



Statement on Research Performance Expectations

“Excellent research is a hallmark of the University’s activities”

Our Future – The Royal Holloway Strategic Plan 2013-2020

Approved June 2014

Research Committee

1. Introduction

Excellence in research underpins all of Royal Holloway's activities and aspirations. We aspire to produce world-leading research that substantially advances the knowledge base, and that fosters transformational impacts for individuals, society, and the environment. We also aspire to give our students an education that is informed by the highest standards of research and scholarship.

"Our Future – the Royal Holloway Strategic Plan 2013-2020" sets out the institutional goals for our research and how we aim to achieve them.

We recognise that the research funding environment is increasingly competitive, and also that we have a responsibility to deliver excellent outcomes in respect of the public investment that supports our work. This statement therefore sets out Royal Holloway's general expectations about the research undertaken by its members of staff, with a view to providing a clear framework for supporting, enhancing, and managing research activity within the University.

2. Who is covered by this statement?

This statement applies to Royal Holloway academic staff employed on teaching and research (T&R) and Research (R) employment contracts – lecturers, senior lecturers, readers and professors.

3. General expectations of performance and engagement

Irrespective of whether research is undertaken by individuals or teams, Royal Holloway believes that our success in delivering world-leading research is underpinned by a culture of shared endeavour. Royal Holloway's broad ambition for its research community is that the whole will be worth more than the sum of its parts. Further, as even the most successful researchers have peaks and troughs through their careers, being part of a wider community provides practical and intellectual support. However, with this benefit comes the responsibility of being research active and engaging and contributing not only to the furtherance of one's own research and discipline, but also to the well-being and vitality of the institution as a whole.

Royal Holloway therefore expects its researchers will:

a. Produce research that meets international standards of excellence

Royal Holloway expects that its researchers will aspire to the highest standards of excellence, integrity, and ethical behaviour in conducting their research.

Researchers are expected to publish the outcomes of this research regularly in a form eligible for inclusion in external research assessment exercises, and it is expected that this research will be clearly recognised as internationally excellent

in terms of its originality and distinctiveness, significance, and rigour. Further, in order to accurately reflect the research contribution of Royal Holloway as a whole, we expect our researchers to update their profiles regularly in PURE, our research information system.

b. Proactively and creatively seek research funding

Royal Holloway expects that its researchers will proactively and creatively seek research funding, whether this be to cover the costs of their own research time, to employ a research team, to purchase equipment or consumables to undertake research, to fund postgraduate students, or to develop research infrastructure. Wherever possible, we expect that researchers will seek not only to support the direct costs of their own research and research time, but also to contribute to the indirect costs of developing and maintaining the institutional research infrastructure as a whole.

c. Disseminate and transfer their knowledge beyond the academy

Royal Holloway expects its researchers to actively seek out and engage with opportunities to share knowledge and expertise with external organisations and the general public, in such a way as to maximise the potential societal, economic, and cultural impacts of their work, locally, nationally, and/or internationally.

d. Engage in the wider research activities of their department and institution

Royal Holloway expects its researchers to share in the development of a strong and vibrant research culture throughout all departments in the University. Contributions to the research environment may include mentoring of colleagues at earlier stages of their careers, attracting and supervising research students, participating in internal peer review and ethical review processes, contributing to interdisciplinary research initiatives, and embedding good research practice generally. Staff will also be expected to engage constructively with Departmental planning processes, and to work with colleagues, Heads of Departments, and Directors of Research to improve and develop research within their Department and the Institution.

4. Institutional and Departmental Support for Researchers

Researchers at Royal Holloway are situated within Departmental and University research cultures. While there is an expectation that individuals will work to enhance our shared research environment, Royal Holloway believes that its researchers should in turn expect high-quality support and strategic planning at Departmental and Institutional levels.

Royal Holloway will therefore support its researchers by:

a. Planning strategically to achieve research excellence

The University will create strategies, policies, and processes that ensure our sustainability as a research-led institution. The University will work with Departments to develop discipline-specific strategies and plans, especially in the annual Departmental planning rounds, to achieve research excellence.

b. Developing a vibrant research environment and infrastructure

The University will develop and maintain high quality research facilities and foster an environment that supports and encourages wide-ranging intellectual enquiry within and across disciplines.

c. Providing central processes and policies that support research needs

The University will develop and continuously improve central processes and policies that encourage and support research needs, striving whenever possible to remove and reduce any unnecessary or burdensome administrative requirements.

d. Providing clear advice, guidance and support

The University will seek to ensure that staff members are able to maximise their research potential through central appraisal processes and researcher development programmes. Staff should also expect to receive clear guidance from their Heads of Department on how their research work is assessed and perceived in terms expected standard and level of outputs and grant application and research funding. The expected levels of performance for individuals should be determined through Departmental and discipline-related strategies. If a member of staff believes they are not receiving clear guidance and support, it is their responsibility to raise this with their Head of Department.

5. Issues affecting individual performance or capability

The University expects its staff to keep their Department informed of any issues or personal circumstances that may affect their performance or capability to undertake research at the expected level. The University does not expect its staff to undertake research which predominantly and consistently falls below expected levels, and it has the desire and resources to provide support as appropriate. However, addressing any performance issues in a timely manner will increase the chances of successfully overcoming them or making arrangements to adjust to them.

6. Performance below expected levels

Should the research performance of an individual member of staff consistently fall below that expected, Departments will provide informal guidance and support to raise the level of performance. If this does not lead to an improvement to the expected level, the Head of Department will follow the capability guidelines and procedures as laid out in the University Statutes, policies, and procedures.

Professor Kathy Rastle

Associate Vice Principal (Research)

On behalf of the Research Committee

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