The HoD’s Citation should address as many of the points below relevant to the candidate.

- Teaching
  - Communication of ideas
  - Amount of teaching
  - Undergraduate Teaching
  - Postgraduate Teaching
  - Master’s courses
  - Tutorials and/or other forms of contact with students
  - Innovation in Teaching
  - How received by students
  - Prizes
  - Delivery of lectures, ability to enthuse and inspire students

- Research
  - Quality
  - Volume
  - Collaborations
  - Independence
  - Esteem achieved
  - Application of research and its importance
  - Achievements since last promotion
  - Scope and opportunities for future
  - Grants – ability to attract funding

- Publications
  - Volume and quality
  - Publications since last promotion
  - Influence and impact on field or area of research

Please note: the College is a signatory to DORA (Declaration on Research Assessment), which mandates that in hiring and promotion decisions, the scientific content of a paper, not the JIF (Journal Impact Factor), is what matters. More information on DORA is available: [http://www.ascb.org/dora/](http://www.ascb.org/dora/)

- Esteem
  - National
  - International
  - Conferences
  - Keynote speeches
  - Other indicators of esteem, e.g. editorial boards, government bodies.

- Other contributions to Department and/or College
  - Level and amount of contributions
  - Good citizenship / role model for Imperial Expectations
  - Pastoral care and mentoring of students
  - Leadership in the Department
• Imperial Expectations – More information on these can be found at: http://www3.imperial.ac.uk/hr/procedures/support/opportunities/expectations

  o Please comment on how the candidate meets the following:
    Championing a positive approach to change and opportunity
    Communicating regularly and effectively within, and across, teams
    Considering the thoughts and expectations of others
    Delivering positive outcomes
    Encouraging inclusive participation and eliminate discrimination
    Supporting and developing staff to optimise talent
    Working in a planned and managed way

Additional Citation from Faculty required for Honorary Candidates

In the case of Honorary candidates, (which will apply mostly to the Faculty of Medicine), the Faculty is asked to also provide a citation outlining the candidate’s contributions to Imperial College.

Example HoD’s Citation for the Conferment of the Title of Reader, or Associate Professor (Business School)

upon ............

Dr. ............... joined the Department of ............... in .... having earlier graduated from the Department with First Class Honours and having completed a PhD degree at the University of .......... He/She** has amply proved his/her** first class ability both in teaching and research. In the field of teaching, Dr. ........... has demonstrated that he/she** has to a most unusual degree the ability to communicate ideas to both undergraduate and postgraduate students. He/She** has specialised in the teaching of ............... and their application to ................ processes, both at undergraduate level and in the MSc course in ............... Through his/her** thorough preparation, fluent delivery, and enthusiasm in lectures, tutorials and laboratory classes, he/she** has imparted an interest in the application of the principles of ............... to a significant body of students. He/she was awarded the ............Teaching Prize in......... and successfully gained a Teaching Development grant in ............ for his/her work on ................

His/Her** contribution in teaching has been first class as is evidenced by ...... but he/she** has also made a great impact in research. ...............has been one of a small group of research workers who have pioneered the use of ............... techniques
to study .............. His/Her** work on .............. is accepted as an authoritative study and is widely applied to .............. processes. His/Her** investigation of .............. represents the sole complete analysis of this problem in terms of ..............

............... has carried out several investigations in collaboration with industry and two of these are worthy of specific mention. His/Her** .............. model of the .............. has been accepted and applied by the industry as a .............. model.

...............’s publication record provides ample evidence to justify his/her** promotion, although it is an inadequate indication of his/her** versatility and ability in research. .............. has a growing international reputation as witnessed by the complimentary comments about his/her** work by scientists from Japan, USA, Australia and Europe at an international meeting in ..............

He/she** has demonstrated leadership qualities in his/her** interaction with his/her** peers and younger academics and researchers, and these have contributed greatly to the success of his/her** research team.

Following last year’s Personal Review and Development Plan meeting, .............. has attended the College’s Academic Leadership Programme and follow-up workshops to develop his/her** influencing and negotiation skills.

In addition, .............. served the Department well for three years as Admissions Tutor and for two years served as a member of the College’s Health and Safety Committee.

In view of ..............’s undoubted ability, reputation and the promise of future achievements, it is strongly recommended that he/she** be promoted to Reader/Associate Professor/Professor/ or other as applicable.

Signed: ........................................... Date: ..............

(Please note that unsigned citations will not be accepted)