

Royal Holloway, University of London

Guidelines: Promotion to Professor and Advancement within Professorial Bands

Banding the Professoriate

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I. RATIONALE

1. Criteria for conferment of the title of Professor and for progress within the Professoriate should
 - i) Be transparent, indicating clearly the practical steps and achievements required for promotion to Professor, and for advancement within the professorial grade;
 - ii) Contain no unfair bias, either tacitly or explicitly, on grounds of gender, ethnicity, religion, sexual orientation etc.;
 - iii) Take account of the different valuation and esteem that are accorded to different types of research outputs (monographs, articles etc.) across the disciplines;
 - iv) Take account of the customary levels at which research projects are funded in particular disciplines;
 - v) Recognise and reward significant achievements and contributions which lie outside the parameters of traditional academic research, for example practice-led research;
 - vi) Recognise and reward sustained excellence in teaching;
 - vii) Recognise and reward significant contributions to public life, the reputation of Royal Holloway, relevant external bodies etc.;
 - viii) Recognise and reward significant entrepreneurial and other 'third stream' activity where this benefits Royal Holloway;
 - ix) Recognise and reward, so as to stimulate further, evidence of leadership across the spectrum of activities beneficial to the College. These imperatives are addressed at the appropriate points in these Guidelines, and in the Banding Process forms, which include explicit feedback.

2. The proposal for a banded system is made because it is an appropriate vehicle by which to
 - i) Incentivize individual academics to achieve further, tangible progression within the most senior academic staff group;
 - ii) Provide clarity as to the level and nature of performance expected from Professors;
 - iii) Recognize and reward exceptional achievement;
 - iv) Review activity and achievement since appointment or the last progression, in order to see what further progress has been achieved against clear criteria and reasonable benchmarks.

II. STRUCTURE AND OUTLINE PROCESS

3. The category of Professor has 4 Bands. Each Band has a number of achievement Levels within it. The exact numbers of Levels within each Band are still to be confirmed, and the first stage of the exercise will be to ensure that individuals are banded correctly.
4. In future years, applications for advancement between Bands and from Level to Level within a Band will be linked to a College-wide appraisal cycle, whereby each Professor will be appraised every two years, and roughly half the Professoriate be appraised in any given year.
5. Advancement between Bands, and between Levels within a particular Band, will not be automatic. Advancement between Bands will be contingent on demonstrating enhanced performance in relation to fresh criteria. The Band descriptors are also cumulative, so that activities appropriate to the higher Band will normally be added to those in lower bands.
6. In this document ‘promotion’ is used to indicate only the process of awarding a Professorship internally (i.e. a move from Senior Lecturer or Reader to a personal, or conceivably a named Chair¹); ‘advancement’ is used for all progression within and between the Bands of the Professoriate.
7. Initial appointment will not necessarily be to the lowest Level of Band 1, although it would be unusual to appoint above Band 1 a person who had not previously been a Professor.
8. For individuals developing within the professorial role at a rate well in excess of that normally expected, there will, exceptionally, be opportunities to accelerate movement within or between Bands, and these will not necessarily be tied to a 2-year appraisal cycle. Procedures will be defined to determine how such exceptional applications are made.
9. It is envisaged that appraisal will be carried out using an online system for the submission and review of documents, when this becomes practicable.
10. It is recognised that norms for performance on criteria such as publishing, research supervision, size of grants and other funding vary between and within disciplines. Performance will be benchmarked to the discipline.
11. Professors submitting documents towards the Banding process should be aware that further criteria and procedures are being developed for:

¹ In common with other universities, and Colleges within the University of London, Royal Holloway maintains a number of Professorships which are named Chairs, for example the Hildred Carlile Chair in English. These Chairs are named after particular individuals associated with Royal Holloway and Bedford New College, and the institution values this continuing manifestation of its traditions, and history of academic excellence. As these Chairs are tied to particular disciplines, and are distributed unevenly across the College, they are not assigned *ab initio* to any particular Band.

- i) the payment of pensionable market supplements in certain disciplines at certain times;
 - ii) the payment of non-pensionable bonuses to individuals;
 - iii) Professors whose current salary exceeds the maximum attributed to their assigned Band. (This eventuality is currently subject to ongoing legal advice, particularly regarding compliance with Equal Pay legislation. It would entail the possibility of freezing salary at the current point, for a period of pay protection. The protection period would be of sufficient length to allow such Professors to address a shortfall in performance by the establishment of realistic goals, so as to achieve tangible outcomes, within the period. Subject to ongoing advice, the period will last three years. Cost of living increases would not apply in such cases during the period of pay protection.)
 - iv) a starting salary policy, so that salary for Professors appointed from outside RHUL is compatible with the Banding system.
12. Mechanisms for providing appropriate feedback will be implemented as part of the initial Banding Process (see Form 3). Feedback following an internal application for promotion to Professor or advancement within or between Bands will be provided, and will
- i) Be clear in terms of expression, and transparent in terms of the criteria employed in reaching a decision;
 - ii) In the case of an unsuccessful application, communicate straightforwardly both the reasons for the decision, and the practical steps and achievements necessary to future progression;
 - iii) Where any further clarification is required, be delivered by an appropriate person in terms of their authority within the College and role within the process.

III. INITIAL BANDING PROCESS

13. For the purposes of Banding, all Professors will submit a cv covering the categories specified, accompanied by a Supporting Case (Form 1) specifying how their achievements, performance and track record meet the criteria.
14. Every Professor will be Banded on the basis of their cv, Supporting Case for Banding, and Special Circumstances (Form 2, if appropriate).
15. The first stage of scrutiny will be undertaken by a Faculty Review Panel, chaired by the Dean, and including representation from the Professoriate and from UCU. This Panel will meet to recommend Bands for individuals on a salary-blind basis.
16. The second stage of scrutiny will be undertaken by a College Review Group. This Group will review the initial recommendations, and establish Levels as well as Bands. This Group will include representation from Senior Management, the Deans, Finance, Human Resources, the Professoriate, and UCU. This Group will communicate individual outcomes and give feedback to Professors (Form 3).
17. A Monitoring Group will assess the anonymised outcomes, excluding Appeals. This Group will include representation from Council, Senior Management, Human Resources/ Equal Opportunities Committee, the Professoriate, Human Resources, and UCU.
18. The Banding process will not cause any Professor to be demoted from the Professoriate.
19. The Band to which each Professor is allocated will be treated as confidential by all those taking part in the Banding process.
20. Appeals may be submitted against the College's decision regarding the Band to which a Professor is assigned, on the grounds of procedural irregularity or demonstrable error. There will be significant variation between the membership of the Appeals Group and the original review Panels. The Appeals Group will include representation from Senior Management, Council, the Professoriate, Human Resources, the College Secretary's Office, and UCU. (An Appeal form will be made available at the appropriate time.)
21. The global amount available to fund the Banding of the Professoriate will at least equal the amount currently disbursed on professorial pay.
22. The Banding process at Royal Holloway will subsequently be linked to appraisal, so as to assess, guide and advise on individual performance.
23. It is fully intended that the decision process regarding performance will, both initially and over time, address inequalities based on gender, past agreements for retention purposes which are no longer defensible, and any other pay anomalies. Progress in these areas will be reviewed on an annual basis. In addition, the College reserves the right to

deal with gender-related equal pay issues outside the implementation of the Banding process.

IV. DESCRIPTION OF CRITERIA UNDER FOUR HEADINGS

24. Consideration of all proposals for promotion to and advancement within the Professoriate involves assessing the individual's performance under the four headings of Research; Teaching; External Engagement and Impact; and Leadership and Enhancement:

Research: (R) contribution to the advancement of a subject by research and scholarship. Sustained achievement in research must underpin both promotion to, and advancement within, the professoriate.

Teaching: (T) a sustained and attested performance in teaching at Royal Holloway will be taken into account when considering cases for promotion and advancement. Contributions to the advancement of teaching, learning, curriculum development or assessment, whether through reflective practice, scholarship or innovation, should be placed under the Research heading. Postgraduate research supervision and training at doctoral and MPhil level should be entered under Research, MA/ MSc level tuition under Teaching.

External Engagement and Impact: (E) contribution to quality of life and/or the economy through application of knowledge in practice (i.e. commerce, health, industry including the creative and heritage industries, the arts or other areas in the public domain). This category will also include Third Stream activities, where the effects that flow from these, including income, are of manifest benefit to the College.

Leadership and Enhancement: (L) significant contribution to management, administration or other enabling activities in the College, or in learned societies and national or international bodies, which furthers the individual's discipline, and/or facilitates the professional development or enhanced performance of academic colleagues.

In order to be eligible for a particular Band, a Professor will normally have identifiable achievements commensurate with that Band in at least three out of the four headings, one of which will always be Research.

25. It will normally be assumed that promotion and appointment to the Professoriate, and advancement within it, will be based firmly on Research, but that the candidate will have a strong accompanying record in Teaching.
26. It is recognized that the leadership and execution of major research projects may, by agreement, over-ride the teaching contribution, leading for example to a 'buy-out' from teaching, sourced externally or internally, for the duration of the project(s). It is however assumed that Professors at Royal Holloway will normally teach and supervise.
27. Where the overall profile of achievement is unbalanced by too exclusive a focus on Research at the expense of Teaching and other contributions relevant to the discipline

and current departmental, Faculty or College strategy, this will be indicated in feedback, so that rebalancing can be undertaken, and monitored through appraisal.²

28. Where the overall profile of achievement is unbalanced by too exclusive a focus on Teaching at the expense of Research and other contributions relevant to the discipline and current departmental, Faculty or College strategy, this will be indicated in feedback, so that rebalancing can be undertaken, and monitored through appraisal
29. It is recognized that the profile of achievement appropriate to Bands 3 and 4 may entail an agreed balance of duties reflecting the individual's leadership and eminence in Research. The expectation will be for that leadership to find expression in teaching, as appropriate to the discipline and to departmental, Faculty and institutional need.
30. Since promotion to the Professoriate requires, by definition, evidence of scholarship, it cannot be achieved on the grounds of performance in the categories of External Engagement /Impact or Leadership/ Enhancement alone.
31. It is recognized that, while Third Stream activities, spin-outs, patents, consultancies etc. should benefit the College and not the individual alone, such activities in the case of a new or recent appointment are likely to have brought more benefit to the previous employing institution, and this should not disadvantage the candidate in the Banding process.
32. It is recognized that whilst the four headings above are designed to cover as full a range of relevant activities as possible, individual cases may exceptionally include evidence that is not obviously accommodated under any of these headings or that may fit under more than one heading. Individuals should describe such activities under the headings they feel accommodate those activities most appropriately.
33. Successful advancement within and between the Bands will depend on the provision of clear evidence when describing contributions. For example, 'substantial engagement' is not demonstrated by reference to one-off participation in a given activity, and 'leadership' is not necessarily demonstrated by chairing a committee.
34. Where a Professor's teaching load is comparatively low in relation to the departmental norms (which will be made available to all involved in this process), it is expected that an indication of compensatory factors (for example, increased research output), will be made.
35. The Banding of the Professoriate should serve the College for some considerable time to come, and offer a framework for new appointments and promotions as well as for Banding the current staff cohort. However, it is recognized that Professors in the existing

² An exception may be made for those Professors who have been working according to an arrangement described as a Research Chair, where it is clearly not appropriate to expect a conventional profile in terms of, for example, undergraduate Teaching. The performance of these Professors will be reviewed on a case basis, with the expectation that time not spent on teaching should demonstrably have been devoted to research outputs of the volume and standing appropriate to the Band assigned. (See also 36.)

staff cohort may have a workload whose balance of research, teaching and administration will not map onto the four new headings automatically, and this should not affect the Banding of such Professors unfairly.

36. Given the variety of individual achievement, and the possibility that the individual components of achievement may be spread across different Bands, those involved in the decision process reserve the right to make a final, overall judgment which will be led by these guidelines, but not contained rigidly by them.
37. The lists below of examples of how criteria might be met are intended to be indicative rather than exhaustive.

Research (R)

38. Judgement of the **Research** element will require evidence of the following:
 - i) Contributions to the body of knowledge that are of international significance, and that in the top Bands (3 and 4) can be described as 'seminal'.
 - ii) A substantial record of high-level output in the form of books, articles in refereed or peer-reviewed journals, chapters in books, and (in appropriate areas only) peer-reviewed conference proceedings, exhibitions, performances, or other discipline-specific outputs.

The Research element will also include at least some of the following:

- iii) Successful collaborations with other research teams/institutions;
- iv) Strong record of external grants for research;
- v) Membership or leadership of multi-centre, multi-disciplinary and/or multi-national research teams, with external recognition in the form of research grants or other tangible support;
- vi) Established record of supervision of research students and research staff;
- vii) Contributions to the training and direction of research students over and above those research students personally supervised;
- viii) Invitations to give seminars and keynote/named lectures and to participate as principal speaker at international meetings;
- ix) Prestigious competitive or elected personal fellowships;
- x) Editorships of and advisory roles / refereeing for international or nationally eminent presses and journals.
- xi) Major contributions to a supportive research environment at Royal Holloway, involving for example mentoring, study groups, peer reviewing, etc.;

- xii) In the case of the Creative or Performing Arts, evidence of scholarship which supports artistic outputs, as well as the outputs themselves.

Teaching (T)

39. Judgement of the **Teaching** element will require evidence of sustained and high performance under a number of the following headings:
- i) Exceptional success in teaching as evidenced by peer review, student response, and the strengthening of the links between research and teaching;
 - ii) Enhancement of teaching and learning within and beyond the candidate's department or school;
 - iii) Active development of innovative programmes within the candidate's department/school, or across the Faculty or College;
 - iv) Receipt of a College or external teaching award.
 - v) Note that significant contributions to the discipline or curriculum through the development of successful teaching and/or learning aids in the form of books, e-learning and use of new technologies etc. belong more properly under the Research heading, as do publications in the areas of pedagogical theory, new technology, learning or assessment theory.

External Engagement and Impact (E)

40. Judgement of the **External Engagement/ Impact** element will require evidence of a number of the following:
- i) Application of knowledge benefiting, inter alia, the spheres of industry including the creative or heritage industries, commerce, or society more generally through such activities as consultancy, invention disclosures, assertion of intellectual property (patents licensed, or granted), advice to industry, licensing of intellectual property, directorship of spin-out companies of benefit to the College, performances, representation and public engagement through the media;
 - ii) Activities and modes of research dissemination that increase public understanding of the discipline;
 - iii) Application of knowledge to improve the performance of public sector organisations by informing public policy, government, or the culture and heritage sector. This may include, for example, information technologies, artistic standards, or new procedures not otherwise protectable as intellectual property;
 - iv) Innovation that enables transfer and application of knowledge to the benefit of society through industry-sponsored contract research, schemes for employing

- students, Knowledge Transfer Partnerships, industrial secondments or comparable training provision;
- v) Generation of Third Stream income where this is of tangible benefit to the College as well as the individual.

Leadership and Enhancement (L)

41. Assessment of the **Leadership/ Enhancement** element will require evidence of, for example:
- i) A significant contribution to the management or administration of a department or school which benefits Royal Holloway and enhances the activities of its members;
 - ii) Frameworks, documentary guidance or other aids which manifestly enhance the effective contribution of other researchers and teachers in the department or school;
 - iii) Faculty or College-level activities on behalf of the academic Community, such as the chairing or active membership of key committees, review groups, working parties and the like;
 - iv) External, office-holding or other high level activity in Learned Societies, Research Councils, Government Committees, etc.;
 - v) Any Leadership or Enhancement-based activities where outcomes have had demonstrably positive effects on the reputation or enhanced functioning of the College.

V. CRITERIA FOR PROMOTION TO PROFESSOR (BAND 1)

42. The lower end of Band 1 will normally be viewed as the entry level to the Professoriate. Promotion to Professor rests first and foremost on the basis of outstanding Research. This will normally be accompanied by a strong record in, and continuing commitment to Teaching, supported further by significant activities in the categories of External Engagement/Impact and Leadership/ Enhancement.
43. The upper end of Band 1 will normally be viewed as appropriate to Professors whose achievements and ongoing projects continue to confirm the promise and appropriateness of their membership of the Professoriate.
44. The criteria will be applied in a manner appropriate to the discipline (see para. 10 above). It is recognised therefore that not all candidates for promotion to Professor will meet all of the criteria, but a significant number of the following must be demonstrated:

Research

- i) An outstanding international research profile with significant and substantial outputs, as appropriate to the discipline;
- ii) As appropriate to the discipline, evidence of successful collaborations with other research teams/institutions and significant and sustained success in obtaining research grants, individually or as a team leader, or key co-investigator;
- iii) A track record of sustained, ongoing achievement.

The following ancillary activities and responsibilities may be among those supporting the primary Research contribution:

- iv) Research students successfully supervised to completion and, as appropriate to the discipline, proven and sustained success in research leadership and/or management of a research team;
- v) Substantial experience in reviewing grant applications to national and international funding bodies;
- vi) Guest editorship, regular reviewing or refereeing for eminent journals;
- vii) Invited addresses to, or organization of, international or major national research meetings and conferences;
- viii) Significant research degree appointments as external examiner;
- ix) Significant indications of esteem within and beyond academia, such as senior visiting appointments, and high-profile invitations to participate in public, printed or broadcast debate.

Teaching

- i) Evidence of developing and delivering excellent and innovative learning activities, teaching materials, and of evaluating their impact on student learning;
- ii) Sustained and continuing evidence of successful and effective teaching over a significant period.

External Engagement and Impact

- i) Evidence (as appropriate to the discipline) of a significant impact of knowledge transfer or exchange on practice or on quality of life;
- ii) Evidence of broadening research impact in the form of significant translations of original work into foreign languages, or other forms of impact on non-English speaking audiences;
- iii) Evidence of Third Stream activities of manifest benefit to the College as well as the individual.

Leadership and Enhancement

- i) Evidence of contributions to peer review bodies, committees, Research Councils, professorial appointment panels outside the institution, institutional or departmental university reviews, government committees, professional organisations or learned societies and the like;
- ii) Well-developed management skills and evidence of significant contributions to the administration of a Department/School /Faculty at Royal Holloway;
- iii) Evidence of academic leadership and the capacity to motivate colleagues working as part of a team.

VI. CRITERIA FOR BAND 2

45. Band 2 will normally be viewed as the appropriate Band for more experienced Professors of considerable academic standing and distinction. Progression from Band 1 to Band 2 will be viewed as a reasonable career expectation, over time, subject to evidence of achievement.³ Criteria for placement in, or advancement to Band 2 are the same as promotion to the Professorship under the same four headings. However, to enter Band 2, individuals will be expected to demonstrate a continued production of outstanding Research, at a greater level of attested and sustained success. This will normally be supported by a strong record in, and continuing commitment to Teaching, supported further by significant activities in the categories of External Engagement/ Impact and Leadership/ Enhancement. (As noted, to be eligible for a particular Band a Professor will normally have identifiable achievements under three of these four headings in that Band, one of which will always be Research.) A Professor in Band 2 will have a high-level, international and well-established reputation in her/his chosen field, with an ongoing record of significant academic achievement, adding substantially to the achievement that enabled entry to Band 1. He/she may, in addition, have outstanding achievements under more headings than was previously the case.
46. Overall, she/he will be expected to demonstrate how he/she has broadened as a member of the academic community, probably (but not necessarily) by having seized further opportunities to show leadership capacity, as evidenced by advising government, NGOs or research funding bodies, the holding of office in learned societies or professional bodies, or other evidence of recognised authority.
47. As with Band 1, these are the four headings:

Research

- i) An outstanding international research profile with significant and substantial outputs, as appropriate to the discipline;
- ii) As appropriate to the discipline, evidence of successful collaborations with other research teams/institutions and significant and sustained success in obtaining research grants, individually or as a team leader, or key co-investigator;
- iii) A track record of sustained, ongoing achievement.

³ The span of time between the research outputs that conferred entry to Band 1, and the sustained and continuing achievements that merit entry to Band 2, will clearly differ in individual cases. Normally a period of at least four years may well have elapsed.

The following ancillary activities and responsibilities may be among those supporting the primary Research contribution:

- iv) Research students successfully supervised to completion and, as appropriate to the discipline, proven and sustained success in research leadership and/or management of a research team;
- v) Substantial experience in reviewing grant applications to national and international funding bodies;
- vi) Guest editorship, regular reviewing or refereeing for eminent journals;
- vii) Invited addresses to, or organization of, international or major national research meetings and conferences;
- viii) Significant research degree appointments as external examiner;
- ix) Significant indications of esteem within and beyond academia, such as senior visiting appointments, and high-profile invitations to participate in public, printed or broadcast debate.

Teaching

- i) Evidence of developing and delivering excellent and innovative learning activities, teaching materials, and of evaluating their impact on student learning;
- ii) Sustained and continuing evidence of successful and effective teaching over a significant period.

External Engagement and Impact

- i) Evidence (as appropriate to the discipline) of a significant impact of knowledge transfer or exchange on practice or on quality of life;
- ii) Evidence of broadening of research impact in the form of significant translations of original work into foreign languages, or other forms of impact on non-English speaking audiences;
- iii) Evidence of Third Stream activities of manifest benefit to the College as well as the individual.

Leadership and Enhancement

- i) Evidence of contributions to peer review bodies, committees, Research Councils, professorial appointment panels outside the institution, institutional or departmental university reviews, government committees, professional organisations or learned societies and the like;

- ii) Well-developed management skills and evidence of significant contributions to the administration of a Department/School /Faculty at Royal Holloway;
- iii) Evidence of academic leadership and the capacity to motivate colleagues working as part of a team.

VII. CRITERIA FOR BAND 3

43. Band 3 will be viewed as the Band reflecting an outstanding, sustained and ongoing record of academic achievement, exceptional even by professorial standards. The distance between Bands 2 and 3 will be assumed to be significantly greater than the distance between Bands 1 and 2. The work of Professors in Band 3 will not only have made a significant and substantive contribution to their chosen field, but will have shaped, and show evidence of continuing to shape, its contours. Their influence on the work of others will be demonstrable (for example, through high levels of citation). Their reputation, already well-established, will still be rising, as evidenced by ongoing as well as past achievement. Their very high distinction and standing in research will normally be accompanied by a strong record in Teaching, and by significant invitations, activities and reputation External Engagement/ Impact and Leadership/ Enhancement. In order to be eligible for placement in Band 3, a Professor will normally have identifiable achievements in that Band under at least three of the four headings, one of which will always be Research. Overall, it will be evident that an exceptional level of academic authority has now been added to the broadening of their contribution to academic life facilitated and recognized by appointment or promotion to a Professorship. They will have seized further high-level opportunities to show leadership, as evidenced by for example advising international governmental, non-governmental and professional bodies, research funding bodies, and holding office in esteemed learned societies or other organizations, councils and panels with visible authority. Alongside the primary achievement in outputs of international standing, a Band 3 Professor will perform at a very high level in at least some of the following areas. The list is not exhaustive but provides examples of the type of contribution expected. Criteria will be applied in a manner appropriate to the discipline.

Research

- i) Evidence of successful collaborations with major international or major national research teams or institutions;
- ii) Establishing, leading and developing research centres of international and national importance;
- iii) Sustained success in obtaining research grants and leading projects (with respect to funding availability within the discipline), together with sustained success in supervising staff, and post-doctoral as well as research students;
- iv) Evidence of active involvement in the development and achievement of the research strategy within the Faculty or College;

- v) International visiting Professorships involving a research element as well as a teaching element;
- vi) Receipt of senior Research Fellowships awarded by funding bodies or learned societies or similar fellowships competitively awarded;
- vii) Prestigious prizes or awards;
- viii) Editorship of internationally eminent journals;
- ix) Regular invitations to deliver named lectures or keynote/plenary addresses to international or major national research meetings, and the leading conferences in the field;
- x) Invitations to deliver master classes or workshops and top-echelon participation in practice-based colloquia at international or major national level.

Teaching

- i) A sustained and ongoing record of excellence in teaching;
- ii) Leadership of development (or review) of the curriculum or teaching/assessment methodologies or the management of teaching within the Faculty or College;
- iii) Evidence of substantial national/international peer esteem in teaching.

External Engagement and Impact

- i) Substantial engagement with national or international partners in the public dissemination of information to the benefit of the community, or the population at large or to the commercial, creative and heritage sectors, including leadership of consortia in this area;
- ii) Significant engagement with industry or other end-users of research;
- iii) Successful commercialization of research outputs;
- iv) Generation of Third Stream income and/or public impact of manifest benefit to the College;
- v) Award of patents or licences;
- vi) Prominent involvement at office-holding or equivalent seniority in the establishment of externally funded endowments for scientific or cultural activity or research;
- vii) Substantial partnerships in the area of knowledge transfer (e.g. Government Departments & non-Departmental Public Bodies, charities, International Foundations, museums, arts and science festivals, substantial contribution to national or international media broadcasts, particularly series etc).

Leadership and Enhancement

- i) Evidence of academic leadership and a proven ability to lead, develop and motivate colleagues, working to achieve substantive Departmental/School, Faculty or College goals;
- ii) A successful and effective contribution to the achievement of the College's strategic goals beyond the area of research and teaching, for example through negotiating complex partnerships, representing the College externally on matters of key importance, or through fundraising or other income generation;
- iii) Active membership of national or international research sponsorship or evaluation panels, or other relevant committees and funding bodies, including Research Councils' boards or sub-committees;
- iv) Active participation in tenure reviews or professorial appointments at major overseas universities.

VIII. CRITERIA FOR BAND 4

40. Band 4 will be the Band appropriate to Professorial achievement of the highest academic distinction. Professors in this Band will be acknowledged as being among the world leaders in their chosen field. It is expected that only a very small number of academics within the College will meet the criteria for placement in or advancement into Band 4. The work of Professors in Band 4 will show evidence not only of a decisive and continuing influence on the contours of their chosen field, but an influence on the interaction of major contributors to it, internationally. Band 4 Professors will be in regular and high demand, will play a pre-eminent role in major consortia or networks, for example in the European Union, and will be acknowledged as leaders in all they do. They will be regarded as belonging to the highest echelon in terms of academic standing, within and outside the College, and within and outside the United Kingdom. As figures of major influence, they may well maintain a strong commitment to, as well as record in, Teaching. By definition their work will show manifest External Engagement, and lasting Impact. Again by definition, Band 4 Professors will be Leaders, and it will be an expectation that they offer Enhancement to the College community, directly or through the indirect benefits of association. As noted, to be eligible for placement in Band 4, a Professor will normally have identifiable achievements in that Band under at least three of the four headings, one of which will always be Research. Their supremely high standing and performance will be evidenced by some at least of the following, though the list is not exhaustive:

Research

Professors meeting the Research criteria for Band 4 will be producing world-leading, paradigm-shifting research that is internationally acknowledged as such. Evidence for this level of research might be provided with, for example, reference to:

- i) Very significant and recurring funding from external sources;
- ii) International collaborations with world-leading institutions;
- iii) The establishment and development of research centres of international importance;
- iv) Numerous invitations to present prestigious named lectures, or participate in high-profile events;
- v) World-class reputation such that a research group (if she or he has one) is recruited internationally;
- vi) Significant roles in management or leadership so as to influence the future research trajectory of the discipline, Faculty or the College;

- vii) Acknowledgement of the importance of his/her work, through the award of Fellowships of learned societies, for example the British Academy or the Royal Society, and prestigious named prizes, national or international awards recognizing research excellence;
- viii) The award of honorary degrees from prestigious universities;
- ix) Esteem from beyond, as well as within, academia.

Teaching

- i) Active leadership of the review or development of the curriculum, or of teaching and assessment methods, or the management of teaching within Royal Holloway, with positive and substantive consequences for its reputation;
- ii) A seminal contribution to the development of teaching internationally in a particular subject area, or in relation to Higher Education more generally.

External Engagement and Impact

- i) Acting as lead advisor to national governmental or related agencies or international bodies such as the EU, the UN, UNESCO etc. on global issues;
- ii) Advisory or consultancy work that has significantly broadened the understanding of the discipline and continues to do so;
- iii) Impact of research, practice or teaching on national, governmental or international policy or practice;
- iv) Successful development of their own work through patents and licenses, spin out companies etc. which benefit Royal Holloway substantively, and of sharing expertise in this regard;
- v) Major media coverage of research, scholarship or practice;
- vi) Third Stream activity whose impact and/or income are of manifest benefit to the College, and exceed norms in this area.

Leadership and Enhancement

Professors meeting the Leadership and Enhancement criteria for Band 4 will undertake significant and influential activities facilitating the College's strategic aims. Evidence of this might well include

- i) Evidence of a substantive, successful and active role in the strategic development and furtherance of the academic agenda of the College;

- ii) A substantive contribution to the College's strategic goals beyond the areas of research and teaching (for example in negotiating complex partnerships, representing the College on matters of key importance, or through fundraising or other income generation) so as to benefit the College well into the future;
- iii) Leadership, guidance and sharing expertise with colleagues at a level that brings lasting enhancement and raised esteem to the work of the group;
- iv) Active leadership of national or international research sponsorship or evaluation panels, or other relevant committees, organizations and funding bodies, including Research Councils' boards or the equivalent;
- v) Achieving public recognition outside as well as inside the Higher Education sector as a world authority.