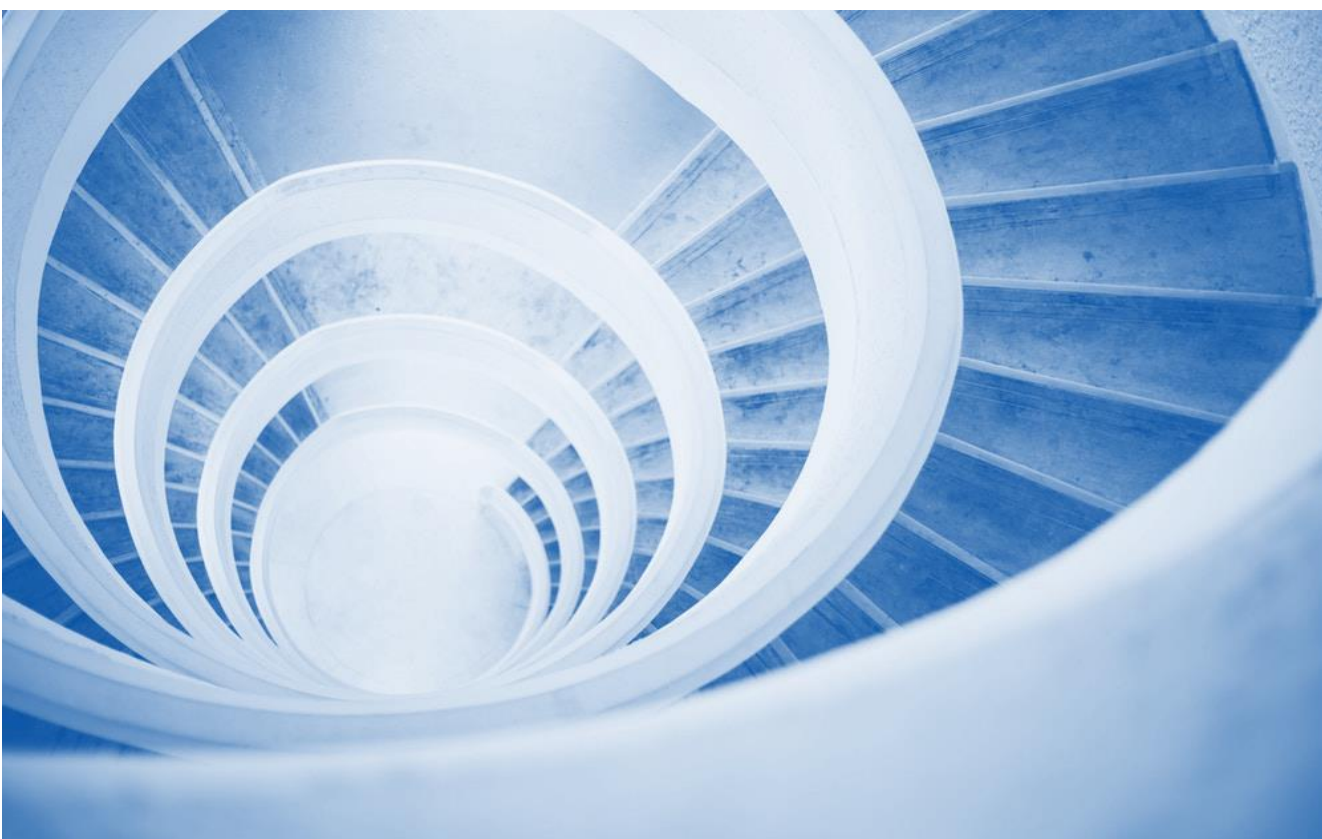


# DCU ACADEMIC DEVELOPMENT & PROMOTION FRAMEWORK

Overview of Domains, Dimensions & Standards of Achievement



FEBRUARY 2020

## INTRODUCTION

The DCU Academic Development & Promotion Framework provides faculty with clearly-defined expectations regarding standards for academic career development and progression. It serves as a tool to support both individual career planning and development conversations with Heads of School and/or mentors.

The Framework is built around the 3 broad domains of core academic activity within DCU:

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

Expected standards of achievement are defined within each of the above domains. All faculty are expected to be working at a minimum level of Satisfactory Achievement. To be deemed suitable for promotion, a staff member must produce evidence of achieving the desired standard in each domain.

Taken as a *broad guideline* (with due consideration for discipline differences) Associate Professors are expected to be delivering at the Substantial Achievement standard, Professors at Outstanding Achievement and Full Professors at Exceptional Achievement.

The Levels of Achievement *broadly* coincide with the 'Indicative level of performance' table in the Associate Professor Promotion Policy as follows:

Satisfactory Achievement = Level 1 – 3

Substantial Achievement = Level 3 - 5

Outstanding Achievement = Level 6

Senior academics should strive for sustained excellence across all domains. However higher productivity/achievements in some domains may be a feature of an exceptional academic profile.

The Framework supports the delivery of the strategic goals of the 2017 – 2022 DCU Strategic Plan – Talent, Discovery & Transformation.

Levels of Achievement →	<b>Satisfactory Achievement</b>	<b>Substantial Achievement</b>	<b>Outstanding Achievement</b>	<b>Exceptional Achievement</b>
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**DOMAIN 1: TEACHING & LEARNING**

<b>DIMENSION 1</b> Quality & Productivity	<p>Contribution to the delivery of effective student-centred teaching learning and assessment, including</p> <ul style="list-style-type: none"> <li>Facilitating the integration and successful progression of students through programmes</li> <li>Engagement and support for the development of students as individuals</li> <li>Appropriate contribution to delivery of modules in line with the school workload model</li> <li>Assessment of experiential learning activities including supervision and assessment of work /intra placements.</li> </ul>	<p>Sustained and substantial commitment to effective student-centred teaching, learning and assessment.</p> <p>Awareness and application of important external developments and/or international developments in pedagogy and research in higher education.</p>	<p>Recognised for excellence in curriculum design and delivery.</p> <p>Contribution to developments in pedagogy and research in higher education both within and beyond the university – nationally &amp; internationally.</p>	<p>Exceptional contribution to the university’s vision of excellence in education and a transformative student experience.</p>
	<p>Commitment to CPD in teaching &amp; learning through attendance (incl virtual) and participation at courses and seminars/conferences Evidence of same should be produced.</p>	<p>Active, ongoing and substantial participation in CPD in teaching &amp; learning through, for example attainment of accredited awards in higher education teaching.</p>	<p>Successful and sustained involvement in other professional development activities in discipline-specific education and /or specialist educational approaches, which has impacted on teaching.</p>	<p>Exceptional contribution to national and/or international networks to support improvements in the quality of teaching and learning.</p>
	<p>Commitment to ongoing evaluation and enhancement of own teaching, drawing on various sources of feedback and self-reflection and an appreciation of contemporary pedagogical theories.</p>	<p>Demonstration of incorporation of contemporary pedagogical theories in teaching.</p>	<p>Sustained, high quality commitment to the incorporation of pedagogical innovation in subject/discipline.</p>	<p>Evidence of an exceptional engagement with and commitment to the incorporation of pedagogical innovation in subject/discipline.</p>

Levels of Achievement →	Satisfactory Achievement	Substantial Achievement	Outstanding Achievement	Exceptional Achievement
	Demonstrate quality teaching with evidence from ongoing evaluation and feedback.			
<b>DIMENSION 2</b> Innovation & Creativity	<ul style="list-style-type: none"> <li>Contribution to innovative advances in curriculum design, blended delivery and quality student feedback mechanisms, capitalising on digital advances.</li> <li>Design of new assessment procedures suited to different learning contexts and exploiting technology enhanced assessment. Preservation of academic integrity when adopting new assessment methods</li> <li>Use of employer and alumni feedback in programme reviews.</li> </ul>	Achievements in innovative curriculum content, delivery, creative assessment methods and high quality feedback contributing to an enhanced student experience.	Substantive and successful innovations in curriculum design & delivery recognised as making a major contribution to the subject or discipline, for example, the introduction of an entirely new area of teaching in a subject area or interdisciplinary initiatives.	Creation of internationally recognised programmes, which enhance the international educational reputation of the university.
	Contribution to new modules and programmes driven by disciplinary and/or research developments.	Creation of entirely new modules, programmes or curricula, especially when driven by new disciplinary and/or research developments.	Leadership or major role in initiation and completion of major programme reviews.	Successful innovation, leadership and implementation of major curriculum innovations, recognised internationally.
<b>DIMENSION 3</b> Knowledge Transfer & Dissemination	Engagement with the delivery of continuing professional development activity or life-long learning initiatives particularly within one's discipline.	Substantial and sustained contribution to the delivery of continuing professional development or life-long learning initiatives.	Effective leadership in the development and delivery of continuing professional development of lifelong learning initiatives.	Sustained record of leadership in the development of successful market leading continuing professional development programmes of study.
	Membership of committees, boards, government agencies (national & international) with significant impact in the spheres of science, culture, education or economic development,	Participation at a leadership level on boards, government agencies (national & international) with significant impact in the spheres of science, culture, education or	Membership or leadership positions of prestigious or leading committees or government agencies, based on excellence in teaching and learning.	Membership or leadership of the most prestigious committees, societies or agencies based on exceptional performance in teaching & learning.

Levels of Achievement →	Satisfactory Achievement	Substantial Achievement	Outstanding Achievement	Exceptional Achievement
	where participation will enhance the teaching, learning and knowledge transfer to students.	economic development, where participation will enhance the teaching, learning and knowledge transfer to students.		
<b>DIMENSION 4</b> National & International Recognition	Peer or community recognition for innovative and creative teaching & learning through formal teaching evaluations, awards and honours.	<ul style="list-style-type: none"> <li>• Substantial recognition for teaching &amp; learning through prizes, honours and a substantial track record of invitations to present.</li> <li>• Contribution to national networks to support disciplinary and/or generic improvements in the quality of teaching and learning.</li> </ul>	Outstanding peer or community recognition for teaching & learning for example: <ul style="list-style-type: none"> <li>• Invited lectures and visiting appointments at leading international universities</li> <li>• Key note lectures at international conferences</li> <li>• Invitations to participate in international teaching and learning fora</li> <li>• External assessor for institutional reviews</li> <li>• Demonstrable record of Professional Consultation.</li> </ul>	Exceptional recognition for teaching & learning: <ul style="list-style-type: none"> <li>• Highly prestigious invited lectures and visiting appointments</li> <li>• Awards/prizes for internationally recognised, significant teaching pedagogic innovation and leadership.</li> </ul>
<b>DIMENSION 5</b> Leadership & Responsibility	<ul style="list-style-type: none"> <li>• Contribution to relevant school boards/committees including, for example, programme boards (as Chair), programme development committees, accreditation committees, school teaching committee, curriculum development groups etc.</li> <li>• Participation in conferring ceremonies and other major events for the university community.</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of School Level Committee</li> <li>• Chair of special purpose group set up to lead a significant School initiative (new programme, curriculum reform etc.) through development and approval processes.</li> <li>• Member of Faculty Teaching &amp; Learning Committee</li> <li>• Member of university level committees such as Academic Council, Disciplinary, Appeals.</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of Faculty Teaching and Learning Committee</li> <li>• Member of related University level Committee such as USC / education committee</li> <li>• Member of university level working groups</li> <li>• Associate Dean for Teaching &amp; Learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of a university level committee (USC), and working groups</li> <li>• Member of others which are linked to role (Education Committee, Academic Council)</li> </ul>

Levels of Achievement →	Satisfactory Achievement	Substantial Achievement	Outstanding Achievement	Exceptional Achievement
<b>DIMENSION 6</b> Capacity Development & Mentorship	Consistent record of effective engagement with the student body to enhance the student learning experience. For example: <ul style="list-style-type: none"> <li>• Class representatives</li> <li>• Student Union Council Members</li> <li>• Peer-assisted learning</li> <li>• Other staff-student partnership activities.</li> </ul>	Substantial record of engagement with the student body at school or programme. For example: <ul style="list-style-type: none"> <li>• Supporting and mentoring students within the school</li> <li>• Assisting in the management of student internships or professional work experience.</li> <li>• Advising and assisting students as they seek to secure jobs and postgraduate positions.</li> </ul>	Leadership in engagement with the student body. For example: <ul style="list-style-type: none"> <li>• Implementing structured mentoring programmes for students</li> <li>• Leading internship or work placement programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Transformational leadership in engagement with student body to enhance the learning experience, recognised externally.</li> </ul>
<b>DIMENSION 7</b> Social or Economic Impact or Enterprise Awareness	Active involvement in promoting the university and contribution to university efficiency, for example: <ul style="list-style-type: none"> <li>• Attendance at/participation in recruitment events, open days career guidance teacher events</li> <li>• Support in marketing university programmes</li> <li>• Ensuring subjects taught are up to date.</li> <li>• Liaising with industry/stakeholders to inform curriculum development and advice to industry.</li> </ul>	Liaising with Industry/stakeholders to inform Curriculum Development and Advice to Industry.	<ul style="list-style-type: none"> <li>• Publicly taking part in the national debate around the development of their subject/discipline.</li> </ul>	<ul style="list-style-type: none"> <li>• Leading/chairing debate with stakeholder bodies at national/international level around their discipline/or subject and having a measurable impact on policy.</li> </ul>

Levels of Achievement →	Satisfactory Achievement	Substantial Achievement	Outstanding Achievement	Exceptional Achievement
<b>DOMAIN 2: RESEARCH &amp; SCHOLARSHIP</b>				
<b>DIMENSION 1</b> Quality & Productivity	A sustained record of publication in leading international journals and conferences, peer-reviewed book chapters, books, refereed journal articles, refereed conference presentations and/or other research outputs disseminated in modes such as creative/arts based works, exhibitions, performances, and/or professional journals/magazines as appropriate to disciplinary norms.	A substantial and sustained record of publication in leading international journals and conferences and in peer-reviewed book chapters/ books from leading publishers. It may also include research outputs disseminated in other modes, appropriate to disciplinary norms, recognised by national/international bodies as being of good quality. This record will be appropriate to disciplinary norms, and will include sole, major or senior authorship of high impact publications.	An excellent and sustained record of success in leading international journals and conferences and in peer-reviewed book chapters/ books from leading publishers. It may also include the dissemination of research outputs in other modes appropriate to disciplinary norms recognised by prestigious bodies in the international arena as having originality and significance. This record of achievement will have had sufficient impact within the discipline, to identify the individual out as a leader in a particular area or areas of research.	An exceptional and sustained record of publication in leading international journals and conferences and in peer-reviewed book chapters/books from leading publishers. It may also include research outputs in other dissemination modes appropriate to disciplinary norms recognised by prestigious bodies in the international arena as being of exceptional originality, significance and/or rigour. The body of research outputs will have an impact, coherence and an intellectual signature that has earned the individual a widespread reputation as a leader in their discipline.
<b>DIMENSION 2</b> Innovation & Creativity	Engagement with research-driven innovation, as appropriate to disciplinary norms.	A strong record of research driven innovation, as appropriate to disciplinary norms. Examples may include (but are not limited to): <ul style="list-style-type: none"> <li>• Involvement in enterprise engagement</li> </ul>	An excellent record of research driven innovation, as appropriate to disciplinary norms. Examples may include (but are not limited to): <ul style="list-style-type: none"> <li>• Evidence of innovative metrics related to enterprise</li> </ul>	An exceptional record of research driven innovation with particular significance or scale. Examples may include (but are not limited to): <ul style="list-style-type: none"> <li>• Award of patents</li> </ul>

Levels of Achievement →	Satisfactory Achievement	Substantial Achievement	Outstanding Achievement	Exceptional Achievement
		<ul style="list-style-type: none"> <li>• Successful engagement with the patenting or licensing of intellectual property</li> <li>• Consultancy pursued through University channels</li> <li>• Translation of research into Executive Education</li> <li>• Design of a developmental initiative or social innovation.</li> </ul>	<p>engagements including number of invention disclosures, licensing of intellectual property and, where appropriate, patent applications</p> <ul style="list-style-type: none"> <li>• Consultancy pursued through University channels with notable impact</li> <li>• Design and/or leadership of a developmental initiative or social innovation.</li> </ul>	<ul style="list-style-type: none"> <li>• Licensing of intellectual property with exceptional impact.</li> <li>• Formation and successful running of a campus company</li> <li>• Consultancy pursued through University channels with exceptional impact</li> <li>• Design and/or leadership of a developmental initiative or social innovation that derives benefits for national policy or for the University and its stakeholders.</li> </ul>
<b>DIMENSION 3</b> Knowledge Transfer & Dissemination	Active membership of national or international societies, committees or government agencies, where these relate to the research and scholarly work of the individual.	Membership at an elevated grade (e.g. senior membership or equivalent) and participation in leadership activities of leading national or international societies, committees or government agencies, where these relate to the research and scholarly work of the individual.	Membership of prestigious selective societies or elevation to leadership positions, fellowship or equivalent in leading international societies, committees or government agencies, based on outstanding performance in research and scholarship.	Membership of the most prestigious selective societies or elevation to key leadership positions, fellowship or equivalent in leading international societies, committees or government agencies, based on exceptional performance in research, scholarship and patents.
<b>DIMENSION 4</b> National & International Recognition	Peer or community recognition for research/scholarship.	Peer or community recognition for research/scholarship, as appropriate to the discipline. Examples include <ul style="list-style-type: none"> <li>• A track record of invited lectures &amp; visiting appointments along with prizes and honours</li> <li>• Visiting positions</li> <li>• An emerging citation record appropriate to the area.</li> </ul>	Significant peer or community recognition for research/scholarship, as appropriate to the discipline. Examples include <ul style="list-style-type: none"> <li>• Invited lectures and visiting appointments at leading international institutions</li> <li>• Keynote lectures at major international conferences</li> <li>• Major prizes and honours</li> </ul>	Exceptional peer or community recognition for research/scholarship, as appropriate to the discipline. Examples include <ul style="list-style-type: none"> <li>• Highly prestigious invited lectures and visiting appointments</li> <li>• Keynote lectures at the leading international conferences</li> </ul>



Levels of Achievement →	Satisfactory Achievement	Substantial Achievement	Outstanding Achievement	Exceptional Achievement
<b>DIMENSION 5</b> Leadership & Responsibility			<ul style="list-style-type: none"> <li>• Invitations to participate in high profile commercial/non commercial research</li> <li>• A strong citation record.</li> </ul>	<ul style="list-style-type: none"> <li>• Particularly prestigious prizes and honours</li> <li>• Invitations to participate in leading international commercial research</li> <li>• Citation record indicating leading influence in the field.</li> </ul>
	Leading/managing research projects. Flexibility in team interaction methods including the use of online communication platforms.	Leading/managing a research centre, group or team both in person and remotely when appropriate. Acting as a mentor and/or contributing to the career development of less senior researchers.	Leading and managing a successful and structured research centre, group or team that has achieved excellent results. Implementing effective innovative methods of team interaction both in person and remotely.	Leading and managing a research group/team or major Research Centre (in person and/or remotely) in a manner that is exceptional in success and/or scale and advancing best practice in research leadership and management.
	Where appropriate, taking steps to develop research infrastructural capacity (physical and/or organisational) to benefit academic staff across the university.	Substantial involvement in the successful development of research infrastructural capacity to benefit academic staff across the university.	Outstanding involvement in the delivery and successful management of research infrastructural capacity to benefit academic staff across the university.	Exceptional leadership in the delivery and successful management of major research infrastructural capacity to benefit academic staff across the university.
		Direct engagement in research development/mentoring initiatives for academic staff.	Leading and development of local initiatives to enhance research capacity of academic staff at faculty level and advising on strategic developments in this regard at university level.	Leading major strategic initiatives at university level that enhance the research capacity of academic staff across the university.
	Engagement with the process of initiating peer-reviewed research funding, consistent with opportunities available.	Evidence of peer-reviewed competitively-won national or international funding as a principal investigator or coinvestigator, funding a substantial project or programme.	Evidence of a consistent track record of peer-reviewed competitively-won national or international funding as principal investigator (or as a coinvestigator in very large national and international collaborations), from funding sources that are recognised within the discipline to be particularly prestigious and/or competitive.	Leadership of large scale successful peer-reviewed competitively-won national or international funding as principal investigator of a national or international collaboration of the highest prestige, competitiveness and scale.

Levels of Achievement →	Satisfactory Achievement	Substantial Achievement	Outstanding Achievement	Exceptional Achievement
		<ul style="list-style-type: none"> <li>• Chair of School Research Committee</li> <li>• Chair of special purpose group set up to lead a significant School research initiative</li> <li>• Member of Faculty Research Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of Faculty Research Committee</li> <li>• Member of related university-level Committee</li> <li>• Member of university level working groups on research (e.g. strategy development, competitive funding allocation committees).</li> </ul>	<ul style="list-style-type: none"> <li>• Chair of university level committee, and working groups</li> <li>• Member of other research or researcher education related committee or working groups which are linked to role.</li> </ul>
<b>DIMENSION 6</b> Capacity Development & Mentorship	Successful involvement in the supervision and successful completion of research at Masters Level and/or PhD level (or equivalent doctoral degrees) as appropriate to disciplinary norms. Demonstration of flexibility in mode of interaction when supervising including use of online communication technology	A reasonable track record of research supervision and successful completion, particularly of PhDs (or equivalent doctoral degrees) and postdoctoral researchers. <ul style="list-style-type: none"> <li>• Contribution to research supervision and examination more broadly within the university.</li> <li>• Engagement as Chair/Internal Examiner for examination of research.</li> <li>• Successful publication profile of research students pre-graduation (e.g. awards for Best Paper/Poster at Conferences etc).</li> </ul>	A substantial record of research supervision and successful completions, particularly of PhDs (or equivalent doctoral degrees) and postdoctoral researchers, that is outstanding in scale and/or quality. The latter may be demonstrated by, for example: <ul style="list-style-type: none"> <li>• Awards and positions secured by doctoral and postdoctoral researchers</li> <li>• Invitations to act as external examiners for research students in other Universities</li> <li>• Publication profile of research students pre-graduation is outstanding e.g. publication in Quartile 1 journals or equivalent quality indicator appropriate to discipline.</li> </ul>	An excellent record of research supervision and successful completions, particularly of PhDs (or equivalent doctoral degrees) and postdoctoral researchers, that is exceptional in scale and/or quality. This may be demonstrated by, for example: <ul style="list-style-type: none"> <li>• Prestigious mentorship awards won by the individual, highly competitive awards and positions secured by doctoral and postdoctoral researchers</li> <li>• Invitations to host visiting doctoral and postdoctoral researchers</li> <li>• Publication profile of research students pre-graduation is exceptional e.g. International recognition for papers.</li> </ul>
<b>DIMENSION 7</b> Social or Economic Impact or Enterprise Awareness	Satisfactory engagement in collaborative research.	Substantial involvement in research collaborations that have delivered defined outcomes and impact.	Outstanding involvement in research collaborations that have delivered strong outcomes and impact.	Exceptional achievement in leading research collaborations that have delivered important outcomes and impact.

Levels of Achievement →	Satisfactory Achievement	Substantial Achievement	Outstanding Achievement	Exceptional Achievement
	<p>Delivering intellectual, cultural, social or economic impact based on research and scholarly activity. Evidence of impact may include:</p> <ul style="list-style-type: none"> <li>• Informing the public and contributing to policy debate</li> <li>• Active involvement in professional, cultural or community organisations</li> <li>• Professional/clinical practice</li> <li>• Delivering creative works of particular repute.</li> </ul>	<p>Delivering substantial intellectual, cultural, social or economic impact based on research and scholarly activity. Evidence of impact may include:</p> <ul style="list-style-type: none"> <li>• Informing the public and contributing to policy debate at a high level or scale</li> <li>• Providing expert advice to government, industry and other organisations</li> <li>• Contribution at a senior level to professional, cultural or community organisations</li> <li>• Informing professional/clinical practice</li> <li>• Delivering creative works of national repute.</li> </ul>	<p>Delivering outstanding intellectual, cultural, social or economic impact based on research and scholarly activity, earning for the individual a reputation for leadership. Evidence of impact may include:</p> <ul style="list-style-type: none"> <li>• Providing expert advice to government, industry and other organisations, at a very high level or scale</li> <li>• Leadership of professional, cultural or community organisations</li> <li>• Significantly advancing professional/clinical best practice nationally or internationally</li> <li>• Delivering creative works of international or major national repute.</li> </ul>	<p>Delivering exceptional intellectual, cultural, social or economic impact based on research and scholarly activity, earning for the individual a widespread reputation as one of the international leaders in their discipline. Evidence of impact may include:</p> <ul style="list-style-type: none"> <li>• Providing expert advice at the highest level to government, industry and other organisations</li> <li>• Leadership of the most significant international professional or cultural organisations</li> <li>• Transforming professional/clinical best practice internationally</li> <li>• Delivering creative works of the highest international repute</li> <li>• Patents.</li> </ul>

Levels of Achievement →	Satisfactory Achievement	Substantial Achievement	Outstanding Achievement	Exceptional Achievement
<b>DOMAIN 3: SERVICE &amp; CONTRIBUTION TO UNIVERSITY &amp; SOCIETY</b>				
<b>DIMENSION 1</b> Leadership & Responsibility in University & Society	Contribution to the effective functioning of the university e.g. as an active member of school/faculty/institute/university committees and boards.	Substantial and sustained commitment to strategic objectives of the university through active and successful membership of major committees and boards and/or as a Chair of faculty level committees.	Outstanding contribution to the strategic objectives of the university through a significant, sustained and successful leadership role at the level of Head of School or equivalent and as Chair of major university committee/boards.	Exceptional contribution to the strategic objectives of the university through a significant, sustained and successful leadership role at University level (e.g. Senior Management Group level or equivalent)
<b>DIMENSION 2</b> Capacity Development and Mentorship in University & Society	Sustained commitment to enhancing the university community, both on campus and remotely, for example through <ul style="list-style-type: none"> <li>• Support for students and student activities</li> <li>• Collaborating with and providing support/advice for peers and less experienced colleagues.</li> <li>• Support for gender equality including Athena SWAN initiatives at local and University level (e.g. as an active member of the school Athena SWAN committee)</li> </ul>	Substantial and sustained commitment to enhancing the university community, both on campus and remotely, for example through <ul style="list-style-type: none"> <li>• Leadership in the support of students and student activities</li> <li>• Engagement with talent development of peers or junior colleagues through the university's Mentoring Scheme, Probationary Processes, PMDS, Research Career Framework</li> <li>• Commitment to advancing gender equality including support for Athena SWAN initiatives. (e.g. as the Chair of the School Athena SWAN committee)</li> </ul>	Outstanding and sustained commitment to enhancing the university community, engaging with talent development, taking a leadership role in supporting and promoting gender equality, diversity and inclusion in delivering significant progress towards the university's strategic objectives and advancing best practice nationally. Leading by example in achieving strategic and operational objectives both in person and remotely	Exceptional and sustained achievements in enhancing the university community, engaging with talent development, championing gender equality, diversity and inclusion to deliver transformational results that advance international best practice and achieve international recognition for the individual and for the university. Exemplar of achievement regardless of working environment (e.g. office, remote etc)

Levels of Achievement →	Satisfactory Achievement	Substantial Achievement	Outstanding Achievement	Exceptional Achievement
<b>DIMENSION 3</b> Social or Economic Input or Enterprise Awareness in University & Society	Participation in open days and other recruitment and outreach activities.	Substantial and sustained commitment to recruitment and outreach activities, for example <ul style="list-style-type: none"> <li>• Effective organisation of open days and student recruitment activity</li> <li>• Representing the university internationally and supporting the recruitment of students, particularly international and under-represented (including gender) student cohorts.</li> <li>• Participation in major outreach activities</li> <li>• Contributing to the organisation of major events for the university community.</li> </ul>	Outstanding commitment to recruitment and outreach activities, through sustained commitment to and leadership in activities such as <ul style="list-style-type: none"> <li>• Student recruitment at significant scale, particularly international students and under-represented students</li> <li>• Outreach activities that advance best practice nationally.</li> </ul>	Exceptional commitment to recruitment and outreach activities, through sustained commitment to and leadership of activities such as <ul style="list-style-type: none"> <li>• Transformational initiatives in student recruitment</li> <li>• Outreach activities that advance international best practice and achieve international recognition for the individual and for the university'.</li> </ul>
	Representing the university in the media, at meetings with agencies, industry, visitors and potential donors if and when required.	Substantial involvement in promoting the university and building support among external partners for university developments, leading to outcomes such as scholarships, funded positions, infrastructure or other developments that benefit the university.	Outstanding involvement in a leadership team that secures funding for, and successfully delivers, a major development within the university outside the individual's own research area.	Exceptional leadership of a team that secures funding for, and successfully delivers, a major development within the university outside the individual's own research area. Leadership of International Interdisciplinary and Professional Networks.