



## Exemplar activities and achievements that could be put forward for Leadership, Management and Citizenship

The below exemplars are meant to provide example activities that can indicate leadership, management, and collegiality (LMC). Candidates for promotion should match their work against the grade profiles and evidence their activities. Exemplars are meant to spur thinking on the breadth of activities that could be considered LMC. The below exemplars are not meant to be an exhaustive list, and candidates do not need to demonstrate activity across all exemplars.

### Leadership Management and Development

- Providing mentorship, including reverse mentoring to colleagues, or PhD students.
- Leading mentorship programs that improve student outcomes or staff development.
- Organising workshops or training sessions for colleagues.
- Leading initiatives to enhance teaching and research skills across the school.
- Successfully leading a research or teaching team.
- Undertaking line management responsibilities.
- Managing budgets.
- Leadership roles within the school, college, or university (e.g., course organiser, research group leader, or committee chair).
- Membership on or leadership of recruitment and assessment panels (e.g., staff appointments, PhD examinations, mock interviews).
- Supporting wider HR processes – such as acting as a panel member for a disciplinary, grievance or absence cases, or serving on promotion panels.
- Giving and receiving feedback with the intent of improving performance and behaviour.

### Collegiality and Citizenship

- Leading by example, role modelling professional behaviour that reflects the university values.
- Demonstration of a commitment to collegiality.
- Flexibly and collegially responding to the requirements of the school, college, and university.
- Actively participating in university networks and societies (e.g., early career networks, research centres).
- Contributing to the maintenance of an environment of equity, diversity and inclusion and acting as a role model for students and colleagues.
- Leading efforts to embed equity, diversity, and inclusion within the department, school, or university.
- Implementing programmes and initiatives that support and ensure accessibility for all.
- Organising and chairing conferences or significant seminars in your field.
- Serving as editor or board member for journals.
- Leading special issues or thematic collections in academic publishing.

### Governance and Service

- Active membership on internal and external working groups, committees, and boards.
- Governance roles (e.g., Senate, Court, and external boards) - indicating your contribution.

- Recognised trade union roles (e.g., health and safety, negotiations, casework).
- Chairing departmental, school, or university committees.
- Leading initiatives to improve departmental/school/university operations or governance.

### **Collaboration and Internalisation**

- Fostering collaboration between institutions, departments or schools.
- Establishing partnerships with international institutions.
- Leading study abroad programmes or international research collaborations on behalf of the institution.