

Development Framework for Faculty

The UCD Development Framework for Faculty is a tool that should be used by faculty to reflect both personally and within the context of a development conversation on their strengths and opportunities for growth. This framework identifies a number of dimensions under each of the categories of Faculty achievement:

- **Research, Scholarship and Innovation**
 - Qualifications
 - Publication and Profile
 - Research Funding
 - Research Supervision and Management
 - Innovation
 - Impact
- **Teaching and Learning**
 - Engagement with Student Learning
 - Enhancement of Practice: Personal and Professional Development
 - Module / Programme Design and Enhancement
 - Scholarship Dissemination and Esteem
- **Leadership and Contribution**
 - Administration and Leadership
 - Recruitment
 - Building Community
 - Building Support
 - Professional/Clinical Service
 - Public and Professional Engagement

The framework has been developed on the basis that all Faculty including Lecturers are expected to be working, at a minimum, at the level of satisfactory achievement across each of the dimensions listed. Taken in the round, with due consideration for discipline differences, Associate Professors are expected to be working at the level of substantial achievement, Professors at the level of outstanding achievement and Full Professors at the level of exceptional achievement. It is not expected that faculty at higher grades would necessarily be working at levels of substantial, outstanding or exceptional achievement across all dimensions but that activity at a higher level in one area would balance against less activity in another dimension.

Faculty seeking Promotion

The UCD Development Framework for Faculty should be used by faculty seeking promotion. Faculty members applying for promotion are expected to demonstrate that they meet the standard for promotion on the basis of their performance during their period of appointment at UCD. While the Faculty Promotions Committee will have regard to a candidate's full career record, particular emphasis will be placed on the body of work and achievement since their last promotion or appointment.

Development Framework for Faculty

Research, Scholarship and Innovation	Applicant Comments				
Dimensions		Indicators of Satisfactory Achievement	Indicators of Substantial Achievement	Indicators of Outstanding Achievement	Indicators of Exceptional Achievement
Qualifications		Ph.D. or equivalent doctoral qualification, or equivalent evidence of high-level research (or, in exceptional circumstances, professional) achievement.	→	→	→
		For clinical academics, relevant Board certification.	→	→	→
Publication and Profile (Demonstration of publication quality and impact may include, but is not limited to, citations, journal impact factors, reviews and prizes, all as appropriate to the discipline. In the case of multi-authored publications, there must be a clear and outstanding personal contribution.)		A sustained record of publication in leading international journals and conferences, peer- reviewed book chapters, books and/or monographs, 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 and/or monographs from leading publishers. This record will be appropriate to disciplinary norms, and will include sole, major or senior authorship of high-impact publications.	An outstanding and sustained record of publication in leading international journals and conferences and in peer-reviewed book chapters, books and/or monographs from leading publishers. This body of work will have had significant impact within the discipline, marking 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 and/or monographs from leading publishers. The body of publications will have an impact, coherence and an intellectual signature that has earned the individual a widespread reputation as a leader in their discipline.
		Indicators of esteem in research and scholarship, as appropriate to the discipline.	Indicators of substantial esteem in research and scholarship, as appropriate to the discipline. Examples include • A track record of invited lectures and visiting appointments, along with prizes and honours.	Indicators of outstanding esteem in research and scholarship, as appropriate to the discipline. Examples include • Invited lectures and visiting appointments at leading international institutions, keynote lectures at major international	Indicators of exceptional esteem in research and scholarship, as appropriate to the discipline. Examples include • Highly prestigious invited lectures and visiting appointments, keynote lectures at the leading international conferences,

				conferences, major prizes and honours.	and particularly prestigious prizes and honours.
		Active membership of national or international societies or committees, 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 or committees, 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 or committees, 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 or committees, based on exceptional performance in research and scholarship.
		Contribution to the organisation of research through activities such as <ul style="list-style-type: none"> • Regularly serving as a reviewer for journals and conferences • Contributing to the organisation of conferences and workshops 	Significant contribution to the organisation of research, through activities such as <ul style="list-style-type: none"> • External examining of research degrees at national and international universities • Regularly serving as a reviewer for leading journals • Contributing to the organisation of national and international conferences • Participating in international collaborations • Participating in advisory and review panels 	Effective leadership in the organisation of research, through activities such as <ul style="list-style-type: none"> • Editorial positions in leading international journals • Organising and hosting major conferences • Leadership roles within international research collaborations • Participation in international advisory and review panels 	Senior and effective leadership in the organisation of research, through activities such as <ul style="list-style-type: none"> • Senior editorial positions in leading international journals • Chairing major conferences • Leading international research collaborations • Leading international advisory and review panels

Research Funding		Engagement with the process of initiating peer-reviewed research funding, consistent with opportunities available.	Peer-reviewed competitively-won national or international funding as a principal investigator or co-investigator, funding a substantial project or programme.	Peer-reviewed competitively-won national or international funding as principal investigator (or as a co-investigator in very large national and international collaborations), from funding sources that are recognised within the discipline to be particularly prestigious and/or competitive.	Peer-reviewed competitively-won national or international funding as principal investigator of a national or international collaboration of the highest prestige, competitiveness and scale.
Research Supervision and Management		Successful involvement in the supervision and examination of research at Masters and/or PhD level as appropriate to disciplinary norms.	A substantial track record of research supervision, particularly of PhDs (or equivalent doctoral degrees) and postdoctoral researchers. Contribution to research supervision and examination more broadly within the university.	A record of research supervision, particularly of PhDs (or equivalent doctoral degrees) and postdoctoral researchers, that is outstanding in scale and/or quality. This may be demonstrated by, for example, <ul style="list-style-type: none"> • Awards and positions secured by doctoral and postdoctoral researchers • Invitations to host visiting doctoral and postdoctoral researchers • Steps taken in support of career development of doctoral and postdoctoral researchers within the group and within the university. 	A record of research supervision, 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"> • Prestigious mentorship awards won by the individual, highly competitive awards and positions secured by doctoral and postdoctoral researchers • Invitations to host visiting doctoral and postdoctoral researchers • Steps taken in support of career development of doctoral and postdoctoral researchers within the group and within the university that advance best practice in supervision.

		Where appropriate, taking steps to build a structured research group/team.	Leading and managing a successful and structured research group/team.	Leading and managing a successful and structured research group/team that is outstanding in success and/or scale.	Leading and managing a research group/team in a manner that is exceptional in success and/or scale and advancing best practice in research leadership and management.
		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.
		Where appropriate, taking steps to develop research infrastructure to the benefit of the university.	Substantial involvement in the successful development of research infrastructure to the benefit of the university.	Outstanding involvement in the delivery and successful management of research infrastructure to the benefit of the university.	Exceptional leadership in the delivery and successful management of major research infrastructure to the benefit of the university.
Innovation		Engagement with research-driven innovation, as appropriate to disciplinary norms	A substantial record of research driven innovation, which may include: <ul style="list-style-type: none"> • Successful engagement with the patenting or licensing of intellectual property • Involvement in a campus company development programme, with successful outcomes • Consultancy pursued through University channels 	An outstanding record of research driven innovation, which may include: <ul style="list-style-type: none"> • Award of patents with notable impact • Licensing of intellectual property with notable impact • Formation and successful running of a campus company with notable impact • Consultancy pursued through University channels with notable impact 	An exceptional record of research driven innovation with particular significance or scale, which may include: <ul style="list-style-type: none"> • Award of patents with notable impact • Licensing of intellectual property with exceptional impact • Formation and successful running of a campus company with exceptional impact • Consultancy pursued through University channels with exceptional impact

<p>Impact</p>		<p>Delivering cultural, economic, environmental, health, intellectual, political, social or technological impact based on research and scholarly activity.</p> <p>Pathways to impact may include: Informing and contributing to policy debate</p> <p>Active involvement in professional, cultural or community organisations</p> <p>Professional/clinical practice</p> <p>Delivering creative works of particular repute</p>	<p>Delivering substantial cultural, economic, environmental, health, intellectual, political, social or technological impact based on research and scholarly activity. Pathways to impact may include:</p> <p>Informing and contributing to policy debate at a high level or scale</p> <p>Providing expert advice to government, industry and other organisations</p> <p>Contribution at a senior level to professional, cultural or community organisations</p> <p>Informing professional/clinical practice</p> <p>Delivering creative works of national repute</p>	<p>Delivering outstanding cultural, economic, environmental, health, intellectual, political, social or technological impact based on research and scholarly activity, earning for the individual a reputation for leadership. Pathways to impact may include:</p> <ul style="list-style-type: none"> - Providing expert advice to government, industry and other organisations, at a very high level or scale - Leadership of professional, cultural or community organisations - Significantly advancing professional/clinical best practice nationally or internationally - Delivering creative works of international or major national repute 	<p>Delivering exceptional cultural, economic, environmental, health, intellectual, political, social or technological impact based on research and scholarly activity, earning for the individual a widespread reputation as one of the international leaders in their discipline. Pathways to impact may include:</p> <ul style="list-style-type: none"> • Providing expert advice at the highest level to government, industry and other organisations • Leadership of the most significant international professional or cultural organisations • Transforming professional/clinical best practice internationally • Delivering creative works of the highest international repute
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Teaching and Learning					
Dimensions		Indicators of Satisfactory Achievement	Indicators of Substantial Achievement	Indicators of Outstanding Achievement	Indicators of Exceptional Achievement
Engagement with Student Learning		<p>Engagement with and delivery of effective teaching, learning and assessment (including projects and minor theses). For example</p> <ul style="list-style-type: none"> Engagement in curriculum design/innovation Facilitating the integration and successful progression of students into programmes Significant contribution to delivery of modules appropriate for the discipline and the workload framework of the School Assessment of experiential learning activities including supervision and assessment of work placements/internships. 	<p>Sustained and substantial commitment to effective teaching, learning and assessment (including projects and minor theses). For example</p> <ul style="list-style-type: none"> Achievements in curriculum design/innovation to overcome special challenges (breadth of courses, difficulty of material, student engagement, enabling student access etc.) Creation of entirely new modules, programmes or curricula, especially when driven by new disciplinary and/or research developments Awareness and application of important external developments and/or international developments in pedagogy and research in higher education. 	<p>Substantive and successful innovations in curriculum design and delivery (face-to-face, blended and online), recognised as making a major contribution to the subject or discipline. For example</p> <ul style="list-style-type: none"> The establishment of a successful new area of teaching Leadership or major role in initiation and completion of major course reviews Contribution to developments in pedagogy and research in higher Education beyond the university (nationally and/or internationally). 	<p>Successful innovation, leadership and implementation of major teaching and learning innovations, with significant impact recognised internationally</p>
		<p>Consistent record of effective engagement with the student body within the School.</p>	<p>Substantial record of engagement with the student body at School or Programme. For example</p> <ul style="list-style-type: none"> Involvement in academic advising and/or supporting and mentoring students within or beyond the School; Creating opportunities for students to engage in co-curricular activities 	<p>Leadership in engagement with the student body. For example</p> <ul style="list-style-type: none"> Implementing structured academic advising and/or mentoring programmes for students Creating a significant staff - student partnership initiative 	<p>Transformational leadership in engagement with the student body recognised externally.</p>

		Engagement with the delivery of continuing professional development activity or lifelong learning initiatives particularly within one's discipline.	Substantial and sustained contribution to the delivery of continuing professional development or lifelong learning initiatives.	Effective leadership in the development and delivery of continuing professional development or lifelong learning initiatives.	Sustained record of leadership in the development of successful market leading continuing professional development programmes of study.
Enhancement of Practice: Personal and Professional Development		Ongoing satisfactory performance as an effective university teacher.	Substantial and validated performance as an effective university teacher. For example <ul style="list-style-type: none"> Internal or external recognition such as significant professional awards or prizes College Level Teaching and Learning Award 	University or national level recognition. For example <ul style="list-style-type: none"> Fellowships in Teaching & Learning University-level Teaching * Learning Awards National teaching awards. 	Recognition as a leader in university teaching and learning
		Participation in CPD in university teaching and learning. For example <ul style="list-style-type: none"> Attendance and participation in appropriate and relevant courses in or related to teaching and learning within or outside the university Regular participation and contribution in seminars and/conferences in teaching and learning. 	Active, ongoing and substantial participation in CPD in university teaching and learning. For example <ul style="list-style-type: none"> Attainment of accredited qualification specific to teaching in higher education Development activity which has had clear and substantial impact on own teaching. 	Successful and sustained involvement in other professional development activities, in discipline- specific education and/or specialist educational approaches, which has impacted on teaching.	Exceptional contribution to national and/or international networks to support improvements in the quality of teaching and learning.
		Commitment to ongoing evaluation and enhancement of teaching, drawing on various sources of feedback and self-reflection and an appreciation of contemporary pedagogical theories.	Demonstration of incorporation of contemporary pedagogical theories in teaching.	Sustained, high quality understanding of and engagement with and to, the scholarship of teaching and learning and/or pedagogic innovation in the subject/ discipline. Enhancement of teaching and learning standards at School/College level.	Demonstration of an exceptional, high quality understanding of and engagement with and to, the scholarship of teaching and learning and/or pedagogic innovation in the subject/ discipline.

Module & Programme Design & Enhancement		<p>Effective engagement with quality enhancement processes in relation to design or revision of modules. Supported by for example</p> <ul style="list-style-type: none"> • Student/peer feedback • External examiner feedback • Quality reviews. 	<p>I Application of quality enhancement processes for effective innovation in the design or revision of modules/programmes.</p> <p>I Leadership at school level, for example School Head of Teaching and Learning</p>	<p>Outstanding leadership at College and/or Programme level in the delivery of substantive and lasting programme change. For example</p> <ul style="list-style-type: none"> - Dean or Associate Dean for a programme -- - Vice Principal Teaching and Learning. 	<p>Creation of internationally recognised programmes of scale which have enhanced the international educational reputation of the university.</p>
Scholarship, Dissemination and Esteem		<p>Application of relevant scholarship/research in teaching and learning to the design and delivery of modules. Participation and contribution in College/University teaching and learning events</p>	<p>A substantial and sustained record of dissemination of excellence and best practice in teaching. For example</p> <ul style="list-style-type: none"> • Participation and substantial contribution in College/University teaching and learning events • Preparation of textbooks or sustainable/reusable learning resource which are used effectively within the University • Publication in peer reviewed journals, conferences and books. 	<p>An outstanding and sustained record of dissemination of excellence and best practice in teaching. For example</p> <ul style="list-style-type: none"> • Participation and outstanding contribution in University teaching and learning events • Preparation of textbooks or sustainable/reusable learning resource which are widely adopted outside the University • Publication in peer reviewed journals, conferences and books which achieve demonstrable impact. <p>This body of work will have had significant impact within the discipline, marking the individual out as a leader in pedagogy and practice.</p>	<p>An exceptional and sustained record of dissemination of excellence and best practice in teaching. For example</p> <ul style="list-style-type: none"> • Participation and exceptional contribution in University teaching and learning events • Preparation of textbooks or sustainable/reusable learning resources which become international standards for the discipline • Award-winning publications in peer reviewed journals. <p>The body of work will have an impact, coherence and an intellectual signature that has earned the individual a widespread reputation as a leader in pedagogy and practice.</p>

			<p>Indicators of substantial esteem. For example</p> <ul style="list-style-type: none"> • A substantial track record of invited lectures to present on Teaching and Learning • Prizes and honours in Teaching and Learning. 	<p>Indicators of outstanding esteem. For example</p> <ul style="list-style-type: none"> • Invited lectures and visiting appointments at leading international institutions • Keynote lectures at major international conferences • Major prizes and honours. • Invitations to participate in international teaching and learning fora. • External assessor for institutional reviews • Demonstrable record of Professional Consultation 	<p>Indicators of exceptional esteem. For example</p> <ul style="list-style-type: none"> • Highly prestigious invited lectures and visiting appointments • Awards/prizes for internationally recognised, significant teaching/pedagogic innovation and leadership
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Leadership and Contribution					
Dimensions		Indicators of Satisfactory Achievement	Indicators of Substantial Achievement	Indicators of Outstanding Achievement	Indicators of Exceptional Achievement
Administration and Leadership		Contribution to the effective administration and functioning of the university, for example <ul style="list-style-type: none"> Active membership of school/college/institute/university committees and boards. 	Substantial and sustained commitment to the university through active and successful membership of major committees and boards. Leadership within the university, demonstrated by, for example <ul style="list-style-type: none"> Chairing committees and boards. 	Outstanding contribution to the university through a significant, sustained and successful leadership role at the level of Head of School or equivalent.	Exceptional contribution to the university through a significant, sustained and successful leadership role at UMT level, or through exceptional success as a Head of School or equivalent.
Recruitment		Participation in open days and other recruitment activities	Substantial and sustained commitment to recruitment activities, for example <ul style="list-style-type: none"> Effective organisation of open days and student recruitment activity Representing the university internationally and supporting the recruitment of students, particularly international and under-represented student cohorts. 	Outstanding commitment to recruitment, outreach activities, through sustained commitment to and leadership in activities such as <ul style="list-style-type: none"> Student recruitment at significant scale, particularly international students and under-represented students 	Exceptional commitment to recruitment, outreach activities, through sustained commitment to and leadership of activities such as <ul style="list-style-type: none"> Transformational initiatives in student recruitment Activities that advance international best practice and achieve international recognition for the individual and for the university
Building Community		Sustained commitment to enhancing the university community, for example through <ul style="list-style-type: none"> Support for students and student activities Participation in conferring ceremonies and other major events for the university community. 	Substantial and sustained commitment to enhancing the university community, for example through <ul style="list-style-type: none"> Leadership in the support of students and student activities Engagement with the development of faculty and staff Contributing to the organisation of major 	Outstanding and sustained commitment to enhancing the university community, delivering significant progress towards the university's objectives and advancing best practice nationally.	Exceptional and sustained achievements in enhancing the university community, delivering transformational results that advance international best practice and achieve international recognition for the individual and for the university

			events for the university community.		
Building Support		Representing the university at meetings with agencies, industry, visitors and potential donors if and when required.	Substantial involvement in 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.
Professional/ Clinical Service		Providing professional/clinical services that benefit the university by, for example, working as a member of clinical team, providing referral services that contribute to educational objectives, research and clinical income generation	Substantial and sustained provision of professional/clinical services that advance best practice within the university. This may be demonstrated by: <ul style="list-style-type: none"> • Serving as Discipline Leader • Achieving new or continued recognition for specialist training programmes • Leading clinical outcomes assessment • Development of new clinical services 	Development and delivery of professional/clinical services that advance best practice nationally and measurably advance progress towards university objectives. This may be demonstrated by: <ul style="list-style-type: none"> • Invitations to deliver keynote presentations • Serving in senior positions in international clinical speciality organisations • Awards and Prizes • Major Involvement in clinical infrastructure development • Developing strategy for clinical services 	Development and delivery of transformational professional/clinical services that advance international best practice and achieve international recognition for the individual and for the university. This may be demonstrated by: <ul style="list-style-type: none"> • Award of major international prizes or distinctions • Regular invitations to provide specialist clinical training internationally • Exceptional and sustained contribution to clinical income generation • Research-led development of major new clinical practices or procedures

<p>Public and Professional Engagement</p>		<p>! Participation in public engagement activities through which research, teaching and scholarly activity are influenced by and shared with the public for mutual learning</p> <p>! Participation in engaging with professional organisations and groups such that knowledge deriving from research and teaching contributes to the professional discipline</p>	<p>! Substantial and sustained commitment to public engagement activities through which research, teaching and scholarly activity are influenced by and shared with the public for mutual learning</p> <p>! Substantial and sustained commitment to engagement with professional groups and organisations at a national level, such that knowledge from research and teaching contributes to the development of the professional discipline.</p> <p>Participation in professional engagement at international level.</p>	<p>! Outstanding achievement in public engagement based on research, teaching or scholarly activity, through sustained commitment to and leadership in public engagement activities that have transformational impact at the national scale</p> <p>! Outstanding achievement in professional engagement, through leadership role or directing of major initiatives and projects within a professional organisation at a national level, such that knowledge from research and teaching contributes to the development of the professional discipline.</p> <p>Substantial and sustained commitment to professional engagement with an international organisation.</p>	<p>! Exceptional achievement in public engagement based on research, teaching or scholarly activity, through sustained commitment to and leadership in public engagement activities that have substantial impact at the international scale and have earned the individual a widespread reputation as a leader in their discipline</p> <p>! Exceptional achievement in professional engagement at an international level, through leadership roles or directing major projects with initiatives with leading organisations, such that knowledge from research and teaching contributes to the development of the professional discipline.</p>
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UCD Development Framework for Faculty Revision History

Version	Date	Description	Author
1.0	February 2016	Creation of Development Framework	UCD HR / Faculty Promotions Committee
2.0	December 2018	Faculty Promotions Development Framework updated following review by Faculty Promotions Policy Review Group. Academic Council (22nd November 2018) Governing Authority (12th December 2018) Updated Development Framework effective from 1 st September 2019.	UCD HR / Faculty Promotions Committee