

PROFESSORIAL APPOINTMENTS

1. Introduction

This policy sets out the arrangements by which professorial and related senior academic appointments are made, including salaried Associate Professors, Professors, Emeritus Professors, Visiting Professors and Visiting Senior Fellows. The arrangements described herein are subject to revision as agreed by Senate from time to time. Arrangements for Honorary appointments are subject to separate arrangements. The title of Professor will be personal to the holder and should reflect the subject areas of expertise, the title of the name of the sponsoring body in the case of an externally funded post.

2. Criteria for Associate Professor and Professor Appointments

Associate Professors at the University of Suffolk are staff who demonstrate personal distinction and academic leadership in at least two of the following (see Appendix 1):

- Learning and Teaching.
- Research and the advancement of knowledge in their subject, and/or
- Knowledge transfer including professional practice.

Candidates for both Associate Professor and Professorial appointments need to demonstrate a record of sustained achievement leading the Academic Appointments and Promotions Committee (or interview panel for Professorial candidates) to believe the standard of excellence will be maintained. The criteria for which with

examples is shown below builds upon what is expected to have been achieved at Lecturer/Research Fellow and Senior Lecture/Senior Research Fellow.

These are aligned to the Suffolk Academic Framework.

Professors at the University of Suffolk are staff who demonstrate personal distinction and academic leadership in at least two of the following (see Appendix 2):

- Learning and Teaching,
- Research and the advancement of knowledge in their subject and/or
- Knowledge Exchange including professional practice.

The criteria for which with examples is shown below builds upon what is expected to have been achieved at Lecturer/Research Fellow; Senior Lecture/Senior Research Fellow and Associate Professor. Details of the University of Suffolk Professorial Banding arrangements for progression at Professorial level are shown at Appendix 3. These are aligned to the Suffolk Academic Framework and Professorial candidates must provide evidence of significant, high-level contributions to management/administration/leadership (for example, EDI; CELT; Charing Validations etc).

3. Appointment Procedures – Associate Professors and Professors

There are three routes by which Associate Professor and Professor appointments may be made:

- Through the annual review process, open to existing University of Suffolk staff.
- Through a recruitment process, following the advertisement of a vacancy (not detailed within this policy– usual recruitment procedures apply.)
- Through an exceptional circumstances arrangement, as needs arise.

Annual Review Process – Associate Professor and Professor Internal Candidates

During the annual planning round Schools/Directorates should identify for approval the number of Associate Professor/Professor positions needed and (where possible) the associated discipline. This will inform aspirational/development conversations during the appraisal process.

Aligned to the planning round, and following the annual appraisal process, where the need for the roles at this level exist, staff who have been identified as ready for consideration for progression and have the support of their Dean/Director to either Associate Professor or Professor will be invited during August / September of each year, to apply to the Senior Business Partner (Talent & OD). In any one year there will be a maximum number of Associate and Professorial opportunities which is informed by the budget position of the university.

Candidates will be required to submit electronically:

- An up-to-date Curriculum Vitae, using the agreed University of Suffolk template.
- Written statement of application, normally no longer than four A4 sides, addressing the relevant criteria.
- The names and contact details of at least two referees, with external professorial standing related to the subject area concerned.

Applications will be previewed by the relevant Dean/Director and the Deputy Vice-Chancellor. The purpose of this preview is to support the applicants progressing to interview and to give feedback to potential applicants on the extent to which they meet the criteria and therefore any additional work that is required to either strengthen the application with immediate effect or to further work to ensure they meet the criteria in the future.

Applications cannot progress to interview unless supported by the relevant Dean/Director and Deputy Vice-Chancellor.

As with external professorial appointments at the University of Suffolk, internal candidates wishing to apply for professorship will be interviewed. The interview panel will be chaired by the Vice-Chancellor or Deputy Vice-Chancellor and, the relevant Dean of School or RID and an external stakeholder may be invited to join the panel where appropriate.

Once an application for full professorship has been submitted for interview, the Director of Learning and Teaching/ PVC Research as relevant will request a further independent reference. The relevant Dean/Director will be requested to provide the names and contact details of the independent external assessors as detailed above.

The decision will be communicated to the candidate after the interview process has been completed and all references received. Successful applications will normally be effective from the first day of the following month and will be announced to University of Suffolk.

Recruitment Process – Associate Professor and Professor - External Candidates

From time to time, subject to business requirements and available funding, the University of Suffolk may advertise a post carrying a professorial title. Such vacancies shall be advertised nationally/internationally. A shortlisting process will be followed, and references will be sought.

The interview panel will be chaired by the Vice-Chancellor or Deputy Vice-Chancellor or Pro Vice-Chancellor for Associate Professor (ensuring that there is at least one member of the University with professorial status) and will normally include an external expert of professorial status in the subject concerned and the relevant Dean of School or Research Institute Director. Other relevant senior staff and/or external stakeholders may be invited to join the panel where appropriate – enabling as diverse a panel as possible within the constraints of the university and specialism workforce profile.

When confirming professorial status, the interview committee will make reference to the University of Suffolk professorial banding criteria (Appendix 3) to determine the appropriate band.

Decisions will be communicated to the interviewed candidates as soon as possible following the interview. Appointments will be announced to University of Suffolk staff.

The decision of the panel will be final. The unsuccessful candidate will, however, be provided with detailed written feedback if requested.

Exceptional Arrangements

In exceptional circumstances, with the express agreement of the Vice-Chancellor or Deputy Vice-Chancellor, a Dean of School/Director of Research Institute may put forward an individual case outside the timetable outlined above.

In these circumstances, an exceptional meeting of the Academic Appointments and Promotions Committee shall be called. Where an early date cannot be secured, the case may be considered electronically, and the relevant selection process followed as appropriate. The correct process, as outlined above, for internal candidates would be followed.

4. Terms and Conditions

Salaried Professors at the University of Suffolk are paid in accordance with the professorial pay banding structure. Associate Professors' pay spans Band 7 and the first two points of Band 8 on the University of Suffolk pay spine, an accelerated increment within the pay band will be applied on appointment. In all other terms and respects, the appointment will normally be those assigned to academic staff, details of which can be obtained from the People & OD Department.

Associate Professors and Professors are required to maintain the standards of excellence associated with the title and this will normally be done through the appraisal process. In the event of continuing failure against the criteria set out in appendices, the appropriate performance management procedures shall be adopted. Any withdrawal of professorial status shall be reported to the Academic Appointments and Promotions Committee, Senate, and the University of Suffolk Board.

Professors are required to give an open inaugural lecture, normally within 6 – 12 months of their appointment.

The job description for each appointment shall vary according to the area to which the role holder is assigned. In addition to the requirements of the University of Suffolk, professors partly or wholly funded by external partners will need to meet any agreed requirements specified by the sponsor.

5. Emeritus/Emerita Professors

The title of Emeritus/Emerita Professor be conferred upon a professor retiring from the University of Suffolk. Influencing this request will be the track record of the individual and the confirmation of ongoing benefit from the title and relationship between the individual and the school and/or university. Such requests are subject to approval by the Academic Appointments and Promotions Committee.

The title shall not normally be awarded to a Professor with less than three years University of Suffolk service at this level, nor to a Professor who leaves the University of Suffolk to take up an appointment with another university. The title shall not be awarded to a Professor whose employment ends on performance/conduct related grounds.

The right is reserved to withdraw the Emeritus Professor title on reasonable grounds, for example in the event of conduct likely to bring University Suffolk into disrepute.

Conferment of the Emeritus title carries no entitlement to University of Suffolk facilities or support other than continuing access to the University of Suffolk library, nor any payment. However, arrangements may be made to provide facilities for an Emeritus Professor to continue their academic activity - the arrangements for which will be reviewed annually.

6. Visiting Professors

Appointments as Visiting Professors shall normally be for no longer than three years in the first instance. The activities of Visiting Professors will vary according to circumstance. Visiting Professors are not usually employed by the University of Suffolk - their role is generally one of collaboration or partnership with the University of Suffolk in relevant research or other activity.

The criteria used to determine the award of the title of Visiting Professor are broadly the same as those for University of Suffolk Professors and shall be subject to the approval of the Academic Appointments and Promotions Committee.

Where the Vice-Chancellor or Deputy Vice-Chancellor deems it appropriate, the case for equivalency may be made; this arrangement may particularly apply in the case of outstanding candidates who have national/international standing in a relevant field, but do not have an academic/research background.

Nominations for Visiting Professors must be supported by the relevant Dean of School/Research Institute Director and will be considered at a meeting of the Academic Appointments and Promotions Committee. Alternatively, the case may be considered electronically, and views exchanged by e-mail.

Consideration will normally take place on the basis of the presentation of a curriculum vitae and details of how the Visiting Professor will engage with the University, for example, providing guest lectures, contributing to curriculum development, or PhD supervision. References are not normally required.

7. Visiting Senior Fellows

The terms and activities of Visiting Senior Fellows will vary according to circumstance. Visiting Senior Fellows are not usually employed by the University of Suffolk; their role is generally one of collaboration or partnership with the University of Suffolk in relevant research or other activity.

Appointments as Visiting Senior Fellow shall normally be for no longer than three years in the first instance.

Visiting Senior Fellows are appointed where it is important to formalise the association of University of Suffolk with individuals who do not quite meet the Visiting Professor criteria but have a significant research or other profile in relevant areas at regional/national level.

The Dean of School/Research Institute Director will have the ability to designate the title of Visiting Fellow at a local level to strengthen links where appropriate with other academic institutions, government, enterprise, and the professions and is required to report any new or renewed Visiting Fellowships to the Academic Appointments and Promotions Committee.

Appendix 1

Associate Professor– Research Engagement/Teaching and Learning/Knowledge Exchange and Business Engagement

LEARNING AND TEACHING		
Levels	Core expectations	Examples may include
Associate Professor	<ul style="list-style-type: none"> Deliver high quality learning and teaching across a range of activities and environments Produce innovative learning materials and activities 	<ul style="list-style-type: none"> Sustained positive feedback from students on module / course feedback (Student Voice Forum, NSS) and evidence of proactive response to issues raised. High student success on taught modules. Publication of impactful journal articles, monographs, national guidance
	<ul style="list-style-type: none"> Leadership & Management 	<ul style="list-style-type: none"> Chairing of School ethics / assessment boards Leadership of course clusters / subject areas including the review and redesign of courses within portfolio. Provide mentoring to less senior staff Receive recognition for knowledge and practice as Senior Fellow of HEA.
	<ul style="list-style-type: none"> Leading contribution to pan-university and external initiatives 	<ul style="list-style-type: none"> Engagement with professional discipline organisations, international partners, employer boards Significant and recognised leading contribution to university task and finish groups, APP evaluation, revision of policy and process, national / international networks and groups, external examinations.

RESEARCH		
Levels	Core expectations	Examples may include
Associate Professor	<p>In additional to core expectations above:</p> <ul style="list-style-type: none"> Evidence of personal research distinction arising from an important contribution to the advancement of your discipline and a strong trajectory in the development of your international reputation to make a substantial contribution to enhancing the research profile of the university as an independent researcher producing excellent research publications and outputs in terms of their originality, significance and rigour 	<ul style="list-style-type: none"> Sustained track record of excellent research publications in internationally recognised academic media and other research outputs (e.g. exhibitions, compositions, direction/production of performances etc.) including the last three year Evidence of achievements that are recognised by the wider academic community to be of national and/or international standing (e.g. as indicated by authoritative external peer reviews) Evidence of substantial contribution to the research environment of the university and/or unit of assessment for REF in terms of its 'vitality and sustainability', including the approach to enabling impact from research. Research presentations at symposia and conferences as appropriate to discipline in last two years Ownership of intellectual property and development of patents
	<ul style="list-style-type: none"> Evidence of national/international impact to an academic discipline through the established record of authorship or creation of research outputs (publications, patents, software, artistic works and others) that lead to new knowledge or practices and are recognised by peers as being of high quality 	<ul style="list-style-type: none"> Evidence of reach and significance of impacts on the economy, society, culture, public policy or services, health, the environment or quality of life that were underpinned by excellent research
	<ul style="list-style-type: none"> Take a leading role on PGR supervision and significant contribution to the research development programme (RDP) and mentorship 	
	<ul style="list-style-type: none"> Have a proven track record of leading the development of successful research grant applications to win research funding from a variety of sources 	<ul style="list-style-type: none"> Development of proposals for substantial programmes of research which will make a significant impact by leading to an increase in knowledge and understanding and the discovery or development of new explanations, insights, concepts or processes

	<ul style="list-style-type: none"> • Demonstrating research leadership and strategic level involvement with the growth of research activity at School/institution level to develop research engagement, public engagement, KE and professional practice and support the implementation of research strategy 	<ul style="list-style-type: none"> • Plan and implement research project activity including the forecasting and management of research resources, monitoring and reporting on research budgets and deliverables co-ordinating the work of others to ensure that research projects are delivered effectively, on time and to a high standard
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KNOWLEDGE EXCHANGE & BUSINESS ENGAGEMENT		
Level	Core expectations	Examples may include
Associate Professor	<ul style="list-style-type: none"> Have knowledge of funding opportunities in your academic discipline and submit applications to relevant calls 	<ul style="list-style-type: none"> Signing up to relevant newsletters and groups to enable the early identification of opportunities, assessing suitability and sharing with BDMs Good track record of building strategic partnerships and submitting bids over the last 3 years
	<ul style="list-style-type: none"> Contribute significantly to the increase in Knowledge Exchange activity and income in your school / Research Institute 	<ul style="list-style-type: none"> Winning major external funding with industry Leading on identifying organisations who may need your expertise and working with BDM to find appropriate contacts Be an academic lead on organisation /delivery of business conferences / seminars Proactively engage in high value consultancy with external organisations Taking on role of PI or part of academic team on KTPs or other large contracts Experience of creating and exploiting Intellectual Property; such as developing patents, know-how, licensable copyright and spin out companies. Evidence of creating economic impact through working with high profile organisations
	<ul style="list-style-type: none"> Engage in programmes to develop your KE knowledge and skills and support research commercialisation 	<ul style="list-style-type: none"> Winning funding for and participating in academic commercialisation training programmes that lead to secured commercial outcomes Attending the suite of internal KE training programmes Attending relevant conferences / identifying other opportunities to enhance knowledge
	<ul style="list-style-type: none"> Have a proven track record of championing KE activity and building the University's KE reputation 	<ul style="list-style-type: none"> Engagement with professional discipline organisations, international partners, employer boards; holding positions on national and/or international strategic advisory bodies or holding a fellowship Holding a post of Chief Advisor for a government organisation or other large stakeholder Acting as an Academic in Residence or Visiting Academic for a blue chip or international organisation Receiving invitations and presenting / participating on panel discussions at business conferences in field of specialism. Evidence of communicating KE opportunities to colleagues and sharing key learning points with the wider school / RI from KE training attended. Evidence of spearheading and embedding student KE in the curriculum

Appendix 2

Professor – Research/Engagement/Teaching and Learning/Knowledge Exchange and Business Engagement

LEARNING AND TEACHING		
Levels	Core expectations	Examples may include
Professor Band A	<ul style="list-style-type: none"> Deliver high quality learning and teaching across a range of activities and environments Produce innovative learning materials and activities 	<ul style="list-style-type: none"> Sustained positive feedback from students on module / course feedback (Student Voice Forum, NSS) and evidence of proactive response to issues raised. High student success on taught modules.
	<ul style="list-style-type: none"> Leadership & Management 	<ul style="list-style-type: none"> Receive recognition for knowledge and practice as Senior / Principal Fellow of HEA. Provide mentoring to less senior staff
	<ul style="list-style-type: none"> Significant and recognised influence internally, nationally and / or internationally 	<ul style="list-style-type: none"> National and / or international recognition for impact to education or learning and teaching policy and practice Significant evidenced contribution to the successful enhancement of learning, teaching and assessment across the University. Publication of influential and impactful journal articles, monographs, textbooks, conference papers. Engagement with professional discipline organisations, international partners, employer boards

RESEARCH		
Levels	Core expectations	Examples may include
Professor Band A	<p>In additional to the core expectations listed above:</p> <ul style="list-style-type: none"> Evidence of sustained personal research distinction arising from an important contribution to the advancement of your discipline and a strong trajectory in the development of your international reputation to make a substantial contribution to enhancing the research profile of the university as an independent researcher producing excellent research publications and outputs in terms of their originality, significance and rigour which includes at least 4 outputs in the last 5 years, at least 2 of which should meet the REF criteria for 3* or 4* quality (where appropriate, a substantive monograph may substitute for 2 outputs) 	<ul style="list-style-type: none"> Sustained track record and regular production of published or presented outputs likely to be rated as 4* for rigour, originality and significance at a national level with some work achieving international recognition (inc. public performance of work/public exhibition of work/discoveries or inventions) including last three years Evidence of an established (inter)national reputation in a research field e.g. commissioned publications, conference organisation, invitations to participate in major conferences, editorships of proceedings, refereeing for learned societies, peer review journals and/or research councils. Depending on discipline, advising national and international policy bodies.
	<ul style="list-style-type: none"> Recognised leading expert in specialism having gained indicators of national and international esteem through the development of new knowledge, innovation and understanding in the field, leading on advanced research and scholarly activity in the relevant discipline at the forefront of national/international developments and new insights 	<ul style="list-style-type: none"> Achievement of national and International Awards that recognise research excellence Invited keynote speaker at national and international conferences, parliamentary groups, hearings and inquiries and industry/sector strategic forums

	<ul style="list-style-type: none"> • Sustained evidence of national/international impact to an academic discipline through the established record of authorship or creation of research outputs (publications, patents, software, artistic works and others) that lead to new knowledge or practices and are recognised by peers as being of high quality 	<ul style="list-style-type: none"> • Evidence of an established (inter)national reputation in a research field e.g. commissioned publications, conference organisation, invitations to participate in major conferences, editorships of proceedings, refereeing for learned societies, peer review journals and/or research councils. Depending on discipline, advising national and international policy bodies. • Evidence of substantial reach and significance of impacts on the economy, society, culture, public policy or services, health, the environment or quality of life that were underpinned by excellent research
	<ul style="list-style-type: none"> • An active and recognised contributor to organisations such as a subject associations, learned societies or relevant professional body and membership of significant external research group(s) 	<ul style="list-style-type: none"> • Membership of prestigious editorial boards for research and organising national research conferences • Achievement of national and International Awards that recognise research excellence
	<ul style="list-style-type: none"> • Attracting PGRs to UoS and taking a leading role on PGR supervisions to a number of successful completions 	
	<ul style="list-style-type: none"> • Demonstrating research leadership and strategic level involvement with the growth of research activity at School/institution level to develop research engagement, public engagement, KE and professional practice and support the implementation of research strategy 	<ul style="list-style-type: none"> • Successfully attracting substantial research funding as principal or co-investigator in last three years and leading research funding initiatives that have generated income in the support of research by others (e.g. including less senior academics as co-investigators), and large-scale institutional bids • Evidence of taking a leading role in developing the vitality and sustainability of the research environment of the university including leadership of unit of assessment for REF and the approach to enabling impact from research
	<ul style="list-style-type: none"> • Providing effective mentorship to other researchers at all levels to enable both staff and students to develop their research skills and progress their academic careers 	

KNOWLEDGE EXCHANGE & BUSINESS ENGAGEMENT

Level	Core expectations	Examples may include
Professor Band A	<ul style="list-style-type: none"> Have wide knowledge of future and current funding opportunities in your academic discipline, build strategic partnerships and lead the drafting of applications to relevant calls 	<ul style="list-style-type: none"> Actively participating / engaging with funding and other national and international bodies in relevant sectors (such as Catapults, large charities, Research Councils, University groups) Have developed an excellent track record of building strategic partnerships and consortia, with regular engagement with at least key stakeholders. Evidence of this leading to multiple successful joint bids over the last 3 years
	<ul style="list-style-type: none"> Contribute significantly to the increase in Knowledge Exchange activity and income in your school / Research Institute 	<ul style="list-style-type: none"> Evidence of leading academic teams to receive major external funding with industry and the subsequent project delivery to time and budget. Leading on identifying organisations who may need your school / RI's expertise and working with BDM to find appropriate contacts Proactive engagement in high value consultancy with external organisations Taking on role of PI or part of academic team on KTPs or other large contracts Experience of creating and exploiting Intellectual Property; such as developing patents, know-how, licensable copyright and spin out companies. Evidence of creating significant economic impact through working with high profile organisations, resulting in policy change or other newsworthy impact which will lead to a REF Impact case study submission Working with Dean / RI Director and BDM to develop KE strategy and delivery plans and ensuring their delivery.
	<ul style="list-style-type: none"> Identify and engage with relevant programmes to develop your KE knowledge and skills and that of your colleagues to support research commercialisation within your school or RI 	<ul style="list-style-type: none"> Winning funding for and participating / supporting peers in academic commercialisation training programmes that lead to secured commercial outcomes Actively promoting and securing peer engagement in the suite of internal KE training programmes and attending any necessary for your own development. Attending relevant conferences / identifying other opportunities to enhance knowledge

	<ul style="list-style-type: none"> Significant and recognised stakeholder influence internally, nationally and / or internationally which is building the University's KE reputation 	<ul style="list-style-type: none"> Holding positions on national and international strategic advisory bodies (e.g. UN, WHO, ILO) Evidence of an established (inter)national reputation in a field; participating in major conferences, editorships of proceedings, providing expertise to professional bodies and/or funding councils. Depending on discipline, advising national and international policy bodies. Engagement with professional discipline organisations, international partners, employer boards; holding positions on national and/or international strategic advisory bodies or holding a fellowship Holding a post of Chief Advisor for a government body or other large stakeholder Holding the position of Academic in Residence or Visiting Academic for a large organisation renowned in its field Receiving invitations and presenting / participating on panel discussions at national and international business conferences in field of specialism. Identifying KE training needs of peers within school / RI and working with BDKE team to source providers to deliver
	<ul style="list-style-type: none"> Drive student engagement and increase involvement with Knowledge Exchange Framework recordable activities including KE, entrepreneurship and enterprise opportunities 	<ul style="list-style-type: none"> Evidence of spearheading and embedding student KE in the curriculum Building a bank of business projects which students can carry out as part of their degree and matching with student expertise. Identifying students with strong potential to support consultancy and research projects and providing mentoring and supervision, leading to participation on funded projects. Actively promote business / social enterprise startup programmes being delivered internally and externally Actively promote the Innovation Labs space and support package, resulting in an increase in student / graduate startups.

Appendix 3 - Professorial Banding & Pay

The main reasons for Professorial Banding are:

- To ensure that a full academic career path is available at the University of Suffolk in order to support the recruitment and retention of the highest quality academic staff
- To provide a transparent process for recognition of increasing academic standing and contribution and progression within a Professorial salary range
- To allow an accurate comparison of the achievement and contribution of individual Professors for equal pay purposes
- To recognise and reward significant achievement and contribution

This document sets out the descriptors, including examples of indicative achievement, for each band. It also describes the processes for progression within and between bands following implementation of the banding scheme.

Professorial staff will be grouped into 3 bands. The definition of each band is based on the core academic activities of learning and teaching, research, knowledge exchange and professorial practice and academic leadership. The balance of load is a matter for agreement within the School for all academic staff and accounted on the Workload Allocation Model System (WAMS).

In clarifying the contributions expected at each band it is intended to assist individuals to shape their careers and achieve their potential, whilst also demonstrating the increasing academic strength of the University. In so doing, the professorial contribution bands should also assist with the achievement of the potential of the University of Suffolk. The criteria should be applied additively, so that, for example, a Professor in Band C will usually meet the criteria for bands A to C inclusive. It is also emphasised that in progressing through the bands Professors are expected to meet and maintain the relevant level of contribution, i.e. a sustained contribution is expected.

These definitions will be used initially as part of an assimilation exercise to ensure that existing Professors are placed in the appropriate band according to their achievement and contribution, and thereafter for the entry of staff to the Professoriate and progression within the Professorial salary range.

Band Descriptors and Examples of Indicative Achievement

Band Descriptors and Examples of Indicative Achievement	
Band A Band A is the normal entry level for both internal and external candidates newly appointed to the Professoriate. A Professor at this level will already have established evidence of personal distinction and academic leadership in at least one of the following: research and the advancement of knowledge in their subject, teaching and learning, enterprise/knowledge transfer and/or professional engagement as this is a vital element for appointment or promotion to a chair. In addition, candidates need to demonstrate significant, high-level contributions to leadership, management and/or administration.	See Appendix 2 – Professor Band A

<p>It is expected that a new professor will typically be in Band A between two and five years before meeting the criteria for Band A. Progression from Band A to Band B is viewed as a reasonable career aspiration, subject to evidence of achievement.</p>	
<p>Band B</p> <p>Band B is for more experienced professors of considerable academic standing. A professor within this band will have an established international reputation for academic excellence</p> <p>In addition to demonstrating continued production of outstanding research; significant achievement in knowledge exchange or impact; or significant academic leadership which adds substantially to the achievement which enabled promotion to Band A, Professors progressing to Band B are expected to demonstrate how they have broadened as a member of the academic community.</p> <p>For those who carry significant academic management and leadership roles, a contribution at Band B might be evidenced by activities associated with the responsibility to shape the future of the relevant School/institute including the management, development and enhancement of teaching and assessment, significant contributions to the management of a School/Institute and the proven ability to lead, develop and motivate colleagues and co-workers working as part of a team to achieve Institutional goals. It is therefore anticipated that a Professorial Dean of School or Research Institute Director, once fully established in the role, would be able to demonstrate a contribution at this level regardless of their success in continuing to develop their research or enterprise profile.</p>	<ul style="list-style-type: none"> – a sustained track record of high-quality research outputs of at least 3* – leading an impact case study of at least 3* – establishing and leading significant research teams including those related to educational/pedagogical practice – winning substantial external funding (appropriate to the norms for the subject) – a significant record of attracting high quality PhD students on a continuing basis and successfully supervising them to completion – invitations from grant awarding bodies to act as project assessor – membership of international academic/professional policy making bodies and prestigious editorships – leadership of institutional initiatives which deliver significant improvements to student satisfaction and outcomes – leading national policy and sector wide changes in learning and teaching philosophy and pedagogic practice – leadership of professional discipline organisations, international partners, employer boards – appointment as external assessor for professorial positions, – advising national bodies, membership of international advisory bodies.
<p>Band C</p> <p>Band C is for Professors of world leading academic distinction. The step difference in contribution between Bands B and C will be significantly greater than the step difference between Bands A and B. In research terms, a Professor at this level would be widely acknowledged as having a world leading international reputation for having shaped, and continuing to shape, their field of study.</p>	<ul style="list-style-type: none"> – chairing of major national/international research or educational committees – invitations to deliver distinguished named lectures or lecture series, fellowship of scholarly societies – receipt of prestigious awards – advising national or international advisory panels, government or research funding bodies, professional bodies, or equivalent – establishing and managing research institutes of international importance – - shaping professional practice at an international level

<p>Professors at Band C are expected to demonstrate how they have continued to develop as a member of the international academic community, by having maximized opportunities to show leadership, as evidenced for example by holding office in learned societies or professional bodies, or other evidence of recognised authority.</p>	<ul style="list-style-type: none"> – leadership of international programmes to review curriculum in the relevant discipline – evidence of active and sustained leadership of the review & development of the curriculum and teaching/assessment methodologies – leading international innovation in policy or educational practice in learning and teaching philosophy and pedagogic practice – significant enhancements to the University’s Teaching Excellence Framework submission – election to esteemed scholarly societies such as Royal Society, British Academy or overseas equivalents – leading the development of a UoA for REF – evidence of significant promotion of, and active involvement in, the development and achievement of the University’s strategic aims – significant contributions to the wider strategic direction and management of the institution – evidence of successful and effective contribution to the achievement of the University of Suffolk’s strategic goals, through negotiating complex partnerships and representing the University on matters of key importance, nationally and internationally
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Grading

Unless the HERA Band for a role determines a higher Band (e.g. Dean of School/ Director of Research Institute), the entry point for Band A professors is point 47 within Band 8.

Progression through Band 8 is subject to annual increments in the normal way.

Band B Professors are appointed to Band 9 and progress through annual increments in the normal way.

Professors who have been appointed to Band A or Band B who hold additional responsibilities such as Dean of School/ Director of Institute, salaries will be determined taking account of the additional responsibilities undertaken which (combined with the usual band grading) may then determine a higher SPOT salary.

Band C Professors are appointed on SPOT salaries with any discretionary progression determined by the annual professorial review.

Market Forces

The Professorial bands are designed to reward academic achievement and contribution. It is recognised that there are recruitment and retention pressures for senior academic staff in some disciplines and in such cases these pressures may be addressed by the payment of a discipline specific market element. Any market force supplement applied will be subject to the normal reviews set out in the Remuneration Policy

Annual Professorial Review

The aims of the Annual Professorial Review are to:

- Identify, recognise and reward exceptional contributions that play a role in meeting the University of Suffolk's strategic aims
- Retain high calibre staff ensuring that professorial pay is competitive with those of high performing staff at similar universities
- Address potential recruitment and retention issues
- Contribute to consistency and transparency in pay for professors.

Separate procedures define the criteria and process for those seeking promotion to Professor as outlined in this procedure.

There is no automatic progression between bands or within band C. Following the annual appraisal process, staff who want to be considered for progression and have the support of their line manager will be invited in September of each year, to submit the following to the Senior Business Partner (Talent & OD):

- a statement of case (max 500 words) including a clear indication of whether they are seeking a salary increase within their current band (bands C only) or progression to a higher band,
- an updated CV (using the standard template – see Appendix 4),
- a summary of achievement against their objectives for the last two appraisals/performance reviews (using the template provided) and
- an outline of projects currently in progress (using the template provided – see Appendix 4).

After the deadline, the Professor's line manager will be asked to submit a brief assessment of the case for progression (using the template provided – see Appendix 4) to the Senior BP (Talent & OD), highlighting any particular achievements over the review period, and - taking account of the Professor's current salary - indicating whether there is evidence for them to support the application. The line manager's assessment will include an indication of one of the following:

- Sustained exceptional contribution, during the review period and over previous annual review periods, and strongly recommended for an increase in banding
- Exceptional contribution during the review period and strongly recommended for an increase in salary but not banding
- Recognised contribution at a high level for the allocated salary during the review period but not recommended for an increase in salary at this time
- Not contributing at a high level for the allocated band/salary and not recommended for an increase in salary.

The Professorial Review Panel, comprising the Vice-Chancellor/Deputy Vice Chancellor, the Director of POD or nominee, and one other member of the Academic Appointments and Promotions Committee (AAPC) will meet in October to conduct the review, taking consideration of each applicant's submission, the line manager and any external assessors' assessments and, where available, benchmark data on the pay of professors in the same discipline.

Increases to salary/banding will be effective from 1 October. The University of Suffolk Remuneration Committee will continue to be responsible for approving salary increases for those earning in excess of £100,000.

Where cases are declined, a member of the Professorial Review Panel will be designated to provide oral feedback to the Professor and his/her line manager on why the case was not successful.

Applicants who are unsuccessful in their application for promotion to a higher band shall have access to an appeals procedure but only on the grounds of a defect in the procedure followed, or of a misunderstanding or misinterpretation by the Professorial Review Panel of some significant factual element of the submission. A written appeal should be made to a member of the AAPC not previously involved in the Professorial Review, who will determine whether or not there has been a significant procedural defect or misunderstanding. This member of the AAPC shall have access to all papers submitted to the Professorial Review Panel. If they are satisfied that there has been a significant defect in the procedure followed or misinterpretation of a significant factual element, the Professorial Review Panel shall re-examine the case. The outcome of this examination will be final.

There is no right of appeal for applicants who have been unsuccessful in their application for a salary increase within their current band.

Where the line manager has indicated that a Professor's contribution is not at a high level under the criteria for the allocated band, the Vice Chancellor will seek evidence from the line manager of the steps being taken to assist the individual to improve their contribution.

An application for promotion to a higher band may normally only be submitted 2 years or more after the previous application. However, the salary levels of all Professors in band C will be reviewed every year as part of the Annual Professorial Review.

There may be cases where a salary needs to be considered outside the annual process. Typically this will be due to an immediate retention risk. In such out-of-cycle cases, the evaluation principles will be the same as for the annual process: an indication of the line manager's support (or otherwise) for the case, external benchmarking (where available) and the approval of the Vice-Chancellor.

External Assessors

The Professorial Review Panel (see below) will normally seek the views of an external assessor for progression from band B to C. The line manager is asked to suggest the names and provide contact details for two potential external assessors for these progressions when submitting their comments on the submission. Assessors are nominated by the Dean of School/DVC, following consultation with the candidate. Assessors are not referees and are chosen on the basis of their ability to provide an independent, objective and informed judgement on the quality and impact of the candidate's work. Assessments by co-grant holders, co-authors, supervisors, friends or collaborators of a candidate will be deemed invalid unless the Dean of School/DVC can justify such a choice to the Vice-Chancellor's satisfaction.

The Panel will not normally seek input from an external assessor for progression from band A to B. In the event that the Panel wish to receive input from an external assessor on a case for progression from band A to band B, the Senior BP (Talent & OD) will ask the line manager to provide details of two possible assessors.

External assessors are asked to comment in particular on the following areas:

- The candidate's eminence in their subject, particularly in terms of quality and originality of their research
- The candidate's contribution to education and pedagogy, particularly in terms of their scholarly activity and research and/or innovation
- The impact of the candidate's work within their discipline
- Whether there is clear evidence of an upward trajectory and forward-looking agenda (i.e. not just a history of research output)
- Whether the assessor believes the case meets the criteria for promotion to the relevant level
- How the case compares with recent successful cases for promotion to the equivalent level within the assessor's own institution
- If the assessor does not believe that the case meets the relevant requirements at this point, any advice they are able to offer on the timing and strategy as to when or how this might be achieved.

Principles of Equality of Opportunity

Decisions concerning professorial banding will be based on achievement and contribution, however the University will consider the effects resulting from specific individual circumstances such as absence due to maternity, paternity parental or adoption leave, caring commitments, part time or other flexible working arrangements. Thus, whilst no dilution of the required quality of inputs and outputs would be accepted, the quantity of the contribution inputs and outputs would be considered as per the following examples:

- A member of staff who has taken maternity or adoption leave or disability-related absence may have a 'gap' in input and/or output. In these circumstances a reduction in quantity would normally be accepted.
- Where a member of staff works part-time, the expected quantity of their input and output would be proportionate to their reduced working hours.

- Where a member of staff has a disability that can be demonstrated to impact on the quantity of their input and/or output, a reduction in quantity would normally be accepted.

Statistical information regarding promotions will be available, in a suitably anonymized format, to the Equality & Diversity & Inclusion Committee and other groups tasked with analyzing aggregated data for the purposes ensuring a fair and robust process.

Professorial Pay

Band	Salary Range (SCP and £)	SPOT salary
Associate Professor	Band 7, SCP 39 to Band 8, SCP 46	N/A
Band A Professor – Nationally excellent	Band 8, SCP 47 to 50	N/A unless roles is enhanced
Band B Professor – Internationally Excellent	Band 9, SCP 51-56	N/A unless role is enhanced
Band C Professor – World leading	SPOT salary / competitive	Yes Benchmarking undertaken to determine salary level.
Professor & Institute Director / Dean (Enhanced)	As above	A spot salary may be offered to recognise both the level of professorial reach plus any additional / enhancement to role occurring through virtue of being an Institute Director or Dean

Regardless of if the Professorial role is 'enhanced' (see Professor / Director) or not, individuals will have their Professorial Band confirmed according to their Professoriate 'level' first and foremost.

Enhancement to pay in recognition of additional responsibility may result in a SPOT salary but the payment of a SPOT salary does not automatically determine that an individual should be classified as Band C (world-leading).

Appendix 4

Annual Professorial Banding Review
Summary of Achievement against Objectives

Please complete the table below for the last two appraisals/performance reviews

Objective	Delivery status (delete as appropriate)	Outputs/Outcomes	Commentary
	Delivered in full Partial complete Not delivered		
	Delivered in full Partial complete Not delivered		
	Delivered in full Partial complete Not delivered		
	Delivered in full Partial complete Not delivered		

Annual Banding Professorial Review
Outline of Projects Currently in Progress

Project Title	Amount and Source of Funding	Collaborators (inc details of stakeholding)	Completion date	Outputs	Outcomes, Impact, Dissemination

Annual Professorial Banding Review

Line Manager's Assessment

Directorate/School

Name of Line Manager

Name of Professor

I have received and read a copy of the submission by the above named for annual review.

Please indicate the following:

- I give this submission my full support
- I give this submissions qualified support
- I am unable to support this submission

Line Manager Comments

Please give any comments you may have to the content of the submission. Please elaborate on your support indicated above or reason that you are unable to support the submission.

How do you assess this individual's contribution?

- Sustained exceptional contribution, during the review period and over previous annual review periods, and strongly recommended for an increase in banding.
- Exceptional contribution during the review period and strongly recommended for an increase in Salary (relevant to existing Band C Professors only).
- Not contributing at a high level for the allocated band/salary and not recommended for an increase in Band or salary (where applicable).

For Progression from Band B to band C, please provide the names and contact details of two potential assessors.

Assessor 1:

Assessor 2:

Signature:

Date