are emailed to BI@unisa.edu.au and it is recommended that you do this no later than four weeks prior to the closing date for promotion to make sure that the updates can be verified (if needed) and then made to your report.

⁵ A copy of the approval needs to be uploaded to the relevant section of the online application form as part of your application for academic promotion.

6.1.6 Commentary on your achievements and core attributes

The commentary on your achievements should focus on the last five years (although you can refer to things that are older than this if they provide relevant context for your recent achievements). This commentary allows you to indicate what you consider to be your most significant achievements and the quality, influence and impact of those achievements and of your leadership across all relevant areas. Promotion panels will pay particular attention to information or evidence that can be corroborated.

The commentary is limited to **five** single sided A4 pages. The first four (4) pages should comprise:

- A short executive summary.
- A brief summary of new achievements since your last application for promotion or appointment at UniSA (if within 5 years).
- Commentary on the quality and impact of your achievements in each of your areas of contribution (teaching and learning, research, and engagement) and on your leadership. This should include explanations about your major achievements, your research income, publications, scholarship of teaching, areas of contribution to the University, supervision of higher degree students and impact in the classroom on student attraction and retention.

The final page (page 5) of your commentary on achievements:

- is where you provide a self-assessment of how effective you have been in modelling and realising the [core attributes of UniSA Staff](#). Information on what we are looking for can be found in the [core attributes self-assessment](#) template.

If you are applying for promotion to Level D or Level E, you need to provide evidence of your leadership at UniSA, particularly demonstrating how you mentor and lead junior colleagues and develop their capabilities and how you actively provide discipline leadership for UniSA that has demonstrable impact. Providing examples that demonstrate the positive impact you had and the constructive value you added through your leadership on outcomes and the development of other colleagues is key.

6.2 Independent Referees

An academic promotion referee is an expert in your academic discipline or professional field who can provide the panel with an independent and balanced assessment of your standing based on your achievements and examples of your leadership (as relevant). Community, industry or other relevant stakeholders may be appropriate to provide comment on achievements in the engagement category.

Referees who have worked closely with you (i.e. on joint research or publications, or as close recent work colleges or in supervisory positions) are not considered independent. You will need to avoid perceived, potential or actual conflicts of interest in your nominations by identifying independent referees.

The names of potential referees for academic promotion are likely to be different from the referees you would choose if you were applying for a position at UniSA. Information on how to choose referees can be found in the FAQ section on the [academic promotion website](#).

6.2.1 Referees nominated by applicants

You are asked to submit the names and contact details of potential referees as part of the application within the online application form.

Applicants will be asked to provide the following:

- **For applications to Level B and Level C** – names and contact details of three (3) potential referees. One referee can be from UniSA if you are able to demonstrate the independence of their reference.
- **For applications to Level D and Level E** – names and contact details of four (4) potential referees. All referees need to be external to UniSA and at least two (2) should be of international standing.

Adjuncts are considered external referees for the purpose of academic promotion noting the importance of being able to demonstrate independence.

To ensure independence is maintained, applicants are asked not to contact their nominated referees, or provide them with a copy of your application or other supporting materials. The Executive Officer will request referee reports, should they be required, after the closing date.

6.2.2 University-nominated referees and referees nominated by your Executive Dean

Your Executive Dean or Director⁶ in consultation with your supervisor will also provide the names and contact details of potential referees. All nominations will be external to UniSA, demonstrate independence and differ from the list provided by the applicant. You need to request these names from your Executive Dean or Director. You can either submit them as part of your application in the relevant section of the online application or your Executive Dean or Director can submit them directly to the AcademicPromotion@unisa.edu.au after the round closes.

The requirements are:

- **For applications to Level B and Level C** – names and contact details of three (3) potential referees. One referee can be from UniSA if you are able to demonstrate the independence of their reference.
- **For applications to Level D and Level E** – names and contact details of four (4) potential referees. All referees need to be external to UniSA and at least two (2) should be of international standing.

The Chair may seek further recommendations from the panel and the names of these University-nominated referees will be provided to the panel in confidence.

6.3 Report from your nominated senior academic

For 2020, you are required to request and submit a report from an appropriate pre-approved senior academic as part of your application. This replaces the previous Head of School report.

The report will be based on your application (which you will need to provide to your nominated senior academic) and it should include comments on the evidence you have provided in the areas of contribution, observations on the statement of claims made in relation to how you have modelled and realised the *Core Attributes of UniSA staff* and your *achievements relative to opportunity* as appropriate. It will also include any other relevant information that may assist the panel.

You can include up to one page of your comments on the report. These should be uploaded in the relevant section of the online application ([see template](#)). A further response from your nominated senior academic is not required.

Your nominated senior academic will be pre-approved by the Executive Dean for academic staff located in Academic Units and the Provost & Chief Academic Officer for academic staff located in the Teaching and Innovation Unit and UniSA Online and the Deputy Vice Chancellor: Research and Engagement for academic staff located in the Future Industries Institute, the UniSA Cancer Research Institute, Research and Innovation Services and the Research Portfolio.

A copy of the template for the report is available on the academic promotion website.

⁶ For academics outside the Academic Unit structure the names will be sought from your Director/Executive Director. This includes academics located in the Teaching and Innovation Unit, UniSA Online, Future Industries Institute, the UniSA Cancer Research Institute, Research and Innovation Services and the Research Portfolio.

6.4 Submission of significant information after the closing date

You may submit new information, via email to AcademicPromotion@unisa.edu.au, for the purpose of:

- clarifying or updating achievements foreshadowed in your application, for example, acceptance of a grant application or publication submission;
- providing new information about unanticipated events and/or significant achievements that significantly strengthens your case for promotion, for example an external teaching award.

New information, material to the application, should be provided in one email (using the preferred template) two weeks before the relevant panel is due to meet. [Panels and key dates](#) are on the academic promotion website or available by contacting the Executive Officer on AcademicPromotion@unisa.edu.au.

6.5 Applications for promotion to different levels

It is possible to submit separate applications to different academic levels in the same promotion round. In this case, you need to submit separate applications for each level applied for addressing the relevant criteria. Please email AcademicPromotion@unisa.edu.au advising you would like to apply for promotion to different levels and a team member will assist you with the application process.

7. The assessment process for panels

7.1 Promotion stages

A: Initial assessment for shortlisting

Panel members will review all applications in the current round against the policy and criteria to determine shortlisted candidates. The panel may request additional material to assist with its decision.

A panel may recommend an applicant for promotion without seeking further information or referee reports if satisfied that the criteria have been met.

If you are unsuccessful at the shortlisting or subsequent stages, the panel may choose to move straight to the 'notification of outcomes and feedback' step and let you know the outcome before finalising the rest of the applications. This is to ensure we don't prolong the uncertainty for our staff.

B: References (if required)

Where relevant, referees will be selected to take account of your leadership and work across the three areas of activity: teaching and learning, research and engagement.

Panels will choose referees from the names put forward by you (at least one of your nominated referees will be contacted) and your Executive Dean or Director (see 6.2) . A panel may identify and seek reports from other subject experts with relevant expertise, as it considers appropriate.

Reports from referees will be confidential and a copy won't be provided to you. Only those directly concerned with the processing and assessment of applications will view the reports.

C: Applicant interview (if required)

You may be invited to interview to clarify aspects of your application. The proposed dates of the interviews are provided on the [key dates page on the academic promotion website](#). If you are unavailable on this date, reasonable efforts will be made to accommodate you.

The decision to interview or to not interview does not indicate whether you have been successful or unsuccessful.

D: Panel recommendations

Panels will determine promotion outcomes once all relevant information has been considered. The Senior Promotion Panel may confer a specific title in recognition achievements of your work. For example, Industry Associate Professor / Professor or Clinical Associate Professor / Professor.

E: Endorsement

The promotion panels for promotion to Level B and C will forward their recommendations to the Vice Chancellor for endorsement and subsequently forward the outcomes to Academic Board for noting.

The Senior Promotion Panel will forward its recommendations to the University Council for endorsement.

F: Notification of outcomes

We will advise you of the outcomes at each stage of the process as soon as possible, however, if you have any questions please contact the Executive Officer on AcademicPromotion@unisa.edu.au. Once outcomes are confirmed, the Executive Director: People, Talent and Culture will formally confirm the outcome of your application.

Formal notification of outcomes will normally occur in December.

G: Feedback

If you have been unsuccessful in your application for promotion, it is important that you have the opportunity to meet with nominated panel members to support your development and future career progression. Your supervisor (for Level B or C applicants) or Executive Dean (for Levels D or E applicants) will be invited to attend the meeting. We recognise that investment in this process is significant and it's important that meaningful and constructive feedback is provided to applicants to support their continued progress.

8. Confidentiality

All participants in the process will treat all materials and deliberations in the strictest confidence.

9. Timelines

Key dates 2020

- Information about the 2020 round – released in February 2020
- Applications open – week commencing 27 April 2020
- Applications close – 5.00pm Friday 24 July 2020
- Confirmation of outcomes – December 2020
- Promotion is effective for successful applicants - 1 January 2021

CROSS REFERENCES:

[Academic Promotion Policy](#)

[University of South Australia Enterprise Agreement](#)

10. Checklist

Preparation	
	Spoken with your supervisor
	Spoken with your Executive Dean (applicants going for D or E)
	Sought approval from your Executive Dean, the Provost or the Deputy Vice Chancellor: Research and Engagement for your nominated senior academic who will write your report (the report that replaces the HoS report for 2020)
	Contacted your pre-approved senior academic who will be writing your report. <i>tip: there will be a section in the online form where you load this report.</i>
	Identified your independent referees – don't approach the person to ask if they would be a referee (just put names forward in the relevant section on the online application form).
	Asked your Executive Dean/Director for their list of independent referees, and if they want to provide the names to you for inclusion in the online form or if they would prefer to provide the names after the round closes. <i>tip: they can provide the names directly to the academic promotion team after the round closes.</i>
	Know what weightings you want to use <i>tip: they get embedded in the online form and don't have to go into your commentary</i>
	Gone online to have a look at the online application form <i>* tip: fill out the basic information early such as your staff ID & name.</i> <i>* tip: if you load an early document you can load a new version over-the-top</i>
	Reviewed your Academic Staff Activity report <i>* tip: read the information about what should appear on it and if anything is missing email BI@unisa.edu.au</i>
	Sought any approvals from the Vice Chancellor or the Provost & Chief Academic Officer required using the ' approvals form ': <ul style="list-style-type: none"> • Approval to reapply (if unsuccessful in 2019) • Approval to apply outside of your academic appointment type (T&R or Teaching or Research) • Approval to vary weightings • Approval to submit a late summative peer review of teaching (Provost approval)
Documents to attach or prepare	
	Academic curriculum vitae <i>tip: for 2020, page limits apply – Level B or C (no more than 5 pages) and Level D or E (no more than 10 pages)</i>
	Commentary on achievements (five-page limit: 4 pages on your achievements, plus 1 page on the Core Attributes) <i>tip: have you included a footer with you name, level applying for and page number?</i>
	Commentary on how you exemplify the Core Attributes (one-page limit: this is page five of the commentary on achievements) <i>tip: the core attributes self-assessment template is on the website</i>
	A peer review of teaching report <i>tip: Teaching Academics and Teaching and Research Academics need one.</i>
	A copy of the applicant's achievement relative to opportunity statement (where applicable)
	A copy of any of the approvals you needed to seek (ie approval to reapply)
	Pre-approved senior academic report <i>Tip – have a look at the process map on the FAQ page</i>
	Comment from you on your report (only if you want to provide one) <i>Tip – this is included in the 'report template' and not a separate document</i>
	Executive Dean's list of nominated referees (or they can send them directly to the AP team afterwards)