# GUIDELINES FOR PROMOTION OF ASSISTANT AND ASSOCIATE PROFESSORS (EDUCATION)

## 2026-2027

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Heads of Department are advised to read these Guidelines in their entirety. These Guidelines, and associated Template Forms, are also available on the Human Resources website. Should there be the need to amend these Guidelines, Heads of Department will be informed accordingly.

Queries on academic promotions and reviews should be directed to the following member of staff in Human Resources in the first instance:


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## 1. INTRODUCTION

These guidelines provide information about the processes and criteria governing promotion of Assistant Professors (Education) to Associate Professors (Education) and promotion of Associate Professors (Education) to Professors (Education).

The Promotions Committee (a sub-committee of the Appointments Committee of which the Vice President and Pro Vice-Chancellor (Faculty Development) (VPFD) is the Chair) is the formal School body that reaches decisions about the success of all review and promotion proposals.

For promotion to Professor (Education), the Department must first determine that an additional Professor (Education) role is justified and obtain approval from the Vice Presidents and Pro-Vice Chancellors.

Departments must demonstrate a strategic and operational need for an education-focused role that is broader in scope and has a greater institutional impact than the applicant's current role.

Departments are encouraged to consult the Professor (Education) role profile to establish whether there is the need for this role, which is available on the Human Resources website. Note that this is not a question of whether the Department has the financial resources for the (additional) Professor (Education) role as the required financial resources will automatically be provided to the Department should the promotion case be successful. Departments will need to provide evidence of the approval by the Vice Presidents and Pro-Vice Chancellors to Human Resources when submitting a case for promotion to Professor (Education). For Promotion to Associate Professor (Education) cases, this approval is not required. If this requirement is met, each promotion proposal is then made on merit only in line with the criteria for promotion outlined below.

It is recognised that across the School colleagues appointed to the Education Career Track are working in different contexts. For example, Departments differ in size and in the range of opportunities available to take on administrative and leadership positions. Decisions on whether candidates fulfil the criteria for promotion will take into account these contextual differences.

Promotion considerations will take account of the School's Policy Statement on Equality and Diversity and will recognise the existence of non-standard and interrupted careers.

The Promotions Committee's terms of reference and membership for the current session are set out at **Annex A** and **Annex B** to these Guidelines as well as being available on the Human Resources website.

Please note that where the Guidance refers to "normally" or "in an exceptional case", it is at the discretion of the Vice Chair of the Appointments Committee (VCAC), in the first instance, whether the rules can be waived. Heads of Department must consult with the VCAC as early as possible if they think they are dealing with an exception to any part of the Guidance.

If any member of staff has concerns about the promotion process, whether at School or Department level, they are entitled to raise this formally or informally with the VCAC who will take appropriate further steps to investigate and act upon those concerns.

### 1.1 Vice-Chair of Appointments Committee (VCAC)

Professor Pauline Barrieu is the Vice-Chair of the Appointments Committee (VCAC). The VCAC may be contacted at p.m.barrieu@lse.ac.uk for advice on specific cases throughout the session. The VCAC works closely with the Vice President and Pro-Vice Chancellor (Faculty Development) (VPFD), Professor Alex Voorhoeve.

### 1.2 Impact of the Covid-19 Pandemic on Promotion

The Promotions Committee is aware that the Covid-19 pandemic continues to have an impact on the work of colleagues in the School. Where relevant information about this is provided to

the Committee, this information will be taken into account in the evaluation of promotion cases. This can be provided on the *Head of Department's Statement ECT/1*; on the *CV template ECT/2* (in a dedicated section that has been added for the declaration of Covid-19 impacts), as well as on the additional statement on contributions to education; and on the *Optional Declaration of Individual Circumstances ECT/5* (in particular, where the impacts to be declared are confidential in nature).

### 1.3 Education Probationary Review and Promotion

The School expects candidates for promotion to have successfully completed the Education Probationary Review process prior to being put forward for promotion. In exceptional circumstances, where a candidate is put forward for promotion prior to having completed their Education Probationary Review, the VPFD, the Vice President and Pro-Vice Chancellor (Education) (VPE) and the VCAC will consider whether the candidate has successfully completed their Education Probationary Review in their existing role as the Promotions Committee considers the case for promoting the candidate. Full details of the Education Probationary Review Scheme can be found on the Human Resources website.

### 1.4 Departmental Sponsorship for Promotion

Responsibility for deciding whether to put Assistant Professors (Education) forward for promotion to Associate Professor (Education) or to put Associate Professors (Education) forward for promotion to Professor (Education) lies with the Head of Department and Professors within a Department (see **Section 3**).

### 1.5 Timing of Promotions

After an unsuccessful promotion attempt, there will be a period of two years before another proposal will be considered by the Promotions Committee, unless the Promotions Committee itself decides to waive this rule in its decision on a given case. There is no limit on the number of occasions on which a candidate may be put forward for promotion. When considering a promotion proposal, the Promotions Committee will not have before it information about any previous unsuccessful promotion proposal(s) from that candidate.

### 1.6 Optional Declaration of Individual Circumstances

The School expects that if staff members' individual circumstances are affecting their day-to-day activities or performance the individual would have raised these at the earliest opportunity with their Department and the Department will have addressed these issues, with the advice of Human Resources, as soon as reasonably possible. Furthermore, the School expects that most circumstances do not need to be stated on the *Optional Declaration of Individual Circumstances Form ECT/5* as these can be resolved through local discussion. For advice, please consult the relevant HR Partner in the first instance.

If the circumstances have had a significant impact, then the Promotions Committee will, where necessary, consider the effect of a candidate's individual circumstances on their career progression where information has been provided by the candidate and, where the candidate so wishes, by the Head of Department. The following are examples of individual circumstances that might apply where these have had a significant impact on progress and performance:

- Disability as defined by the Equality Act 2010, for example conditions such as cancer, chronic fatigue syndrome and mental health conditions
- Other instances of ill health or injury not covered above
- Constraints relating to pregnancy, maternity, breastfeeding, adoption, paternity or childcare **in addition to** periods of parental leave taken. This could include, for example, pregnancy-related illness or the ill health of a child
- Other caring responsibilities (for example caring for an elderly, ill, or disabled relative)
- Other significant life event, for example gender reassignment or bereavement of a family member

Please note that interruptions in service due to maternity leave, adoption leave, additional paternity leave, shared parental leave, secondment or special leave buyout should be declared on the *Curriculum Vitae Template* ECT/2.

The *Optional Declaration of Individual Circumstances Form ECT/5* should be completed and signed by the candidate and, where the candidate so wishes, the Head of Department. The information provided on this form, with advice from the Department's HR Partner, will inform the VCAC's advice to the Promotions Committee as to the nature of the circumstances, the support being provided and whether any other adjustments are necessary (e.g., reasonable adjustments in case of a disability). The details of the circumstances will not be disclosed to the Promotions Committee.

Please note that if there are personal circumstances that are affecting the day-to-day activities or performance of the candidate which are not declared on the form by the deadline on the form, the Promotions Committee may not be able to take account of them in its decision on the case.

In cases where the *Optional Declaration of Individual Circumstances Form ECT/5* has been submitted, the VCAC and Human Resources may gather further information on the background of the case. Human Resources may, if the candidate has informed the Head of Department of the individual circumstances, request a more detailed statement from the Head of Department to aid advice to the VCAC (this information **will not** be shared with the Promotions Committee) and this may include information such as the following:

- A description of the situation.
- The effect it has had on the candidate's ability to carry out their duties.
- Details of any Doctors' notes, Occupational Health referrals, specialist reports and recommendations (where applicable).
- Action taken by the Department, including any reasonable adjustments made to the candidate's role in the Department, flexible working arrangements, mentoring, departmental commitments including administration.
- The effectiveness of those adjustments in increasing the candidate's ability to carry out their duties.
- Career advice given in Academic Staff Career Development Review (CDR) meetings and agreed actions.

The Promotions Committee will give careful consideration to the VCAC's indication of the severity and impact of the circumstances and may make recommendations to the Department and/or the candidate regarding the candidate's future career progression at the School.

Please refer to **Annexes C and D** for the deadline of submission of the *Optional Declaration of Individual Circumstances Form ECT/5.*

### 1.7 Disability and the Promotion Process

The School's commitment to providing and developing a supportive and enabling environment for all staff extends to the promotion process in particular and the career development of staff in general. As part of this commitment, a disability which is having a significant impact on an individual's progress and/or performance may be raised and considered under **1.6 Optional Declaration of Individual Circumstances**.

In addition, Heads of Department (and other individuals with management or oversight responsibilities) have a role to play in ensuring that Education Career Track staff with disabilities are supported throughout the promotion process, including the agreement and implementation of reasonable adjustments. Similar expectations apply to the Career Development Review process. The relevant HR Partner can provide guidance about what could be considered 'reasonable' in a situation.

As outlined in 1.6, the impact of a disability on an individual's progress will be relayed to the Promotions Committee by the VCAC along with any recommended adjustments to process. A decision on the case will take the information into account when considering the requirements for promotion as outlined in **Section 2**. The information provided by the VCAC will be based on

discussions with the Head of Department and/or the HR Partner and will consider the need for reasonable adjustments to be made based on individual circumstances.

In order to ensure that departmental promotions processes also take account of any reasonable adjustments which might be made for an individual, Heads of Department should contact the VCAC to ask for advice where an individual with a disability is being considered for promotion.

Prior to a case reaching the Promotions Committee, it is expected that both individuals and departments will have received support and advice in helping an Education Career Track member of staff with a disability to progress in their career. Further information can be found in the Career Development Review Guidance.

### 1.8 Interviews

Consideration of promotion proposals by the Promotions Committee is a documented process based on evaluation of written reports and materials.

There is no entitlement to interview for either the candidate or the Head of Department, although in exceptional circumstances the Promotions Committee may invite a Head of Department or the candidate to attend – if, for example, there is a need for factual clarification in a particular case. Wherever possible, Heads of Department and candidates should be in the School and available on the dates the Promotions Committee meets (in the Lent term) to consider promotions (dates of this session's meetings are available at **Annex C** of these Guidelines.

### 1.9 Submission of Documentation and Deadlines for Submission

The current session deadlines for submission of documentation to Human Resources are set out in the Promotion and Review Timetable and Reference Guide to Deadlines for Review and Promotion Documentation (**Annex C and D** of these Guidelines, respectively). Heads of Department are responsible for forwarding all documentation to Human Resources by the specified dates.

Failure to submit materials by the due date may preclude consideration of the case.

### 1.10 Data Protection - Confidentiality of Promotion and the Review Process

The Promotions Committee complies with the GDPR and Data Protection Act 2018 as amended, in processing personal data in relation to consideration of individual promotion and review cases.

All persons asked to provide statements, references and reports about candidates for promotion and review are advised that their documentation is confidential to the Promotions Committee and will be used solely for the purposes of the School's Review and Promotion processes. However, in circumstances such as a grievance or legal proceedings reports may have to be disclosed to a third party. In the interests of fairness, the Promotions Committee will not accept comments, either written or verbal from third parties (those from whom comments had not been formally solicited).

### 1.11 Career Development Review Scheme and Mentoring

The Promotions Committee expects that all Assistant and Associate Professors (Education) will receive constructive advice on career development from senior academic colleagues. For staff who have successfully completed the Education Probationary Review process, the School has an established *Career Development Review* (CDR) *Scheme* and full Guidance is available on the Human Resources website. The Scheme is designed to facilitate support, mentoring and career guidance for Education Career Track staff.

Heads of Department are responsible for ensuring that the CDR process is operating effectively at departmental level, and for ensuring that CDR Meetings take place on an annual basis. They are also responsible for ensuring the CDR forms are submitted to Human Resources for the VCAC's review.

The VCAC, in conjunction with the VPFD and Human Resources, is responsible for oversight and implementation of the CDR Scheme and for reporting on any issues to the Promotions Committee.

*Mentoring*

All Education Career Track staff should have a Mentor during their probation period. The purpose of a Mentor is to give informal advice and provide a sounding board throughout the year. This is different to the annual Career Development Review (CDR) meetings which are normally conducted by the Head of Department or their nominee. Importantly, the mentor cannot be the one holding the CDR meeting and should also not be the person undertaking Probationary Review Meetings (where this is different).

Mentoring Guidelines are available on the Human Resources website. The Eden Centre offers training and support sessions. Further information is available on the Eden Centre website.

### 1.12 Freedom of Speech and the Promotion Process

All promotion decisions must be taken in line with LSE's Code of Practice on Free Speech, which outlines the School's responsibilities to protect and promote freedom of speech and academic freedom within the law.

### 1.13 General

These Guidelines are subject to periodic review and may be amended as necessary.

## 2. CRITERIA FOR PROMOTION

### 2.1 Criteria for Promotion to Associate Professor (Education)

Promotion to Associate Professor (Education) comes in recognition of significant contributions to teaching and education, evidence of having made a positive and sustained impact on teaching and education, and growing participation in teaching- and education-related contributions to administration and governance.

Teaching and wider education-related activities vary across Departments and so do the roles taken by Education Career Track staff. The Promotions Committee does not therefore require a candidate to meet every single criterion for promotion, if it is determined by the Promotions Committee that the context in which they have been working makes this difficult. Heads of Department are asked to specify, where relevant and in the departmental context, which criteria do not apply in a given case in the *Head of Department's Statement ECT/1*.

With this caveat in mind, successful candidates will show evidence that they meet the following criteria:

- Outstanding quality teaching in the classroom, based on up-to-date relevant research or professional practice as appropriate for the context
- Versatility in teaching different courses at different levels and with different requirements (e.g., compulsory and elective courses)
- A coherent and viable programme for future contributions to teaching and education with the potential to be demonstrably innovative and excellent
- Timely and effective feedback provided to students
- Significant commitment to student advising/mentoring
- Significant contributions with respect to advancing an inclusive and supportive learning environment and a culture of excellence in teaching and learning
- Significant contributions to curriculum planning/enhancement and course design, including to the enrichment of curriculum with research, both in content and through enquiry-based learning approaches to learning
- Clear evidence of ability to manage and direct a teaching programme
- Significant contributions to activities aimed at raising the student experience
- Successful mentoring of and assistance to junior teachers such as graduate teaching assistants
- Success in inspiring and motivating students as partners, innovators, independent learners and critical thinkers
- Ability and willingness to contribute in important ways to taught LSE programmes, ideally at undergraduate, postgraduate and ancillary levels (e.g. Executive teaching, short courses, international programme or Summer School), and, where relevant, to research degrees
- Contributions to the exchange of teaching experiences, ideas and evidence-based research with colleagues in the Department, across the School and, potentially, the wider higher education community
- Significant contributions to education-related administration coupled with evidence of collaborating successfully with relevant professional services staff

Activities that additionally strengthen the promotion case:

- Authoring or co-authoring of textbooks or of high-quality practitioner or academic publications
- Significant contributions to education and pedagogy within and potentially beyond the LSE

The Promotions Committee normally bases its decision on its view of the evidence presented in the following documentation:

- A CV presented on the standard template, including a statement from the candidate on their contributions to teaching and other education-related activities. The latter should include consideration of the impact of their contributions and including a statement on their teaching and education trajectory.
- A statement from the candidate's Head of Department.

- Departmental and Eden Centre Teaching Observation Report (where relevant).
- School student survey results.
- Teaching and education prizes (where existent).
- A statement from the Eden Centre evaluating the candidate's engagement with the Eden Centre.
- Where appropriate, a statement from LSE LIFE evaluating the candidate's engagement with LSE LIFE.
- Where appropriate, accreditation by AdvanceHE / Higher Education Academy.
- A Report from an Internal Reader (normally a member of the Promotions Committee) and comments of a Monitor (also normally a Committee member).
- Evidence from external peer review.
- Any other evidence candidates regard as supporting their case. (This might include formative evaluation data and informal student feedback, letters from former students, letters of support from departmental or other LSE colleagues or external collaborators in addition to the external peer review specified under **Section 5**).

The Committee may also seek other evidence as it deems appropriate.

## 2.2 Criteria for Promotion to Professor (Education)

Promotion to Professor (Education) comes in recognition of major and sustained accomplishments in teaching and education, evidence of having made a positive, sustained and significant impact on teaching and education, and significant participation in administration and governance.

Teaching and wider education-related activities vary across Departments and so do the roles taken by Education Career Track staff. The Promotions Committee does not therefore require a candidate to meet every single criterion for promotion, if it is determined by the Promotions Committee that the context in which they have been working makes this difficult. Heads of Department are asked to specify, where relevant and in the departmental context, which criteria do not apply in a given case in the *Head of Department's Statement ECT/1*.

With this caveat in mind, successful candidates will show evidence that they meet the following criteria:

- Outstanding quality teaching in the classroom, based on up-to-date relevant research or professional practice as appropriate for the context.
- Versatility in teaching different courses at different levels and with different requirements (e.g., compulsory and elective courses) and sustained success in doing so.
- A coherent and viable programme for future contributions to teaching and education with the potential to be demonstrably innovative and excellent.
- Timely and effective feedback provided to students.
- Sustained and significant commitment to student advising/mentoring.
- Sustained leadership with respect to advancing an inclusive and supportive learning environment and culture of excellence in teaching and learning.
- Sustained and significant contributions to programme planning and programme design and enhancement in addition to contributions to curriculum planning and course design, including to the enrichment of curriculum with research, both in content and through enquiry-based learning approaches to learning.
- Successful programme leadership.
- Sustained and significant contributions to activities aimed at raising the student experience.
- Sustained success in developing and mentoring all staff with a teaching responsibility.
- Success in inspiring and motivating students as partners, innovators, independent learners and critical thinkers.
- Success in contributing in significant ways to taught LSE programmes, ideally at undergraduate, postgraduate and ancillary levels (e.g. Executive teaching, short courses, international programme or Summer School), and, where relevant, to research degrees
- Leadership of innovation in pedagogy.
- Demonstrated success at driving Department-wide teaching improvements or, at a minimum clear evidence of ability to do so.

- Significant contributions to the exchange of teaching experiences, ideas and evidence-based research with colleagues in the Department, across the School and the wider higher education community.
- Significant contributions to the development, management, implementation and review of departmental and/or School education-related strategies, including major quality assurance and accreditation processes.
- Significant leadership contributions to education-related administration both at the departmental and the School level, coupled with evidence of collaborating successfully with relevant professional services staff and the relevant School committees.
- Ability and willingness to serve as Deputy Head of Department (Teaching and Education).

Activities that additionally strengthen the promotion case:
- Authoring or co-authoring of textbooks or high-quality practitioner or academic publications.
- Sustained and significant contributions to education and pedagogy beyond the LSE, providing the candidate with a regional, national and/or international reputation as an educator

The Promotions Committee normally bases its decision on its view of the evidence presented in the following documentation:

- A CV presented on the standard template available from Human Resources including a statement from the candidate on their contributions to teaching and other education related activities including consideration of the impact of their contributions and including a statement on their teaching and education trajectory.
- A statement from the candidate's Head of Department.
- Departmental and the Eden Centre Teaching Observation Report (where relevant).
- School student survey results.
- Teaching and education prizes (where existent).
- A statement from the Eden Centre evaluating the candidate's engagement with the Eden Centre.
- Where appropriate, a statement from LSE LIFE evaluating the candidate's engagement with LSE LIFE.
- Where appropriate, accreditation by AdvanceHE / Higher Education Academy at Senior Fellowship or Principal Fellowship level.
- A Report from an Internal Reader (normally a member of the Promotions Committee) and comments of a Monitor (also normally a Committee member).
- Evidence from external peer review.
- Any other evidence candidates regard as supporting their case. (This might include formative evaluation data and informal student feedback, letters from former students, letters of support from departmental or other LSE colleagues or external collaborators in addition to the external peer review specified under **Section 5**).

The Committee may also seek such other evidence as it deems appropriate.

### 2.3 Unsuccessful promotion proposals

The process following the Promotions Committee's decision is discussed in **Section 7 – Decisions of the Promotions Committee**.

## 3. ROLE OF THE HEAD OF DEPARTMENT

### 3.1 Functions of the Head of Department

The principal functions of the Head of Department in relation to promotion of Education Career Track staff are:

*Career Development*

- To ensure that all Assistant and Associate Professors (Education) receive constructive advice on career development, and that the *Staff Career Development Review (CDR) Scheme* (available on the Human Resources website) and mentoring operate effectively for them..

*Promotion of Education Career Track Staff*

- To keep under review with the departmental professoriate the possible claims to promotion of all Assistant and Associate Professors (Education) and to be responsible for the presentation and submission of department promotion proposals to the Promotions Committee.

There is an annual timetable governing submission of proposals for promotion in **Annex C** to these Guidelines.

### 3.2 Responsibility for Submission of the Case to the Promotions Committee

Heads of Department are responsible for the electronic submission of all relevant documentation to the Promotions Committee via Human Resources, except the Eden Centre Teaching Report. It follows that Heads of Department are expected to take an active role in advising candidates on presentation of their CVs on the *CV Template ECT/2*, ensuring that information is set out clearly and that there are no omissions. Heads of Department are also expected to sign off on these forms.

### 3.3 Views of the Departmental Professoriate

The Head of Department must have consulted with the departmental professoriate regarding the candidate, and the *Head of Department's Statement ECT/1* should be based on the information submitted to and considered by the department's professoriate. The statement should make clear which members of the department's professoriate were involved in the discussion. The Committee expects that a decision will be taken on the basis of a vote by all serving Professors, and that the *Head of Department's Statement ECT/1* will indicate the numbers voting for and against as well as those abstaining.

The Promotions Committee does not regard unanimity of the departmental professoriate as a *sine qua non* of a successful case, but does expect that if there are differing opinions these will be explained in full in the *Head of Department's Statement ECT/1*.

Departments may solicit external references to inform their decision on whether to support a promotion case. Where Departments do so, the following rules apply:

- The list of referees needs to be approved by the VCAC who will apply the same criteria as listed in **Section 5.2 – Criteria for Selection of External Referees**.
- Candidates should be invited to nominate up to 50 per cent of the referees.
- The soliciting letter/email needs to be approved by the VCAC.
- All soliciting emails should be copied to Human Resources and all references received must be made available to the VCAC and Human Resources.
- Where the case comes to the Promotions Committee for decision, all reference letters solicited by the Department will be made available to the Promotions Committee.
- Where the case comes to the Promotions Committee for decision, the VCAC has the right to allow the reference letters solicited by the Department to substitute for some or all of the reference letters that would otherwise be solicited by the Promotions Committee.

### 3.4 Head of Department's Statement

The Head of Department's Statement ECT/1 is a key component of the evidence considered by the Promotions Committee. The Promotions Committee expects Heads of Department to frame their statements with the relevant respective promotion criteria in mind. Heads of Department should specify any listed criteria that may, given the departmental context, not be relevant to a candidate's role and so cannot be met.

The Promotions Committee expects Heads of Department to address the following areas in their reports on candidates:

*1. Academic Profile:*

A full evaluative commentary on the candidate's academic profile, across the range of teaching and education, administration and other professional activities, as evidenced by the curriculum vitae, ensuring detail is provided to inform the Promotions Committee's decision.

*2. Teaching Quality and Educational Contributions:*

The Head of Department should provide a detailed and comprehensive account of the candidate's overall teaching profile and contributions to education, addressing the extent to which the candidate fulfils each of the relevant promotion criteria. Where a candidate does not fulfil (part of) a criterion, the Head of Department should supply a clear statement why the particular role currently filled by the candidate renders it difficult to fulfil that criterion.

When referring to any teaching course, Heads of Department are requested to state the full course name and course code.

Heads of Department should ensure that all relevant evidence is provided in the teaching contribution section of the candidate's *CV Template ECT/2*, and that any weaknesses are discussed fully by the candidate and the Head of Department along with the steps that have been taken and are planned to address them. The Promotions Committee will also have before it School student survey results for up to the four previous sessions.

*Departmental Teaching Observations*

The Departmental Teaching Observation is no longer a requirement, however if it is considered beneficial for the candidate, a Head of Department may wish to carry one out or have one carried out by a senior colleague, in which case a report should be submitted on form ECT/4.

*3. Service to the Department and the School:*

The Head of Department should provide their opinion of the candidate's contribution to the work of the Department and School through service on departmental/School committees or holding departmental or School offices.

*4. Career Development:*

The Head of Department should confirm that CDR meetings have taken place and outline the career development advice provided to the candidate and the Department's expectations for future career progression.

For candidates holding joint appointments across two departments, where one of the appointments is at least at 0.3 FTE, the head of the 'secondary' department is required to submit a short statement, in addition to co-signing the *Head of Department's Statement ECT/1*

## 4. CANDIDATE STATEMENTS AND TEACHING OBSERVATIONS

### 4.1 Self-evaluative commentary on contributions to teaching and education

The Promotions Committee places great value on a detailed and self-evaluative teaching and education contribution statement by candidates and supporting evidence as part of the *CV Template ECT/2*. The statement should be 3,000 to 5,000 words, excluding appendices.

Candidates should present a case for how they fulfil the criteria for the promotion they are considered for. To address the criteria, all candidates should discuss their approach to teaching, learning and assessment. They may also wish to refer to and address some of the following in writing their statement (note that some of these will be more relevant for candidates for promotion to Professor as they are further along in their careers):

- Evidence of engagement with student diversity and discussion of notable successes and/or challenges in terms of teaching.
- Diversity of teaching and learning approaches and tools used by the individual and extent to which they introduce new ideas.
- Use of teaching development funding from the Eden Centre//other + evidence of evaluation and decision regarding next steps.
- Evidence of dissemination related to teaching (e.g., blog/article/report/Teaching Symposium contribution).
- Their involvement in course and curriculum development.
- Evidence of leadership roles – e.g., in course, programme, examinations, student selection, academic mentoring, work with GTAs, colleague mentoring, external programmes, committee contributions.
- Feedback from GTAs/others working with the individual.
- Education prizes.
- External grant funding for teaching development – with evidence of outcomes.
- Conference presentations/journal articles related to pedagogy.
- Authorship or editorship of textbooks.
- Engagement in personal/professional development in relation to teaching.
- External recognition e.g., external examining; visiting lecturing; membership of review panels in other universities.
- Leadership/advisory roles on national/international HE teaching developments discipline/national teaching-related prizes/commendations.
- Any additional circumstances that they would like the Promotions Committee to be aware of, including a disability or other condition that may have impacted on their teaching and/or education contributions (see **Section 1.6 – Optional Declaration of Individual Circumstances**).

Candidates are advised to refer to a range of evidence to substantiate the claims made in the commentary. Candidates should include an appendix containing supporting evidence for claims made in the commentary. The appendix should include up-to-date versions of the course guides and syllabi of all the courses they teach. It may also include case studies or representative teaching materials (for example, assignments or simulations) they have prepared for students, or student testimony statements.

Candidates should note that the Promotions Committee already has access to TQARO student survey results, as well as Departmental and Eden Centre observation reports.

The Promotions Committee is aware of the limitations of using TQARO student survey results as a means of evaluating contributions to education. The Committee seeks to evaluate teaching and wider contributions to education in a holistic way and TQARO student survey results form only one part of the evidence base relating to contributions to education.

Candidates are encouraged to get in touch with the Eden Centre at eden@lse.ac.uk for advice on their educational contribution statement.

### 4.2 Statement on trajectory of teaching and education contributions

In a separate part of the *CV Template ECT/2*, candidates are asked to demonstrate a coherent and viable programme of excellent and innovative teaching and education contributions over the next 3-5 years. The relevant section of the CV template should be 3,000 to 5,000 words; additional evidence can be placed in an appendix.

### 4.3 Teaching Observations

*Departmental Teaching Observation*

The Departmental Teaching Observation is no longer a requirement, however if it is considered beneficial for the candidate, a Head of Department may wish to carry one out. In the case that a Head of Department carries out an observation, the report should be submitted on this observation form G/6.

*Eden Centre Teaching Observation*

Human Resources is responsible for notifying the Eden Centre of the schedule of Promotions each session in Michaelmas Term and will liaise with the Eden Centre in order to arrange the submission of reports in line with the promotions timeline. The Eden Centre staff will arrange the observation at a time that works for the member of staff concerned. However, the Eden Centre will only conduct observations where there are concerns about a candidate's scores and when the VPFD, VPE and the VCAC deem it to be a requirement.

If a Teaching Observation is considered necessary, on the day of the observation, the Eden Centre observer will attend the session, introduce themselves and sit quietly at the back of the room and complete a report further to the observation. Where possible, the teacher should send their teaching materials to the observer in advance of the observation.

If the teacher requests it, the observer will arrange a debrief after the session. The observer will offer thoughts and summarise the observation report, however the report itself will not be shared with promotion candidates until all the documents for the promotion case have been submitted. After this, the observer will share the report with the teacher if asked.

## 5. EXTERNAL PEER REVIEW

The Promotions Committee solicits external peer review advice as part of its decision-making process for promotion cases, where external means external to the Department but not necessarily external to the LSE.

It is the responsibility of the Head of Department to ensure that, prior to nomination, all external reviewers are willing to be contacted by the VCAC and to participate in the process.

All external reviewers are thanked for their advice and are informed about successful cases for whom they served.

A reference guide to the documentation shared with external reviewers can be found at **Annex E**.

### 5.1 Role of External Referees in the Promotions Process

Heads of Department are required to provide the names of external referees for each candidate on the *Referees for Promotion Form ECT/3*. Normally, **six** referees should be proposed: three nominated by the Department and three nominated by the candidate.

In all cases, the Promotions Committee takes the final decision about which referees to consult and may substitute its own suggestion(s) for those proposed by the Department or the candidate.

### 5.2 Criteria for Selection of External Referees

- Referees should be distinguished scholars and educators who can provide insightful, specific comments on the candidate's record.
- Up to half of the referees can be Associate Professors, Professors or Professors (Education) from LSE but from Departments other than the candidate's Department.
- Normally, referees should be employed by a distinguished university, though the VCAC will consider requests for nominating referees from professional bodies and sectors other than higher education if these referees can provide valuable insights.
- The nomination of more than one referee from the same Department within the same institution will not normally be permitted.
- Referees should not normally have co-authored publications, acted as co-investigators or co-taught with the candidate during the preceding four years. Heads of Department should seek the advice of the VCAC for disciplines where joint authorship is the norm and where collaborators may be best placed to act as referees.
- The naming of referees should not include people who have acted as a PhD supervisor to the candidate.

### 5.3 Confidentiality

Referees, and Higher Education Experts are advised that any reference provided in connection with the Promotion processes will be confidential to the Promotions Committee and will be used solely for the purposes of the School's Review and Promotion processes. The references are not normally disclosed to Promotion candidates or to Heads of Departments. However, in circumstances such as a grievance or legal proceedings, references may have to be disclosed to a third party.

## 6. PROCEDURES OF THE PROMOTION PROCESS

### 6.1 Consideration of Promotion Cases

Before reaching a decision in each case, the Promotions Committee will take account of the external opinions as expressed by the Referees and of the internal opinions as expressed in the *Head of Department's Statement ECT/1* and the opinion of the Internal Reader assigned to assess the candidate's publications as well as the Internal Monitor, who, unless there is a conflict of interest, is normally the VPE. The Promotions Committee is in no way bound to follow the recommendation of the Head of Department. It is a basic School principle that departmental recommendations are subject to assessment and evaluation by Professors from other departments. It is open to the Promotions Committee either to endorse the recommendation, to reject it.

*Role of Promotions Committee Readers*

All submitted documentation will be read and assessed by a member of the Promotions Committee from a related department or discipline (or a member of the Appointments Committee). Their views serve as a basis for discussion by the Promotions Committee. The identity of the reviewer(s) and the contents of their written reports are not revealed to the candidates. The VCAC or the Promotions Committee may decide that member(s) of the Promotions Committee (or a member of the Appointments Committee) in addition to the nominated Committee member should read the writings.

*Grading Criteria*

Internal Readers apply the grading criteria agreed by the Promotions Committee as part of their summative evaluation of cases using the grading scale A-D where,

A - Outstanding case
B - I am confident in my judgement that this case clearly meets the criteria for review and/or promotion
C - Merits full discussion by Committee
D - Case looks inadequate – merits full discussion by Committee

*Role of Promotions Committee Monitors*

All promotion cases will have one principal Internal Reader with a second member of the Committee, normally the VPE, appointed to each case in the role of 'Monitor'. If the VPE has a conflict of interest with the case, they must recuse themselves and be replaced by the VCAC as Monitor. If both the VCAC and VPE have a conflict of interest with the case, the Chair must appoint another member of the Committee to act as Monitor.

The purpose of the monitoring role is to ensure equity of treatment in the consideration of cases. The Monitor is provided with candidates' submitted documentation.

The Monitor will provide a brief comment on the case. The comments of the Monitor are in addition to close reading of the cases by the appointed Internal Reader. Should the Internal Reader award a grade of C or D to the candidate, then the Internal Monitor automatically becomes the Second Internal Reader, in which case they will also provide a full report based on a close reading of the case.

*Deferral of cases to a later meeting*

Where, in the view of the Internal Reader / Monitor / Committee, a case is deemed to be either category 'C' or 'D' under the Promotions Committee grading scale or there is insufficient evidence to make a decision, a decision on the case may be deferred to the next meeting of the Promotions Committee to allow for further opinion(s) to be sought or further information to be gathered. Where this occurs, the candidate and Head of Department will be informed of the adjustment in the timescale.

*Addressing concerns*

The Promotions Committee reserves the right to approach the candidate's Head of Department to request that any evidence of poor teaching should be addressed.

The VCAC is responsible for follow-up actions on behalf of the Promotions Committee regarding any issues of concern identified by the Committee in relation to the teaching performance of individual members of staff.

*Decisions*

If a majority of the members of the Promotions Committee is of the view that an Assistant Professor (Education) fulfils the requirements for promotion to Associate Professor (Education) then the staff member concerned will be promoted to the career grade of Associate Professor (Education).

If a majority of the members of the Promotions Committee is of the view that an Associate Professor (Education) fulfils the requirements for promotion to Professor (Education), then the staff member concerned will be promoted to Professor (Education).

## 7. DECISIONS OF THE PROMOTIONS COMMITTEE

### 7.1 Notification of Decisions

Decisions of the Promotions Committee remain confidential until candidates have been notified in writing of the outcome. Letters, copied to the Head of Department, will normally be issued within 10 working days following the conclusion of the meeting. Letters will normally be signed by the Vice President and Pro-Vice Chancellor (Faculty Development) or the VCAC.

*Successful Promotion*

If a staff member's case for promotion to Associate Professor (Education) is successful, they will be promoted to the career grade of Associate Professor (Education), normally from the following 1 August. Staff will be issued with the role profile applicable for Associate Professor (Education).

If a staff member's case for promotion to Professor (Education) is successful, they will be promoted to the career grade of Professor (Education), normally from the following 1 August. Staff will be issued with the role profile applicable for Professor (Education).

*Unsuccessful Promotion Applications*

Unsuccessful candidates will be sent a personal letter setting out the reasons for the Promotions Committee's decision. Unsuccessful candidates are encouraged to seek a meeting with the VPFD in their capacity as Chair of the Promotions Committee or with the VCAC, to discuss their case. There is no right of appeal against decisions reached by the Promotions Committee. The candidate's Head of Department will also be informed of the reasons for the Committee's decision.

*Waiting Period and Re-Applications*

Normally, there should be at least a two year gap between submissions of promotion proposals following an unsuccessful promotion attempt. In exceptional cases, the Promotions Committee may agree that a case may come before it again in the next promotion round without waiting for two years to elapse.

There is no limit on the number of occasions on which a candidate may be put forward for promotion. The Promotions Committee will not have before it information about any previous unsuccessful promotion proposals for this candidate.

*Reporting to the Appointments Committee*

The names of all successful promotion candidates are reported to the Appointments Committee.

### 7.2 Salary Determination

*Promotion to Associate Professor (Education)*

Assistant Professors (Education) promoted to Associate Professor (Education) will normally have their salaries increased to the minimum salary for Associate Professors on Step 48, or receive three additional increments, whichever increase is greater. The salary increase will normally take effect from the following 1 August.

*Promotion to Professor (Education)*

Associate Professors (Education) promoted to Professor (Education) will normally have their salaries increased to the minimum salary for Professors on Step 58 or receive four additional increments, whichever increase is greater. The salary increase will normally take effect from the following 1 August.

Further information on the LSE salary scales is available on the Human Resources website

## PROMOTIONS COMMITTEE: Terms of Reference and Membership

### 1. Purpose of Committee

The Promotions Committee is the formal School decision-making body which considers and reaches decisions on departmental recommendations for Interim Review and Major Review. The Committee is also the decision-making body for proposals to promote members of the academic staff to Associate Professor and Professor and, members of the research staff to Assistant Professorial Research Fellow, Associate Professorial Research Fellow and Professorial Research Fellow, and members of the Education Career Track staff to Associate Professor (Education) and Professor (Education). The Promotions Committee is a Sub-Committee of the Appointments Committee and is chaired by the Vice President and Pro-Vice Chancellor (Faculty Development).

### 2. Membership

The membership of the Promotions Committee is approved annually by the Appointments Committee and comprises *ex officio*:

Vice President and Pro-Vice Chancellor (Faculty Development) (Chair)
Vice-Chair of the Appointments Committee
Vice President and Pro-Vice Chancellor (Education)

And fifteen professorial members nominated from the five Academic Board constituency Groups. There are three professorial representatives from each Academic Board Group.

Professors currently serving as Heads of Department are ineligible to be considered for Committee membership until their term as Head of Department expires.

No less than one third of the fifteen professorial members nominated from the five Academic Board constituency Groups should be women and no less than one third should be men.

The VCAC will be required to explain in the VCAC annual report to the Appointments Committee why this target could not be met if it was not met in a specific year.

The Committee is supported by Human Resources.

### 3. Nomination Procedure

Nominations to fill vacancies arising on the Promotions Committee will be sought from Heads of Department. It will normally be expected that nominations will carry the support of all Heads from within the Group(s) in which vacancies occur. The VCAC works together with Heads of Department to seek gender and disciplinary balance as well as representation of smaller Departments in their nomination of candidates.

In the interests of ensuring that the Committee retains an appropriate balance in terms of gender, subject coverage across disciplines and representation of smaller departments, the VCAC has discretion to nominate up to five professorial representatives to serve on the Committee. The VCAC's nominees may be drawn from any of the five Academic Board Groups.

### 4. Term of Office

One half of the elected members of the Promotions Committee will normally retire from the Committee at the end of each academic session and no appointed member who has served a full term of office (which is normally two years) will be re-eligible until three further years have elapsed.

Casual vacancies are filled by the appointment of a new member drawn from the Academic Board Group in which the vacancy occurs, who will serve for the unexpired period of the appointment.

## 5. Code of Conduct

Committee members are expected to take a School-wide view of the issues before them and not to represent departmental views. Furthermore, Committee members from the same department as a candidate under consideration are not permitted to participate in discussion of the case, except to provide factual clarification if called upon by the Chair. In the case of a self-sponsored promotion proposal, Committee members from the same department as the candidate will be requested to leave the room while the case is considered.

Committee members are expected to make themselves available to attend every meeting in view of the importance of maintaining continuity in the deliberations of the Committee. Committee members are expected to respect the importance of dealing with the work of the Committee in the strictest confidence at all times. Members should not reveal the Committee's deliberations in any part outside of meetings.

## 6. Schedule of meetings

The dates of the Committee's annual schedule of meetings are published in the School Calendar. In addition, there may, on occasion, be exceptional circumstances which necessitate convening a special meeting in vacation periods - e.g. to consider an emergency promotion proposal.

## Terms of Reference

1. Title of Committee: Promotions Committee

2. Status of Committee: Sub-Committee of the Appointments Committee

3. Responsibilities delegated to the Promotions Committee by Appointments Committee:

3.1 To monitor quality and to act as the decision-making body for individual proposals put forward under the annual promotion and review round for academic staff concerning Interim Reviews, Major Reviews and Promotions as well as proposals put forward under the annual promotion round for research staff promotions to Assistant Professorial Research Fellow, Associate Professorial Research Fellow and Professorial Research Fellow, and for education staff promotions to Associate Professor (Education) and Professor (Education), and to report annually to the Appointments Committee.

3.2 To consider any issues referred to the Committee by the Vice-Chair of Appointments Committee concerning the individual progress of pre-Major Review staff; where appropriate, to consider and implement measures to monitor and provide support towards meeting School expectations for a successful outcome at Interim/Major Review.

3.3 To have oversight of policy and procedures pertaining to the School's arrangements for promotion and review of academic staff (including promotion and review criteria) and research staff; to review and report annually to the Appointments Committee on the operation of these arrangements and to make recommendations as appropriate on developments or changes to policy and procedures.

3.4 To have oversight of equality and diversity issues in relation to the annual promotion and review round; to receive reports on the profile of promotion and review candidates by gender and ethnicity with a view to looking at potential inequalities and ensuring that School procedures do not discriminate. To make recommendations to the Appointments Committee as appropriate on equality and diversity issues in respect of promotion and review procedures.

3.5 To consider and make recommendations to the Appointments Committee on policy issues relating to the recruitment and retention of academic staff.

3.6 To consider and make recommendations to the Appointments Committee on any issues referred by the Vice-Chair of Appointments Committee arising from the operation of the Career Development Review (CDR) Scheme.

3.7 To consider and make recommendations on any other policy matters or issues which have a direct bearing on its work that may be referred to it by the Vice President and Pro-Vice Chancellor (Faculty Development) the Vice-Chair of Appointments Committee, the Appointments Committee, and other School committees/fora, or arising from the outcomes of the Staff Survey or the work of the Staff Consultative Council.

4. Arrangements for Promotions Committee to report to Appointments Committee on the exercise of its delegated authority:

4.1 The Promotions Committee shall report to Appointments Committee on its determinations and any significant policy or procedural issues – including recommendations on changes to policy and procedures - annually, in the Spring Term.

4.2 The Committee shall report to other School committees/fora as appropriate regarding any relevant issues.

5. Frequency of Meetings

5.1 The annual schedule of Committee meetings is published in the School meetings calendar.

5.2 The Committee can convene exceptionally out of cycle – e.g. in relation to emergency proposals for promotion.

5.3 Decisions can be taken by the Committee by correspondence and email.

6. Chair

6.1 The Vice President and Pro-Vice Chancellor (Faculty Development) chairs meetings of the Committee under delegated authority from the President and Vice Chancellor. In case they recuse themself, the Vice President and Pro-Vice Chancellor (Education) takes over as Chair. In case, they recuse themself as well, the VCAC takes over as Chair.

7. Voting

7.1 All official members of the Promotions Committee are entitled to vote on a case. Members do not vote on cases from their own Department. The Chair does not normally vote but has the casting vote. The VCAC does not vote unless they chair in lieu of the Chair in which case they have the casting vote.

**Appointments Committee**
**June 2026**

**Annex B**

**MEMBERSHIP OF THE PROMOTIONS COMMITTEE: 2026-2027**

| | | |
|---|---|---|
| **Ex Officio** | Vice President and Pro-Vice Chancellor (Faculty Development) (Chair)<br>Vice-Chair of Appointments Committee<br>Vice President and Pro-Vice Chancellor (Education) | Professor Alex Voorhoeve<br><br>Professor Pauline Barrieu<br>Professor Emma McCoy |
| GROUP 1 | Accounting<br>Finance<br>Management | Professor Daniel Paravisini[1]<br>Professor Kathy Yuan[2]<br>Professor Ryan Lamare[1] |
| GROUP 2 | European Institute<br>Government<br>International Development<br>International Relations | Professor Stephanie Rickard[2]<br>Professor Kate Meagher[2]<br>Professor Jens Meierhenrich[1] |
| GROUP 3 | Economics<br>Mathematics<br>Methodology<br>Philosophy, Logic and Scientific Method<br>Statistics | Professor Gilat Levy[1]<br>Professor Julia Boettcher[2]<br>Professor Jonathan Jackson[1] |
| GROUP 4 | Anthropology<br>Gender Studies<br>Media and Communications<br>Health Policy<br>Psychological and Behavioural Science<br>Social Policy<br>Sociology | Professor Shani Orgad[1]<br>Professor Adam Oliver[2]<br>Professor Fran Tonkiss[2] |
| GROUP 5 | Economic History<br>Geography and Environment<br>International History<br>Law | Professor Oliver Volckart[1]<br>Professor Olmo Silva[2]<br>Professor Jo Braithwaite[1] |

[1]Serving first year of a two-year term, 2026-28
[2]Serving second year of a two-year term, 2025-27

**Last updated 10 June 2026**

**Annex C**

# PROMOTION AND REVIEW OF ACADEMIC STAFF: TIMETABLE FOR 2026-2027

Documentation, including writings in electronic form, should be submitted electronically to hr.reviewandpromotion@lse.ac.uk. **Failure to submit documents by the stated deadline may preclude consideration of the case.**

| **Autumn Term:** | **Monday 28 September – Friday 11 December 2026** |
|---|---|
| Mon 28 September 2026 | **Heads of Department's Deadline 1 (see Annex D for details)** |
| Mon 19 October 2026 | **Heads of Department's Deadline 2 (see Annex D for details)** |
| Wed 11 November 2026 | Promotions Committee (Schedule of Business)<br>▪ Receives names of Review and Promotion candidates and approves Referees to be consulted forthwith.<br>▪ Receives Journal List and Publishing Norms documents submitted by departments.<br>▪ Considers proposals for advancement / deferral of Interim Review / Major Review.<br>▪ Appoints Internal Readers and Monitors to read the writings of candidates for all cases |
| **Winter Term:** | **Monday 11 January – Thursday 25 March 2027** |
| Wed 3 February 2027 | Promotions Committee (Interim Reviews)<br>▪ Takes decisions on **Interim Reviews** of Assistant Professors<br>▪ Takes decisions on proposals for **Promotion to Assistant Professorial Research Fellow** |
| Tue 2 March, Wed 3 March, Thu 4 March & Wed 24 March 2027 | Promotions Committee (Major Review and Promotion cases)<br>▪ Takes decisions on proposals for **Major Review with Promotion to Associate Professor**, proposals for **Promotion to Associate Professor (post-Major Review Lecturers/Assistant Professors only)** and proposals for **Promotion to Professor**<br>▪ Takes decisions on promotions of **research staff**<br>▪ Takes decisions on promotions of **Education Career Track staff**<br><br>**HEADS OF DEPARTMENT** are asked to ensure they are present in the School and available to attend this meeting, if called. |
| **Spring Term:** | **Monday 26 April – Friday 11 June 2027** |
| Wed 12 May 2027 | Promotions Committee (Annual Review)<br>▪ To conduct an annual review of policy and procedures in light of the current session's Promotion and Review round, with proposals for changes to policy / procedure recommended to the annual meeting of the Appointments Committee. |
| TBC | Appointments Committee (VCAC's Annual Report)<br>▪ Proposals for changes to policy / procedure in respect of the annual academic promotion and review round, recommended by the Promotions Committee.<br>A report on the general pattern of quality and procedures for academic appointments across and within the School. |

**Annex D**

## REFERENCE GUIDE TO DEADLINES FOR PROMOTION DOCUMENTATION

Departments must submit the documentation outlined below to Human Resources at:
**hr.reviewandpromotion@lse.ac.uk**

| Case type | HoD Deadline 1<br>(Monday 28 September 2026) | HoD Deadline 2<br>(Monday 19 October 2026) |
|---|---|---|
| **Promotion** | • CV, including existing teaching and education contributions statement and trajectory of teaching and education contributions statement ECT/2<br>• Referees for Promotion ECT/3<br>• Optional Declaration of Individual Circumstances ECT/5<br>• Evidence of approval by Vice President and Pro-Vice Chancellors for promotion to Professor (Education) cases. | • Head of Department's Statement ECT/1<br>• Departmental Teaching Observation ECT/4* |

* Optional.

**Annex E**

## RECIPIENTS OF DOCUMENTATION WITHIN THE EDUCATION CAREER TRACK PROMOTION PROCESS

| | Head of Department's Statement ECT/1 | CV, including education contribution statement, education trajectory, ECT/2 | Departmental Teaching Observation ECT/4 and Eden Centre Teaching Observation | Optional Declaration of Individual Circumstances ECT/5 | TQARO Student Survey Results | Referee Reports |
|---|---|---|---|---|---|---|
| Referees | | x | | | | |
| Promotions Committee (inc. Chair and VPE) | x | x | x | | x | x |
| VCAC | x | x | x | x | x | x |