

# University of Limerick

## Academic Staff Career Development Framework



UNIVERSITY OF  
**LIMERICK**  
OLLSCOIL LUIMNIGH

An Rannóg  
Acmhainní Daonna  
Human Resources  
Division

# University of Limerick

## Academic Staff Career Development Framework

University of Limerick Academic Staff Career Development Framework is designed to provide guidance on expectations of performance and activity of Academic Staff from Associate Professor B – Full Professor levels. This document covers broadly the areas of Research, Teaching and Service outlined in the academic role profiles and aims to provide transparency for Academic Staff and those in Academic roles of responsibility.

The framework outlines potential indicators of achievement under various headings which can be used to guide staff and assist in appropriately recognise performance. The indicators are not exhaustive and should be read with due regard to disciplinary norms.

In line with the Declaration on Research Assessment<sup>1</sup> (DORA) and UL's Commitments under the Coalition for Advancing Research Assessment (CoARA), the framework identifies qualitative measures under various headings and works along a scale of achievement and activity levels.

The framework works on the premise that all Academic Staff from Associate Professor B upwards are expected to be working, at a minimum, at the level of performance outlined for the Associate Professor B column across each of the dimensions listed. For those at Assistant Professor level, the aim should be to support their development to reach the levels of performance outlined for Associate Professor B.

---

<sup>1</sup> University of Limerick is a signatory to the Declaration on Research Assessment (DORA) which is a global initiative encouraging best practice in the development of the evaluation of researchers and research outputs. More information is available [here](#) and on the [DORA website](#).

It is not expected that those at Associate Professor A, Professor and Full Professor grades would perform at levels indicated across every area within the broader research, teaching and service categories for their respective grade as it is recognised that greater performance in one area would balance lesser performance or activity in another area, particularly as may be reasonable in terms of disciplinary norms. It is also important that as a research-led institution, performance in respect of research must be encouraged and recognised at all levels.

This framework identifies several dimensions under each of the categories of Academic duties outlined in the Academic Staff Role Profiles:

### Scholarship & Research Output

- Research Publications/Outputs and Profile
- Research Funding
- Research Supervision, Management and Leadership
- Innovation & Impact

### Teaching & Curriculum Development

- Teaching and Learning
- Curriculum Development & Design
- Personal & Professional Development
- Leadership in teaching
- Student Learning

### Academic Leadership & Service

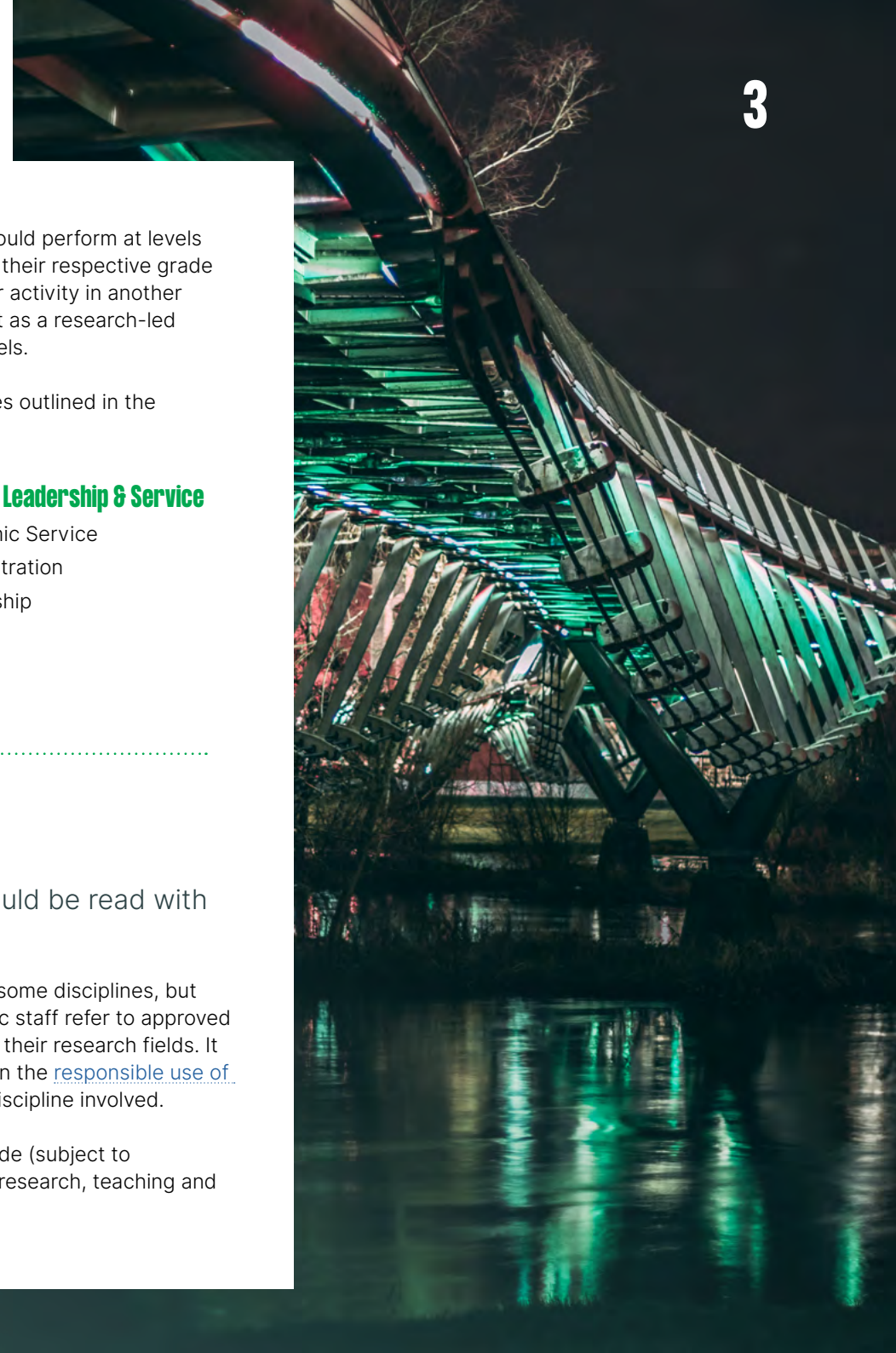
- Academic Service
- Administration
- Leadership

## Using the Framework

At all times, the outputs, activities and standards in the document should be read with due regard to disciplinary norms.

It is recognised that standards listed under certain headings may reasonably be expected in some disciplines, but not feasible in others. By way of an example, in this context, it is recommended that academic staff refer to approved University level documents on disciplinary norms and arts practice outputs where relevant to their research fields. It is also recommended that Academic Staff and management become familiar with guidance on the [responsible use of metrics](#) and note again that appropriate use of metrics can vary based on the situation and discipline involved.

For those involved in recruitment to academic posts, the standards below should act as a guide (subject to disciplinary norms) in terms of appointing staff and expectations at various levels in terms of research, teaching and service.



## Uses of the Framework for Development and Promotions Purposes

Academic Staff seeking promotion can consult this framework as a guide on the expected levels for the next academic grade.

While a framework document cannot be definitive due to the qualitative nature of many indicators, along with difference in disciplinary norms and expectations, the intention is for this to be a useful tool for Academic Staff considering a promotion application now, or planning for a promotion application in future. Academic Staff applying for promotion must demonstrate that they meet the standards for promotion based on achievement of academic standards relevant to the promotional grade as per the Policy and Procedures for the Promotion of Academic Staff.

Heads of Department/School should use the framework to guide Academic Staff in terms of their development goals and their current performance levels. This can be done informally and as part of the PDRS process by identifying potential indicators of achievement under the headings and targeting progress in these specific areas. Likewise, the framework can be used as a guide by Academic Staff and their managers to review and appropriately recognising performance.

**Please note:** it is expected that those at higher grades continue to perform the duties and meet at least the standards that are listed for lower grades, i.e. these are cumulative rather than distinct to each grade. For example, acting as a Course Director is listed at Associate Professor B level, however, there is a clear expectation that those at higher grades will continue to act as Course Director as needed.



## The Framework and the Workload Allocation Model

The intention of the framework is to compliment the Workload Allocation Model rather than to contradict any aspect of that.

While it is not expected that Academic Staff would perform at levels indicated across every area within the broader research, teaching and service categories for their respective grade, it is intended that performance would remain broadly balanced within the 40/40/20 allocation.

It is recognised that greater performance in one area within the Teaching, Research and Service categories would balance lesser performance or activity in another area, particularly as may be reasonable in terms of disciplinary norms (for example, an Academic Staff member may have a greater focus on the indicators within the 'Research Publications/Outputs and Profile' section and a lesser focus on indicators within 'Research Funding').



## Scholarship & Research Output

	Associate Professor B	Associate Professor A	Professor	Full Professor
Research Publications/ Outputs and Profile	<p>Actively publishes research findings in peer-reviewed journals and/or with other prestigious publishers (as appropriate to the discipline) with a focus on the quality and impact of the research within and beyond academia Publishes Open Access where possible and in line with disciplinary norms. May contribute to books, book chapters and may serve as editor for volumes with prestigious publishers.</p> <p>Growing citation record (as consistent with disciplinary norms) based on the quality and impact of their published research.</p> <p>Presents research at national and/or international conferences, showcasing contributions to the field and engagement with the research community.</p> <p>Actively participates in scholarly activities and collaborations within the university and broader academic community. Establishes a strong presence and recognition in the field.</p> <p>Serves as a reviewer in quality journals.</p> <p>Understands the main principles and the importance of Open Science including early and open sharing of knowledge, promoting public engagement in research and ensuring verifiability and reproducibility of research outputs.</p>	<p>Regularly publishes research findings in reputable national and international peer-reviewed journals and/or with other prestigious publishers (as appropriate to the discipline), emphasising the quality, significance, and impact of the research within and beyond academia. Actively seeks open access publication channels. May contribute to books, book chapters and may serve as editor for volumes with prestigious publishers.</p> <p>Continuing trajectory in terms of citation record based on the quality and impact of their published research on the field.</p> <p>Presents research at national and/or international conferences, demonstrating the impact, relevance, and contribution to advancing the field.</p> <p>Develops a growing reputation in the academic community through significant contributions to the field, collaborations, and active participation in scholarly activities.</p> <p>Serves as an editorial board member or reviewer for reputable academic journals, contributing to the advancement of scholarly publishing practices.</p> <p>Shows evidence of engagement with and knowledge of Open Science principles including early and open sharing of knowledge, promoting public engagement in research and ensuring verifiability and reproducibility of research outputs.</p>	<p>Consistent record of publishing research findings in high-impact, international peer-reviewed journals and/or with other prestigious publishers (as appropriate to the discipline), focusing on the quality, significance, innovation, and impact of the research within and beyond academia. Actively encourages peers to select open access alternatives when appropriate. May contribute to books, book chapters and may serve as editor for volumes with prestigious publishers.</p> <p>Achieves a significant number of citations record (as consistent with disciplinary norms) based on the quality and impact of their published research within and beyond academia.</p> <p>Presents research at prestigious conferences, highlighting the impact, relevance, innovation, and contribution to advancing the field.</p> <p>Continues to develop and grow reputation in the academic community through significant contributions to the field, collaborations, and active participation in scholarly activities.</p> <p>Serves as an editor, associate editor or special issue editor for prestigious academic journals (as is possible or appropriate in the discipline) and edited books, contributing to the advancement of scholarly publishing practices.</p> <p>Actively encourages peers to engage with Open Science principles including early and open sharing of knowledge, promoting public engagement in research and ensuring verifiability and reproducibility of research outputs.</p>	<p>A sustained track record of publishing research findings in top-tier, high-impact international peer-reviewed journals and/or with other prestigious publishers (as appropriate to the discipline), emphasising the quality, significance, innovation, and transformative nature of the research. Is a role model within the research community regarding open access publishing. May contribute to books, book chapters and may serve as editor for volumes with prestigious publishers.</p> <p>Achieves a significant number of citations record (as consistent with disciplinary norms) based on the quality and impact of their published research within and beyond academia.</p> <p>Presents research at prestigious conferences, highlighting the impact, relevance, innovation, and contribution to advancing the field and impact beyond the immediate field.</p> <p>Receives prestigious awards, honours, or recognitions of esteem for research contributions, demonstrating excellence, leadership, and impact in the field.</p> <p>Serves as an editor, associate editor or special issue editor for prestigious academic journals (as is possible or appropriate in the discipline), contributing to the advancement of scholarly publishing practices reflecting their status as a leading expert in the field.</p> <p>Is recognised for engaging Open Science principles including early and open sharing of knowledge, promoting public engagement in research and ensuring verifiability and reproducibility of research outputs.</p>

## Scholarship & Research Output

	Associate Professor B	Associate Professor A	Professor	Full Professor
Research Funding	<p>Submits applications for competitive research funding and/or supports applications for prestigious fellowships/scholarships as appropriate to the discipline, focusing on quality of applications.</p> <p>Secures research grants for research projects, as lead investigator, co-investigator or collaborator, contributing to the advancement of knowledge and innovation in the field and focusing on the quality, significance, and potential impact of the research.</p>	<p>Applies for competitive research funding and/or supports applications for prestigious fellowships/scholarships as appropriate to the discipline, focusing on quality of applications and aligning with the strategic research plans of the person, faculty and institution.</p> <p>Secures research grants from funding agencies, as lead or co-lead emphasising the quality, significance, and potential impact of the research, and demonstrating the ability to develop and manage a research project.</p> <p>Develops collaborations with industry partners, governmental organisations, or international collaborators to support research activities, enhancing the relevance, applicability, and impact of the research.</p>	<p>Applies for large research grants and supports prestigious fellowships/scholarships from funding agencies (as feasible for the discipline), focusing on the quality, significance, and potential impact of the research.</p> <p>Demonstrates a track record of successful research grant awards, showcasing excellence, innovation, and leadership in securing research funding within the university context.</p> <p>Establishes and leads disciplinary and/or multidisciplinary research teams or consortia, fostering collaboration, and driving research excellence and innovation.</p>	<p>Applies for and secures major research grants and supports highly competitive fellowships/scholarships from prestigious funding agencies (as appropriate/feasible for the discipline), emphasising the quality, significance, and potential transformative impact of the research.</p> <p>Builds and sustains long-term partnerships with industry leaders, governmental organisations, and/or international collaborators to support and advance research initiatives, showcasing excellence, collaboration, impact and innovation.</p> <p>Receives recognition as a leading expert in the field with significant influence on research funding policies and priorities, demonstrating leadership, innovation, and impact in the research community.</p>
Research Supervision, Management & Leadership	<p>Successfully supervises Research Masters/ PhD level students to completion, ensuring they meet research goals and milestones within a reasonable timeframe.</p> <p>Provides guidance and support to research students throughout their studies, addressing any challenges or obstacles that may arise.</p> <p>Manages research projects effectively, ensuring compliance with relevant regulations and ethical standards.</p>	<p>Consistently supervises Research Masters/ PhD level students to timely completion, demonstrating expertise in guiding their research activities and ensuring high-quality outcomes.</p> <p>Actively supports the professional development of research students and staff, providing opportunities for training, collaboration, and publication.</p> <p>Manages complex research projects and teams with proficiency, overseeing multiple aspects of research design, implementation, and dissemination. Where appropriate, act as Principal Investigator and/or project leader and, as such, act as a line a manager of research staff.</p>	<p>Leads and mentors a diverse team of research students and staff, consistently guiding them to successful completion of their research projects and programs of study.</p> <p>Nurtures professional development, interdisciplinary collaboration and networking opportunities for research students and staff, fostering innovation and excellence in research.</p> <p>Demonstrates leadership and excellence in research project management, managing resources, and ensuring the timely and impactful delivery of research outcomes.</p>	<p>Establishes a high-calibre research group, renowned for its track record of successfully supervising research students to completion and producing high-impact research outcomes.</p> <p>Leads transformative and impactful research initiatives and teams, advancing knowledge and addressing significant societal challenges through research.</p> <p>Receives national or international recognition for excellence in research supervision and management, contributing to the development of best practices and standards in the field.</p>

## Scholarship & Research Output

	Associate Professor B	Associate Professor A	Professor	Full Professor
Innovation & Impact	<p>Demonstrates awareness of emerging trends and developments in their research field, incorporating innovative approaches into research and teaching practices.</p> <p>Engages in activities that have the potential to generate benefit and impact within the academic community or broader society.</p> <p>Participates in initiatives or collaborations aimed at fostering innovation and knowledge exchange.</p> <p>Demonstrates awareness of the value of their research results in developing a positive culture of discovery and enterprise for the benefit of the university, industry and society.</p>	<p>Develops and implements innovative research methodologies or approaches that lead to novel insights or solutions within their research discipline.</p> <p>Contributes to projects or initiatives that have a demonstrable impact on academic discourse, policy-making, or societal challenges.</p> <p>Collaborates with external partners or stakeholders to translate research findings into practical applications or solutions.</p> <p>Initiates activities that demonstrate the value of their research results in developing a positive culture of discovery and enterprise for the benefit of the university industry and society.</p>	<p>Leads transformative research projects or initiatives that significantly advance knowledge and have a profound impact on their research field or society.</p> <p>Engages in interdisciplinary collaborations or partnerships that drive innovation &amp; impact and address complex societal issues.</p> <p>Demonstrates leadership in knowledge exchange activities with external partners or stakeholders, influencing policy-making or industry practices (where relevant) based on research outcomes.</p> <p>Understands the value of their research results and the impact that their research can have through activities such as, collaborative research, licensing or spinout company creation for the benefit of the university, industry and society.</p> <p>Demonstrates leadership in diffusing research and knowledge to the wider public (where relevant) through civic engagement.</p>	<p>Pioneers groundbreaking research or innovation that leads to transformative changes in their research field or society.</p> <p>Establishes and leads national or international research consortia focused on addressing global grand challenges and driving societal impact.</p> <p>Receives national or international recognition for innovation and impact, contributing to the advancement of knowledge, policy, or practice on a global scale with external partners or stakeholders.</p> <p>Influences and shapes a strategic programme of research to ensure the results are utilised for the benefit of the university, industry and society.</p>



# Teaching & Curriculum Development

	Associate Professor B	Associate Professor A	Professor	Full Professor
<p><b>Demonstrating Teaching Excellence Overview as per Academic Role Profiles Appendix I</b></p>	<p>Demonstrates the ability to:</p> <ul style="list-style-type: none"> <li>design curricula and plan learning activities at programme level (including course/programme proposals)</li> <li>act efficiently and effectively as Course Directors</li> <li>engage with quality assurance and quality enhancement initiatives as well as the wider context for academic and professional practice of teaching at module and programme level</li> <li>co-ordinate, support, supervise, manage and/ or mentor others (whether individuals and/or teams) in relation to teaching and learning at module and programme level</li> <li>provide strategic leadership to enhance student learning within programme settings.</li> </ul>	<p>Demonstrates the ability to:</p> <ul style="list-style-type: none"> <li>Lead in initiating new programme design and approval</li> <li>Lead appropriate quality assurance and quality enhancement initiatives as well as the wider context for academic and professional practice of teaching at institutional and sectoral level</li> <li>co-ordinate, support, supervise, manage and/ or mentor others (whether individuals and/or teams) in relation to teaching and learning at institutional level</li> <li>provide strategic leadership to enhance student learning at institutional level.</li> </ul>	<p>Demonstrates keen awareness and leadership of quality assurance and quality enhancement as well as the wider context for academic and professional practice of teaching at national/international level</p> <p>Demonstrates the ability to co-ordinate, support, supervise, manage and/or mentor others (whether individuals and/or teams) in relation to teaching and learning at institutional and national level</p> <p>Demonstrates the ability to provide strategic leadership to enhance student learning at institutional and sectoral level.</p>	<p>Demonstrates leadership of quality assurance and quality enhancement as well as the wider context for academic and professional practice of teaching at national/international level initiating high impact change strategies.</p> <p>Demonstrates the ability to co-ordinate, support, supervise, manage and/or mentor others (whether individuals and/or teams) in relation to teaching and learning at institutional, national, and international level.</p> <p>Demonstrates the ability to provide strategic leadership to enhance student learning at institutional, sectoral and international level.</p>
<p><b>Curriculum Development &amp; Design</b></p>	<p>Contributes to the development of course materials, syllabi, and teaching resources aligned with program objectives and learning outcomes.</p> <p>Implements the Integrated Curriculum Development Framework effectively, making necessary adjustments to meet student needs and disciplinary standards ensuring inclusive environment.</p> <p>Actively participates in curriculum review processes and provides constructive feedback for continuous improvement.</p>	<p>Designs and develops new courses or modules at departmental/school level that reflect emerging knowledge, and interdisciplinary perspectives in alignment with the Integrated Curriculum Development Framework.</p> <p>Aligns course objectives, assessments, and instructional methods to promote active learning, critical thinking, and student engagement in an inclusive environment.</p> <p>Integrates innovative pedagogical approaches, technology-enhanced learning strategies, and inclusive practices into curriculum design.</p>	<p>Leads curriculum development initiatives at the faculty level, collaborating with colleagues to define learning outcomes and assessment criteria in alignment with the Integrated Curriculum Development Framework.</p> <p>Designs coherent and scaffolded learning pathways that foster deep understanding, creativity, and intellectual growth across the curriculum.</p> <p>Incorporates global perspectives, cultural diversity, and ethical considerations into curriculum design to prepare students for an increasingly inclusive and interconnected world.</p>	<p>Develops interdisciplinary curriculum frameworks that address complex societal challenges and promote sustainable development goals.</p> <p>Establishes partnerships with industry, community organisations, and educational institutions to ensure curriculum relevance, responsiveness to evolving needs, and alignment with best practice.</p> <p>Receives national/ international recognition for excellence in curriculum development, contributing to the advancement of educational practice and policy.</p>

## Teaching & Curriculum Development

	Associate Professor B	Associate Professor A	Professor	Full Professor
Personal & Professional Development Related to Teaching	<p>Engages in reflective practice to assess teaching effectiveness and identify areas for improvement. Seeks feedback from students and colleagues to enhance teaching practices and pedagogical approaches.</p> <p>Participates in professional development activities such as workshops, seminars, and webinars related to teaching and learning.</p> <p>Achieves Postgraduate Certificate in Learning, Teaching and Assessment (30 credits).</p>	<p>Actively engages in professional development and reflection to enhance teaching practice. Implements evidence-based teaching strategies and innovations informed by current research in teaching and learning.</p> <p>Actively contributes to communities of practice, sharing experiences and best practices with colleagues.</p> <p>Achieves Postgraduate Diploma in Learning, Teaching and Assessment (60 credits).</p>	<p>Leads or facilitates workshops, training sessions, or peer mentoring programs for colleagues to support their professional development in teaching.</p> <p>Engages in scholarly inquiry into teaching and learning, conducting research projects and publishing findings in peer-reviewed journals.</p> <p>Champions institutional initiatives to promote excellence in teaching and learning, advocating for evidence-based practices and pedagogical innovation.</p> <p>Achieves Masters in Learning, Teaching and Assessment (90 credits).</p>	<p>Receives prestigious awards or honours for excellence in teaching, recognising outstanding contributions to student success and academic innovation.</p> <p>Collaborates with external partners or organisations to advance pedagogical research and practice on a national or international scale.</p> <p>Serves as a thought leader and influencer in the field of higher education pedagogy, shaping the discourse and direction of teaching and learning initiatives.</p> <p>Achieves Masters in Learning, Teaching and Assessment (90 credits).</p>
Leadership in Teaching	<p>Engages in teaching excellence initiatives at departmental/school level to advance teaching.</p> <p>Demonstrates leadership in promoting a culture of excellence in teaching and learning within their immediate academic unit or department.</p> <p>Participates in departmental or program-level discussions and initiatives related to teaching effectiveness and curriculum development.</p>	<p>Receives prestigious awards or honours for excellence in teaching, recognising significant contributions to advancing teaching and learning at institutional or regional levels.</p> <p>Takes on leadership roles in departmental or program-level committees or working groups focused on teaching and learning enhancement.</p> <p>Advocates for evidence-based teaching practices and pedagogical innovations, influencing departmental policies and practices.</p> <p>Collaborates with colleagues at institutional or regional level to develop and implement initiatives aimed at improving student engagement, retention, and success.</p>	<p>Receives prestigious awards or honours for excellence and leadership in teaching, recognising significant contributions to advancing teaching and learning at institutional and national levels.</p> <p>Leads institutional or disciplinary initiatives to promote excellence in teaching and learning, shaping the direction of educational programs and policies.</p> <p>Facilitates professional development opportunities for colleagues through leading workshops, seminars, or conferences on teaching-related topics.</p> <p>Represents the institution or department externally, contributing to national or international conversations on teaching excellence and educational innovation.</p>	<p>Receives prestigious awards or honours for excellence and leadership in teaching, recognising significant contributions to advancing teaching and learning at institutional, national, and international levels.</p> <p>Collaborates with external partners or organisations to establish networks and consortia focused on educational leadership and innovation.</p> <p>Influences educational policy and practice through participation in national or international committees, task forces, or advisory boards.</p>

## Teaching & Curriculum Development

	Associate Professor B	Associate Professor A	Professor	Full Professor
Student Learning	<p>Demonstrates an understanding of diverse student needs and backgrounds, and implements assessments that effectively measure student learning outcomes and promote deeper understanding.</p> <p>Provides timely, constructive and accessible feedback to students to support their learning and development.</p> <p>Encourages student engagement and participation in learning activities both inside and outside the classroom.</p>	<p>Demonstrates a keen understanding of diverse student needs and backgrounds. Designs and implements assessments that effectively measure student learning outcomes and promote deeper understanding.</p> <p>Creates inclusive learning environments that foster collaboration, critical thinking, and creativity among students.</p> <p>Supports students in setting and achieving academic and career goals through mentorship and advising and receives institutional recognition for excellence in this.</p>	<p>Incorporates high-impact educational practices such as undergraduate research, service-learning, and experiential learning opportunities into the curriculum.</p> <p>Empowers students to take ownership of their learning through self-directed inquiry, reflection, and discovery.</p> <p>Receives national recognition for excellence in student-centred teaching and learning, contributing to the advancement of educational practice and policy.</p>	<p>Leads transformative initiatives to enhance student learning experiences and outcomes across the institution or discipline.</p> <p>Receives international recognition for excellence in student-centred teaching and learning, contributing to the advancement of educational practice and policy.</p>



## Academic Leadership & Service

	Associate Professor B	Associate Professor A	Professor	Full Professor
Academic Service	<p>Contributes to departmental or institutional service activities such as committee work, task forces, or student advising.</p> <p>Participates in peer review processes for academic programs, course development, or faculty evaluations.</p> <p>Engages with the academic community through service-oriented activities such as organizing seminars, conferences, or workshops.</p>	<p>Takes on leadership roles in departmental committees or working groups focused on academic planning, policy development, or curriculum review.</p> <p>Represents the department or institution on external committees, professional associations, or accreditation bodies.</p> <p>Mentors junior colleagues or students in service-related activities, providing guidance and support for their professional development.</p>	<p>Leads institutional or disciplinary initiatives to address critical issues in higher education, such as diversity and inclusion, academic integrity, or student success.</p> <p>Represents the institution as an active member on external committees, professional associations, policy or accreditation bodies.</p> <p>Mentors junior colleagues, providing guidance and support for their professional development.</p> <p>Advocates for institutional change and improvement through active participation in governance structures and decision-making processes.</p> <p>Receives recognition for exemplary service contributions at institutional, national, or international levels, demonstrating significant impact and influence in the academic community.</p>	<p>Drives transformative change and innovation in academic service, administration, and leadership, reshaping institutional practices and policies to advance the mission and goals of higher education.</p> <p>Mentors junior colleagues, providing guidance and support for their professional development.</p> <p>Collaborates with internal and external partners or organisations to address systemic challenges facing higher education and promote excellence in academic service and administration.</p> <p>Receives prestigious awards or honours for leadership in academic service and administration, recognising outstanding contributions to the advancement of higher education.</p>
Administration	<p>Demonstrates competence in administrative tasks such as course scheduling, budget management, or resource allocation within their department or academic unit.</p> <p>Participates in leadership development activities to enhance administrative skills and competencies.</p> <p>Provides support and guidance to colleagues or staff members in administrative matters, fostering a collaborative and supportive work environment.</p>	<p>Assumes leadership roles in departmental or program administration, overseeing strategic planning, resource allocation, and program development.</p> <p>Collaborates with faculty, staff, and administrators to implement policies and procedures that support academic excellence, equity, and inclusion.</p> <p>Engages in professional development opportunities to enhance leadership capabilities and effectiveness in academic administration.</p>	<p>Leads institutional initiatives to improve administrative processes, enhance efficiency, and promote innovation in academic administration.</p> <p>Assumes senior leadership roles at departmental, faculty and institutional level.</p> <p>Advocates for faculty and student interests in administrative decision-making processes, ensuring transparency, fairness, and accountability.</p> <p>Collaborates with external stakeholders or partners to address institutional challenges and opportunities, fostering mutually beneficial relationships and partnerships.</p>	<p>Provides visionary leadership and strategic direction in academic administration, driving institutional excellence, innovation, and sustainability.</p> <p>Assumes senior leadership roles at departmental, faculty and institutional level.</p> <p>Establishes and maintains effective communication channels with stakeholders, fostering trust, collaboration, and shared governance.</p> <p>Receives national or international recognition for exceptional leadership in academic administration, contributing to the advancement of higher education practice and policy.</p>

## Academic Leadership & Service

	Associate Professor B	Associate Professor A	Professor	Full Professor
Leadership	<p>Demonstrates leadership within their academic unit or department by actively participating in decision-making processes and contributing to the achievement of departmental goals.</p> <p>Aligns individual goals and activities with the strategic priorities outlined in the Faculty or Departmental strategic plan.</p> <p>Collaborates with colleagues to implement initiatives that support the mission and vision of the academic unit and contribute to overall institutional objectives.</p>	<p>Assumes leadership roles in Faculty or Departmental committees or working groups focused on strategic planning, program development, or academic innovation.</p> <p>Contributes to the development and implementation of Faculty or Departmental strategic plans, ensuring alignment with broader institutional goals and priorities.</p> <p>Advocates for resources and support needed to advance strategic priorities, fostering a culture of innovation and excellence within the academic unit.</p>	<p>Provides visionary leadership in shaping the direction and priorities of the Faculty or Department, driving strategic initiatives that address emerging challenges and opportunities in higher education.</p> <p>Leads collaborative efforts to develop and implement Faculty or Departmental strategic plans, engaging stakeholders in meaningful dialogue and decision-making processes.</p> <p>Represents the Faculty or Department in University-wide strategic planning initiatives, ensuring alignment with institutional mission, values, and goals.</p>	<p>Leads transformative change and innovation at the Department, Faculty and University level, influencing the development and implementation of strategic plans and initiatives that shape the future of higher education.</p> <p>Collaborates with internal and external stakeholders to develop partnerships and networks that support the University's strategic priorities and enhance its reputation and impact.</p> <p>Receives national or international recognition for exceptional leadership in higher education, contributing to the advancement of knowledge, policy, and practice in the field.</p>



## Document Control

Document Version

HRD049.1

Document Owner

Human Resources

Approved by

Executive Committee

Date

20 February 2025

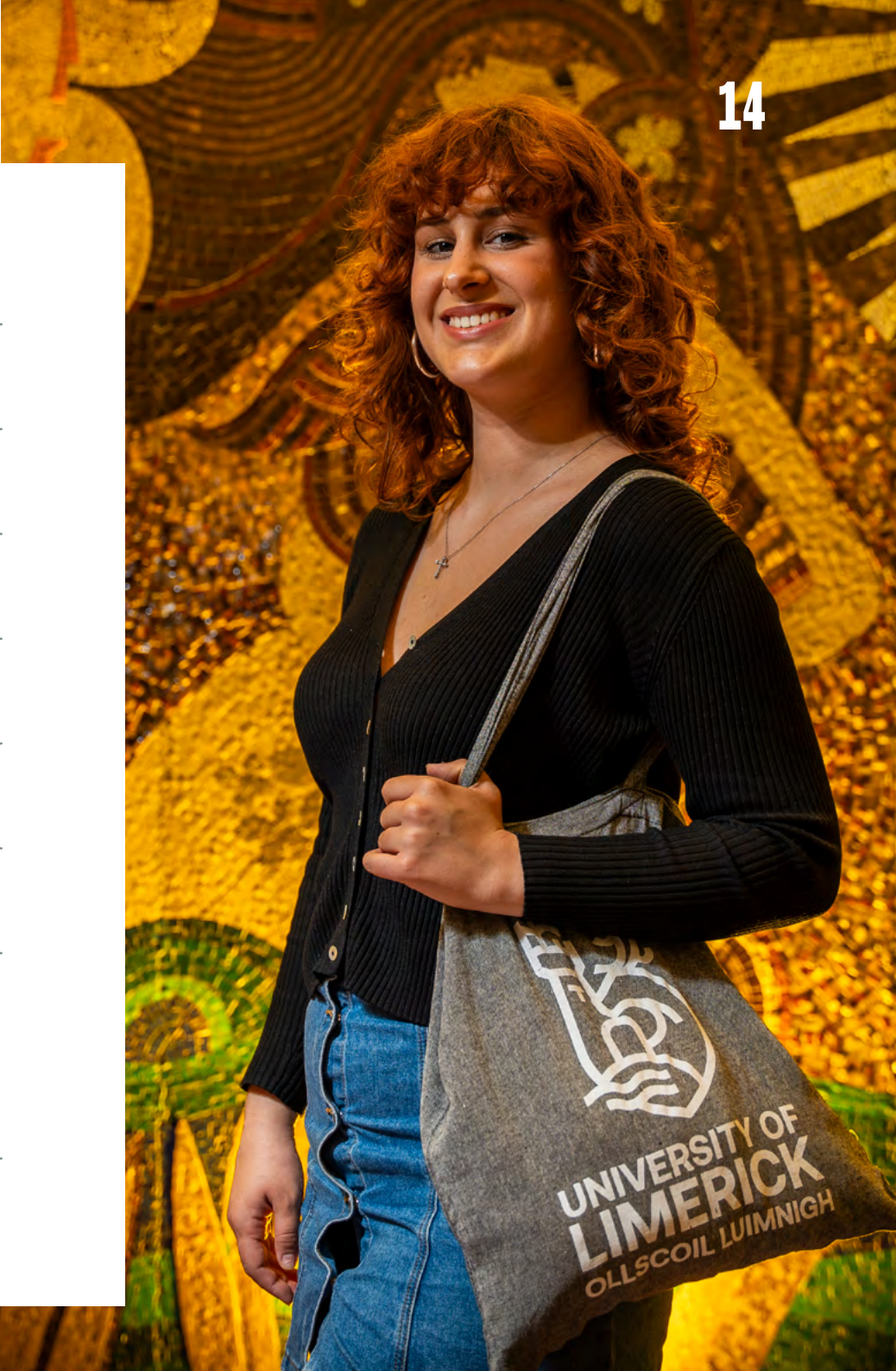
Effective Date:

20 February 2025

Scheduled Review Date:

20 February 2028

Related Documents





UNIVERSITY OF  
**LIMERICK**  
OLLSCOIL LUIMNIGH

An Rannóg  
Acmhainní Daonna  
Human Resources  
Division

[www.ul.ie/hr](http://www.ul.ie/hr)