

FEB Document for Promotion Decisions

**Involving:
Granting of IUS Promovendi status
Promotion to Associate Professor 1
Promotion to Full Professor 2**

December 2020

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1 Introduction

This document describes the criteria and procedures for promotion from Associate Professor 2 to Associate Professor 1, and from Associate Professor 1 to Full Professor 2. We also describe the application procedure to be granted IUS promovendi status (for Associate Professors 2 and 1).

2 Promotion Decisions

The step from Associate Professor 2 to Associate Professor 1 can be made if the staff member meets the criteria described in this document. However, the promotion from Associate Professor 1 to Full Professor 2 is not a right. The Faculty Board, in cooperation with the Department, assesses whether the addition of a new Professor is desirable.

2.1 IUS Promovendi status

Having IUS promovendi status provides an academic staff member with the right to act as a promoter of a PhD student. In the past, this right was only given to Full Professors. Now, Associate Professors 2 and Associate Professors 1 can obtain IUS promovendi rights for a period of five years. To obtain IUS promovendi status, a staff member must meet specific criteria. The criteria and the application procedure are described in Appendix 1.

2.2 Promotion from Associate Professor 2 to Associate Professor 1

An Associate Professor is expected to consolidate and further develop their own research line following promotion, and to have developed a valuable teaching and management profile within the Faculty's research and teaching programmes. The promotion criteria and the procedure for promotion to Associate Professor 1 are described in Appendix 2.

2.3 Promotion from Associate Professor 1 to Full Professor 2

Provided an additional Full Professor position within the Department is deemed desirable, an Associate Professor 1 can be promoted to Full Professor 2. In such cases, the Faculty Board asks the Committee Internal Promotions for advice on the promotion. The criteria to determine whether the addition of another professorial position to the Department is desirable are described in Appendix 3. The criteria and procedure for promotion to Full Professor 2 are detailed in Appendix 4.

2.4 Overview of promotion procedures

The table below describes the procedures associated with each career step.

Decision/Promotion	Advice	Short Description of Procedure
IUS Promovendi	Research Director and Director of Graduate School	The Associate Professor requests the Dean for IUS promovendi status using the form provided in Appendix 1. The Dean will seek advice from the Research Director of the research programme and the Director of the Graduate School. The Dean decides whether to forward the application form to the University Board. The University Board determines whether IUS promovendi status will be granted.
Associate Professor 2 (UHD2) to Associate Professor 1 (UHD1)	HR	An Associate Professor 2 will discuss possible promotion to Associate Professor 1 with their supervisor during an R&O meeting in consultation with another senior staff member. The supervisor will write a promotion proposal in consultation with HR and submit this, with all relevant documents, to the secretary of the Faculty Board (using the templates provided in Appendices 6). The Faculty Board will seek advice from HR. The Faculty Board decides on promotion to Associate Professor 1.
Associate Professor 1 (UHD1) to Full Professor 2	CIP BAC chair	An Associate Professor 1 can ask their supervisor to begin the process for promotion to Full Professor 2. Jointly with the Department Chair, the Faculty Board will assess whether an additional chair in the department is desirable. If an additional chair can be created, the Faculty Board decides, based on the CIP's advice, on the candidate's potential promotion to Full Professor 2. The University Board has the final decision on a promotion to Full Professor 2.

Appendix 1: Criteria and Procedure for obtaining IUS promovendi status as an Associate Professor

To obtain the *IUS promovendi rights*, the Associate Professor must satisfy the following criteria:

- The Associate Professor must be employed by the UG or UMCG
- The Associate Professor must hold a PhD degree
- The Associate Professor must be a good researcher
- The Associate Professor must be a good supervisor

The precise requirements for the last two criteria depend on the relevant discipline. The following criteria for research and supervising quality will apply at the University level:

1. The Associate Professor must, in the opinion of the Dean, have a proven track record in research in terms of publications and the acquisition of external funds.
2. The Associate Professor must, in the opinion of the Dean, have successfully acted as co-supervisor on at least two occasions.

The FEB Faculty Board has formulated specifications for these two criteria:

Research:

- The Associate Professor has the status of an SOM¹ fellow.
- The Associate Professor is capable of attracting external funds

Supervision:

- The Associate Professor has co-supervised at least two successfully completed PhD projects, in which they provided good supervision. To evaluate the supervision requirement for PhD students, the Dean will ask for written inputs from the Director of Graduate Studies of SOM and the Research Director of the research programme to which the researcher belongs.
- The Associate Professor has completed a course or training on “supervising PhD students”.

3 Procedure

The Dean can submit a request to grant *IUS promovendi* status to an Associate Professor to the PhD Board before the start of a PhD project.

The following procedure must be followed:

1. An Associate Professor who believes they satisfy the criteria can submit a request to the Dean to be recommended for *IUS promovendi* status. An Associate Professor’s manager may also submit this request, and the Dean can also ask the Associate Professor whether they would like to be considered for the *IUS promovendi* status.
2. The Associate Professor must substantiate the request with documentary evidence, including a CV, a list of publications, an overview of funds acquired and research projects completed, and an overview of PhD projects supervised and completed.
3. The Dean will examine the documentary evidence and consult the Director of the SOM Graduate School and the Research Director of the applicable research programme. If the documentary evidence and the consultations convince the Dean that a recommendation for *IUS promovendi* status is justified, the Dean will submit a written request to the PhD Board, including the information submitted by the Associate Professor and the outcomes of the consultations.

¹ <https://www.rug.nl/research/som-ri/organization/performance-criteria/?lang=en>

4. Based on the information submitted, the PhD Board will assess whether the applicant is 'sufficiently competent' in accordance with the requirements set out.
5. The Dean, the Associate Professor and the latter's manager will be informed in writing of the decision taken by the PhD Board.²

4 Duration

IUS promovendi rights will be granted for a period of five years. Although this differs from the VSNU³ guidelines, a time limit is judged essential with a view to quality assurance. This period can be extended by another five years provided the Associate Professor still satisfies all the criteria. For this reason, a reassessment will take place after the initial five-year period. The Dean will be responsible for assessing whether the Associate Professor still satisfies the criteria and for recommending an extension of the *IUS promovendi* period. This will be recorded in the R&O interview report.

The *IUS promovendi* status thus acquired is linked to the Associate Professor's appointment at the UG or UMCG, and will thus in principle lapse if the Associate Professor's appointment is terminated.

² Step-by-step instructions have been drawn up and are available to the deans for the purpose of practical implementation and registration in the personnel information system.

³ Vereniging Samenwerkende Nederlandse Universiteiten

Appendix 2: Procedure and Criteria for Promotion to Associate Professor 1

To be considered for promotion to Associate Professor 1, it must be clear that the Associate Professor 2 continues to carry out high-quality research and delivers high-quality education. It is important that the staff member concerned can provide evidence showing how they have satisfactorily dealt with any recommendations from the CIP in earlier promotion procedures. Further, that PhD supervision is being executed to everyone's satisfaction, and grant proposals have been initiated or submitted. The staff member should have taken on a management function and be clearly developing towards a more senior leadership role.

Below, the specific criteria on performance aspects: research, education, and management and service to the Faculty, as well as the procedure are described. The Associate Professor should perform well in all three result areas.

1 Research

Publications	The Associate Professor continues to show a high-quality, clear and original line of research in the economics and business domain.
Evidenced by	<ul style="list-style-type: none"> - SOM fellowship, and - At least one peer-reviewed publication in a top-ranked journal in the last three years in the function of an Associate Professor as indicated by the following criterion: <ul style="list-style-type: none"> o Journal has a AIP⁴ ≥ 90; or o A published monograph for an A-ranked publisher on the SOM list of publishers since promotion to Associate Professor. - A promising and strong pipeline of high-quality publications under review - Development of one's own clear line of research that contributes to one of FEB's research programmes.
PhD Supervision	The Associate Professor has experience with supervising PhD students and supervises these students in a satisfactory way.
Evidenced by	<ul style="list-style-type: none"> - Involvement in the supervision of at least 2 PhD students as either supervisor or co-supervisor. - Satisfaction with the PhD supervision by those involved in the projects.
Funding	The Associate Professor has shown ability to acquire external funding for projects for (applied) research.
Evidenced by	The Associate Professor (preferably as PI) has submitted grant proposals that were positively evaluated.
Scientific Impact	The Associate Professor is becoming an internationally renowned academic.
Evidenced by	<p>For instance:</p> <ul style="list-style-type: none"> - Number of citations and narratives on impact of research. - Participation in lectures or seminars. - Participation in the organisation of workshops, seminars and conference sessions. - Joint publications and working visits.
Societal Impact	The Associate Professor's work has societal impact (e.g., on government policy, business practice).
Evidenced by	<p>For instance:</p> <ul style="list-style-type: none"> - Participation in policy debates, media events and conferences.

⁴ If applicable, the candidate can refer to other journal rankings to demonstrate research quality.

	<ul style="list-style-type: none"> - Publications in policy- and practice-oriented journals. - Public lectures and talks to practitioners. - Contributions to the activities of Centres of Expertise, interdisciplinary societal themes, etc.
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2 Education

Education	The Associate Professor has a proven track record of high-quality teaching and contributes in important ways to FEB's teaching programmes at all levels.
Evidenced by	For instance: <ul style="list-style-type: none"> - Design and development of courses and teaching materials. - Favourable evaluations by students, colleagues and programme director. - Demonstrable improvements in teaching materials and/or working methods. - The use of state-of-the-art and varied teaching materials.
Curriculum development	The Associate Professor is able to effectively design courses and programmes.
Evidenced by	For instance: <ul style="list-style-type: none"> - Design of new courses in the programme. - Re-design of existing courses in the programme. - Contributions to the design or re-design of education programmes.

3 Management and Service to the Faculty

Management Positions	The Associate Professor is developing leadership competences.
Evidenced by	The Associate Professor is taking up management positions (e.g., education programme director/ coordinator; member of Faculty Council presidium) within the Faculty/Department and has executed these functions for at least one year in a satisfactory manner.
Service to the Faculty	The staff member is involved in multiple activities that positively contribute to the research and education climate in the Faculty and/or Department
Evidenced by	<ul style="list-style-type: none"> - The Associate Professor contributes effectively and efficiently to the smooth running of teaching and research processes. - The Associate Professor actively contributes to research and/or education seminars.
Citizenship	The Associate Professor actively contributes to a positive climate within the Department and/or Faculty.
Evidenced by	Contribution to a positive education and research climate within the Department and Faculty by: <ul style="list-style-type: none"> - helping colleagues - organising brown bag seminars - being involved in department-level education meetings and initiatives - contributing to mentoring activities of students or junior staff to foster inclusion in the Department and/or Faculty - being visible within the faculty by attending faculty meetings etc. - contributing to faculty debates, faculty working groups, faculty-wide activities.
Leadership and Mentoring	The Associate Professor is developing leadership capabilities and has successfully acted as supervisor and mentor of junior staff.

Evidenced by	<ul style="list-style-type: none"> - The Associate Professor has held Result and Development (R&O) interviews with PhD students. - The Associate Professor is successfully mentoring and coaching PhD students - The Associate Professor has participated in a UG course on supervision of PhD students
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Procedure

1. During a formal R&O interview, the AP2 and their supervisor, in consultation with another senior staff member involved in the R&O meeting, jointly determine whether a promotion to Associate Professor 1 is warranted. In this R&O meeting, the supervisor and the senior staff member assess the AP2's performance based on the criteria for promotion to Associate Professor 1, and the expected competences (e.g., connective leadership, vision and persuasiveness) laid out in the UFO document.
2. If promotion is considered appropriate, the supervisor, supported by the senior staff member, writes a letter to the Faculty Board to propose the promotion to Associate Professor 1. In this letter, the supervisor also reports on the results of the competence assessment. This letter is accompanied by:
 - Letters from the research programme director on the progress of the AP2's research, from a director of an education programme on which the Associate Professor lectures on their education quality, and from the Department Chair on the contribution to the Department (Appendix 6, templates 1, 2 and 3)
 - A self-assessment form by the Associate Professor reflecting on their performance over the past three years on the relevant criteria (Appendix 6, template 4), as well as a short statement on what they want to achieve in the next three years. This self-assessment, the short statement, and an updated CV are part of the package sent to the Faculty Board.
3. All documents are sent to the Secretary of the Faculty Board, who subsequently seeks advice from HR.
4. Based on all documents and the advice from HR, the Faculty Board decides on promotion to Associate Professor 1.
5. The Secretary of the Board informs the Associate Professor, their immediate supervisor and the Department Chair on the promotion decision.

In the event that promotion to Associate Professor 1 is not granted, the Associate Professor is expected to further develop the relevant criteria and may submit a new promotion request no earlier than one year after the previous request.

Appendix 3: Criteria for Assessment of an Additional Full Professor Position in the Department

Based on the following criteria, the Faculty Board, in cooperation with the Department, will assess whether an additional Full Professor position should be created within that Department.

1. The financial situation of the Faculty of Economics and Business allows for another chair. If this is not the case, no chair will be created, irrespective of the evaluation on the criteria stated below.
2. The new chair should fit with the strategy of the Faculty.
3. The composition of the Department should be balanced⁵ in terms of number of Lecturers, Assistant Professors, Associate Professors and Full Professors
4. The specialisation of the new Full Professor should complement those of the existing Full Professors. That is, the focus of the new chair should be related to, but also substantially different from, the foci of the existing chairs within the Department and the Faculty.
5. Adding a new chair strengthens the Department and/or the Faculty of Economics and Business. That is, establishing the new chair clearly offers added value in terms of research, education, societal impact and leadership.
6. The new chair contributes to a more diversified group of Professors, for instance in terms of gender or international background.

⁵ As determined by the Faculty Board

Appendix 4: Criteria and Procedure for Promotion from Associate Professor 1 to Full Professor 2

A full professor should be an inspiring leader in the Department and the FEB. A full professor is expected to be a leading scholar internationally in their own field, contribute substantially to teaching and research, acquire substantial research grants, contribute to the successful recruitment of good academic staff, and coach and supervise academic and support staff. Prospective professors should have an excellent and relevant international network, and an impact on the economics and business discipline and on society through knowledge dissemination activities.

Below the criteria for three key aspects: research, education, and management and service to the Faculty as well as the promotion procedure are described. The Associate Professor should perform well in all these three areas.

1 Research

Publications	The Associate Professor has a high-quality, clear and original line of research in the economics and business domain. Their publications in peer-reviewed journals and/or books are leading worldwide. A considerable number of publications is required, as well as a solid pipeline of publications submitted to, and R&Rs received from, top journals.
Evidenced by	<ul style="list-style-type: none"> - SOM fellowship, and - Top publications have been achieved in the last six years in the function of Associate Professor, demonstrated by satisfying the following guidelines: <ul style="list-style-type: none"> o At least two peer-reviewed publications in a journal having an AIP⁶ ≥ 90; or o Three peer-reviewed publications in journals where the average AIP ≥ 90. o A published monograph for an A-rated publisher on the SOM list of publishers during the last six years in the function of Associate Professor can replace one top journal publication. - A promising and strong pipeline of publications under review. - Own clear, innovative and distinctive research lines (e.g., first authorship, consistent focus of research, development of new research line(s) with sufficient publications in very good and top-rated journals in the economics and business domain since the start of the academic career. - A clear vision of one's own research development. - Added value for, and contribution to, the research programme of the Department.
PhD Supervision	The Associate Professor has supervised PhD candidates successfully as supervisor or co-supervisor.
Evidenced by	<ul style="list-style-type: none"> - In the last six years, the Associate Professor has had a successful leading role in the supervision of the full trajectory of at least two PhD projects. - The Associate Professor has supervised the PhD students in a satisfactory manner as evaluated by the Research Director and Director of Graduate Studies.
Funding	The Associate Professor has shown an ability to acquire external funding for research projects.

⁶ If applicable, the candidate can refer to other journal rankings to demonstrate research quality.

Evidenced by	<ul style="list-style-type: none"> - The Associate Professor in the role of PI has successfully obtained at least EUR 400K for FEB (e.g., in the form of externally funded PhD or postdoc positions) during the last six years in the function of Associate Professor.
Scientific Impact	The Associate Professor is an internationally influential academic and known not only in their own (sub-) research field, but also in their wider discipline or an interdisciplinary field within the economics and business domain.
Evidenced by	<p>For instance:</p> <ul style="list-style-type: none"> - Number of citations and narratives on impact of research - Best paper awards - Participation in the organisation of workshops, seminars and conference sessions - Joint publications and working visits - Membership of editorial boards - (Special issue) editorship(s) of high-quality journals - Invitations to seminars, keynote speaker invitations, guest lectureships, visiting professorships
Societal Impact	The Associate Professor contributes through their research to society (e.g., government policy, business practice).
Evidenced by	<p>For instance:</p> <ul style="list-style-type: none"> - Participation in policy debates, media debates and conferences - Publications in policy- and practice-oriented journals - Interviews in popular media (e.g., newspapers, radio, television) - Public lectures and talks to practitioners - Involved in policy advice for governments and business - Impact of research on the solution of public policy and business problems - Contributions to activities of Centres of Expertise, interdisciplinary societal themes

2 Education

Education	The Associate Professor has a proven track record of high-quality teaching and contributes in important ways to FEB teaching programmes at all levels.
Evidenced by	<p>For instance:</p> <ul style="list-style-type: none"> - Favourable evaluations by students, colleagues and programme director. - Improvements in learning materials and/or working methods. - Use of state-of-the-art and varied learning materials.
Curriculum Development	The Associate Professor is able to effectively design courses and programmes.
Evidenced by for instance:	<ul style="list-style-type: none"> - Design of new courses in the programme. - Re-design of existing programme courses. - Contributions to activities at degree programme level, for example in curriculum management, renewal projects, and to extra-curricular activities on the programme level. - Contributing to design or re-design of education programmes.

3 Organisation and Management

Management Positions	The Associate Professor has successfully executed management functions within the Department or Faculty for several years.
Evidenced by	<p>For instance:</p> <ul style="list-style-type: none"> - The Associate Professor has been an education programme director or education programme coordinator in such a way that the programme has functioned well and has been improved. - The Associate Professor has successfully executed research management tasks within, for example, the SOM research school (e.g., been Director of Graduate Studies). - The Associate Professor has been a leading member of the Faculty Council (e.g., Chair, Secretary). - The Associate Professor has fulfilled leading roles in Centres of Expertise and/or Research Themes. - The Associate Professor has been in a substantial management position at the University level, for example in interdisciplinary schools, the Young Academy Groningen, the Teaching Academy Groningen.
Service to the Faculty	The Associate Professor has been leading and/or is involved in multiple activities that contribute to the research and education climate within the Faculty and/or Department
Evidenced by	<ul style="list-style-type: none"> - The Associate Professor has participated in advisory appointment committees or other committees concerning the organisation of education and research in the Faculty or University. - The Associate Professor contributes effectively and efficiently to the smooth running of the teaching and research processes they are involved in. - The Associate Professor actively contributes to research and/or education seminars.
Citizenship	The Associate Professor actively contributes to a positive climate within the Department and/or Faculty.
Evidenced by	<p>Contribution to a positive education and research climate within the Department and Faculty by:</p> <ul style="list-style-type: none"> - helping colleagues. - being involved in department-level education meetings and initiatives. - contributing to mentoring of students or junior staff to foster inclusion in the Department and/or Faculty. - being visible within the Faculty by attending faculty meetings etc. - contributing to faculty debates, faculty working groups, faculty-wide activities (e.g., FEBCON).
Leadership and Mentoring	The Associate Professor has developed leadership capabilities and has successfully acted as supervisor and mentor of junior staff.
Evidenced by	<ul style="list-style-type: none"> - The Associate Professor has held Result and Development (R&O) interviews with PhD students and junior academic staff members. - The Associate Professor has successfully mentored and coached PhD students and junior academic staff in such a way that their professional competences are improved. - The Associate Professor has completed the UG Academic Leadership training programme.

Procedure:

If an Associate Professor wishes to be promoted to Full Professor 2, the following steps have to be taken.

1. The Associate Professor, their supervisor and the Department Chair meet with the Dean to discuss the Associate Professor's promotion opportunities to Full Professor 2 based on the criteria in Appendix 3. The supervisor then submits a request to the Secretary of the Faculty Board that the Associate Professor desires to become a Full Professor.
2. The Faculty Board assesses whether an additional Full Professor position should be created based on the considerations in Appendix 3.
3. If the assessment is positive, the Office of the Faculty Board starts the process for collecting the package of promotion documentation and letters to be sent to the Committee for Internal Promotions.
4. The Associate Professor submits the Full Professor 2 promotion package to the Office of the Faculty Board Faculty. This consists of:
 - the Associate Professor's CV, including a list of publications (with relevant indicators of the quality of each publication), an overview of working papers and the status of submitted papers
 - a supporting letter by their supervisor
5. All the documents are sent to the Secretary of the Faculty Board, who subsequently asks advice from HR.
6. The Faculty Board decides whether to pass the candidate's dossier to the CIP. The Office of the Faculty Board ensures delivery of the complete dossier to the CIP members. This will include::
 - a letter by the supervisor
 - two letters from external referees, at least one of whom is international. These external referees should not have any conflict of interest with the Associate Professor (e.g., co-authorship, former PhD advisor, former colleague).
 - an overview by SOM detailing the research output over the past six years
 - three core publications
 - an overview of the teaching evaluations from the past three years and a self-evaluation of teaching performance based on self-reflection and input from colleagues and students
 - written advice from a Research Director focusing on an evaluation of the candidate's research quality (see Template 5)
 - written advice from the Programme Director focusing on an evaluation of the education quality and education innovation provided by the candidate (see Template 6)
 - written advice by the Department Chair focusing on the candidate's leadership role (see Template 7)
 - a self-assessment by the Associate Professor (see Template 8)
 - a vision document detailing the Associate Professor's future plans for the Chair including a teaching statement, research statement and management activities.
7. The CIP will discuss the Associate Professor's promotion package and advise the Faculty Board on the promotion decision (see Template 9).
8. Based on the advice of the CIP, the Faculty Board decides on the potential promotion. The dean consults the Rector Magnificus about the proposal to appoint the Associate Professor as a Full Professor.
9. The Dean informs the Associate Professor and their supervisor on the decision.
10. If a new chair is established, a structure report including the composition of the appointment committee (BAC) should be written by the Department Chair, and the Dean submits this report to the University Board for approval. The Dean initiates the BAC for the chair, and acts as Chair, and the Department Chair acts as Secretary of the BAC. The standard UG rules are followed in the composition of the BAC.

11. In a meeting with the BAC, the Associate Professor presents their plans and discusses other issues related to the new chair with the BAC.
12. The BAC advises the Faculty Board regarding the Associate Professor. The Dean informs the candidate on the advice given by the BAC.
13. The Dean writes a letter in which the University Board is asked to appoint the Associate Professor as a Full Professor, with the BAC report, the advice of the CIP and the CV of the candidate as supplements.

If the Faculty Board or the University Board decide that it is not appropriate to promote the Associate Professor during this process, the Associated Professor cannot reapply for promotion to Full Professor 2 during the next 2 years.

Appendix 5: Committee for Internal Promotions

Objective, tasks and composition

The Committee for Internal Promotions (CIP) is the permanent advisory committee of the Faculty Board (FB) for promotion and the granting of tenured (permanent) positions to academic staff.

The CIP is set up by the FB and composed of three permanent members complemented by two experts from a particular (sub-) discipline. The committee will include at least two female members and one international member.

The composition is as follows:

1. A permanent chairperson (Full Professor)
2. Two permanent members (Full Professors)
3. An HR advisor (advising member)
4. A non-permanent member (Full Professor)
5. A non-permanent member (Full Professor)
6. Dean (observer, non-advising)

The non-permanent members are selected by the FB prior to a CIP meeting.

Additional rules:

- One permanent member will be an external professor not affiliated with FEB.
- The permanent chairperson and the permanent members are appointed for four years. This term can be renewed once.
- One permanent member will be female.
- If one of the permanent members has a conflict of interest (COI) with the candidate, because they are either a colleague within the department, a co-author or has any other close personal connection, the permanent member steps down and is replaced by a non-permanent member selected by the Faculty Board.
- Non-permanent members must not have a COI with the candidate (see above).
- Any potential COI should be reported to the Dean.
- A meeting between the CIP and the staff member may be held to explain the staff member's candidacy if either of the parties desires this.

Appendix 6: Templates

Template 1: Research Programme Director's advice on promotion to Associate Professor 1

Name TT Associate Professor	
Publications	The Associate Professor continues to show a high-quality, clear and original line of research in the domain of economics and business.
Opinion of Research Programme Director: Focus on the <u>criteria</u> (see Appendix 2) and an evaluation of the research of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):
Funding	The Associate Professor has shown ability to acquire external funding for projects for (applied) research.
Opinion of Research Programme Director: Focus on the <u>criteria</u> (see Appendix 2) and an evaluation of the research of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):
Scientific Impact	The Associate Professor is becoming an internationally renowned academic.
Opinion of Research Programme Director: Focus on the <u>criteria</u> (see Appendix 2) and an evaluation of the research of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):
Societal Impact	The Associate Professor 's work has societal impact (e.g., on government policy, business practice).
Opinion of Research Programme Director: Focus on the <u>criteria</u> (see Appendix 2) an evaluation of the research of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):

PhD Supervision	The Associate Professor has experience with supervising PhD students and supervises these students in a satisfactory way.
Opinion of Research Programme Director: Focus on the <u>criteria</u> (see Appendix 2) and an evaluation of the research of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):

Final Recommendation and Remarks:

Recommendation	Would you recommend that the CIP promotes the TT Associate Professor 2 to Associate Professor 1 based on their research performance: O Yes O No
Additional Remarks if relevant	
Name Research Programme Director	
Date	
Signature	

Template 2: Education Programme Director's advice on promotion to Associate Professor 1

Name TT Associate Professor	
Education	The Associate Professor has a proven track record of high-quality teaching and contributes in important ways to FEB's teaching programmes at all levels.
Opinion of Education Programme Director: Focus on the <u>criteria</u> (see Appendix 2) and an evaluation of the Education of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):
Curriculum development	The Associate Professor is able to effectively design courses and programmes.
Opinion of Education Programme Director: Focus on the <u>criteria</u> (see Appendix 2) and an evaluation of the Education of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):

Final Recommendation and Remarks:

Recommendation	Would you recommend the CIP promote the TT Associate Professor 2 to Associate Professor 1 based on their education performance: <input type="radio"/> Yes <input type="radio"/> No
Additional Remarks if relevant	
Name Education Programme Director	
Date	
Signature	

Template 3: Department Chair's advice on promotion to Associate Professor 1

Name TT Associate Professor	
Management Positions	The Associate Professor is developing leadership competences.
Opinion of Department Chair	What is your opinion on the performance of the TT Associate Professor on the above criteria (max 100 words):
Service to the Faculty	The staff member is involved in multiple activities that positively contribute to the research and education climate at the Faculty and/or Department
Opinion of Department Chair	What is your opinion on the performance of the TT Associate Professor on the above criteria (max 100 words):
Citizenship	The Associate Professor actively contributes to a positive climate within the Department and/or Faculty.
Opinion of Department Chair	What is your opinion on the performance of the TT Associate Professor on the above criteria (max 100 words):
Leadership and Mentoring	The Associate Professor is developing leadership capabilities and has successfully acted as supervisor and mentor of junior staff.
Opinion of Department Chair	What is your opinion on the performance of the TT Associate Professor on the above criteria (max 100 words):

Final Recommendation and Remarks:

Opinion of Department Chair	What is your overall opinion on the performance of the TT Associate Professor on the above criteria (max 100 words):
Additional Remarks if relevant	
Recommendation	Would you recommend the Faculty Board promote the TT Associate Professor to Associate Professor 1 based on their citizenship performance: <input type="radio"/> Yes <input type="radio"/> No
Name Department Chair	
Date	
Signature	

Template 4: Self-assessment TT Associate Professor for promotion to Associate Professor 1

Name TT Associate Professor	
Department	

Please reflect on your performance in each of the three aspects of a senior academic position:

1 Research

Publications	Continues to show a high-quality, clear and original line of research in the economics and business domain.
Focus in your reflection on the <u>criteria</u> (see Appendix 2) and an evaluation your performance.	
Funding	Shows ability to acquire external funding for (applied) research projects.
Focus in your reflection on the <u>criteria</u> (see Appendix 2) and an evaluation your performance.	
Scientific Impact	Is becoming an internationally renowned academic.
Focus in your reflection on the <u>criteria</u> (see Appendix 2) and an evaluation your performance.	

2 Education

Education	Has a proven track record of high-quality teaching and contributes in important ways to FEB's teaching programmes at all levels.
Focus in your reflection on the <u>criteria</u> (see Appendix 2) and an evaluation of the quality of the execution of your education using input from students and colleagues.	
Curriculum development	Ability to effectively design courses and programmes.
Focus in your reflection on the <u>criteria</u> (see Appendix 2) and an evaluation your performance.	

3 Management and Service to the Faculty

Management Positions	Developing leadership competences.
Focus in your reflection on the <u>criteria</u> (see Appendix 2) and an evaluation your performance.	
Service to the Faculty	Involvement in multiple activities that positively contribute to the research and education climate at the Faculty and/or Department
Focus in your reflection on the <u>criteria</u> (see Appendix 2) and an evaluation your performance.	
Citizenship	Actively contributes to a positive climate within the Department and/or Faculty.
Focus in your reflection on the <u>criteria</u> (see Appendix 2) and an evaluation your performance.	
Leadership and Mentoring	Developing leadership capabilities and has successfully acted as supervisor and mentor of junior staff.
Focus in your reflection on the <u>criteria</u> (see Appendix 2) and evaluation your performance.	
Date	
Signature	

Template 5: Research Director's advice on promotion to Full Professor 2

Name TT Associate Professor	
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Result Area Research

Publications	The Associate Professor has a high-quality, clear and original line of research in the economics and business domain. Their publications in peer-reviewed journals and/or books are leading worldwide. (A considerable number of publications is required, as well as a solid pipeline of publications submitted to, and R&Rs received from, top journals.)
Opinion of Research Program Director: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the research of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):
PhD Supervision	The Associate Professor has successfully supervised sufficient PhD candidates as supervisor or co-supervisor.
Opinion of Research Program Director: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the research of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):
Funding	The Associate Professor has shown ability to acquire external funding for research projects.
Opinion of Research Program Director: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the research of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):
Scientific Impact	The Associate Professor is an internationally influential academic and known not only in their (sub) research field, but also in their wider discipline or an interdisciplinary field in the economics and business domain.
Opinion of Research Program Director: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):

research of the TT Associate Professor	
Societal Impact	The Associate Professor contributes with their research to society (e.g., government policy, business practice).
Opinion of Research Program Director: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the research of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):

Final Recommendation and Remarks:

Recommendation	Would you recommend the CIP promote the TT Associate Professor 1 to Full Professor 2 based on their research performance: <input type="radio"/> Yes <input type="radio"/> No
Additional Remarks if relevant	
Name Research Program Director	
Date	
Signature	

Template 6: Education Programme Director's advice on promotion to Full Professor

Result Area Education

Name TT Associate Professor	
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Education	The Associate Professor has a proven track record of high-quality teaching and contributes in important ways to FEB teaching programmes at all levels.
Opinion of Education Programme Director: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the education of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):
Curriculum Development	The Associate Professor is able to effectively design courses and programmes.
Opinion of Education Programme Director: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the education of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):

Final Recommendation and Remarks:

Recommendation	Would you recommend the CIP to promote the TT Associate Professor 1 to Full Professor based on the education performance: <input type="radio"/> Yes <input type="radio"/> No
Additional Remarks if relevant	
Name Education Program Director	
Date	
Signature	

Template 7: Department Chair's advice on promotion to Full Professor

Result area Organisation and Management

Name TT Associate Professor	
Management Positions	The Associate Professor has successfully executed management functions within the Department or Faculty for several years.
Opinion of Department Chair: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the Organisation and Management of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):
Service to the Faculty	The Associate Professor has been leading and/or is involved in multiple activities that contribute to the research and education climate at the Faculty and/or Department
Opinion of Department Chair: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the Organisation and Management of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):
Citizenship	The Associate Professor actively contributes to a positive climate within the Department and/or Faculty.
Opinion of Department Chair: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the Organisation and Management of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):
Leadership and Mentoring	The Associate Professor has developed leadership capabilities and has successfully acted as supervisor and mentor of junior staff.
Opinion of Department Chair: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the Organisation and Management of the TT Associate Professor	What is your opinion on the performance of the TT Associate Professor on the above criteria (max. 100 words):

Final Recommendation and Remarks:

Recommendation	Would you recommend the CIP promote the TT Associate Professor 1 to Full Professor 2 based on their Organisation and Management performance: <input type="radio"/> Yes <input type="radio"/> No
Additional Remarks if relevant	
Name Chair Department	
Date	
Signature	

Template 8: Self-assessment for promotion to Full Professor

Name TT Associate Professor	
Department	
Date	
Signature	

Please reflect on your performance in each of the three aspects of a senior academic position:

1 Research

Publications	Has a high-quality, clear and original line of research in the economics and business domain. Has publications in peer-reviewed journals and/or books that are leading worldwide. (A considerable number of publications is expected, as well as a solid pipeline of publications submitted to, and R&Rs received from, top journals.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of your performance.	
PhD Supervision	Has successfully supervised sufficient PhD candidates as supervisor or as co-supervisor.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of your performance.	
Funding	Has shown ability to acquire external funding for research projects.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of your performance.	
Scientific Impact	Is an internationally influential academic and known not only in their (sub-) research field, but also in their wider discipline or an interdisciplinary field in the economics and business domain.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of your performance.	
Societal Impact	Contributes with their research to society (e.g., government policy, business practice).
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of your performance.	

2 Education

Education	Has a proven track record of high-quality teaching and contributes in important ways to FEB teaching programmes, at all levels.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of the quality of the execution of your education using input from students and colleagues.	
Curriculum Development	Is able to effectively design courses and programmes.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of your performance.	

3 Organisation and Management

Management Positions	Has successfully executed management functions within the Department or Faculty for several years.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of your performance.	
Service to the Faculty	Has been leading and/or is involved in multiple activities that contribute to the research and education climate at the Faculty and/or Department
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of your performance.	
Citizenship	Actively contributes to a positive climate within the Department and/or Faculty.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of your performance.	
Leadership and Mentoring	Has developed leadership capabilities and has successfully acted as supervisor and mentor of junior staff.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of your performance.	

Template 9: CIP Advice to Faculty Board on Promotion to Full Professor

Name TT Associate Professor	
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1 Research

Publications	The Associate Professor has a high-quality, clear and original line of research in the economics and business domain. Their publications in peer-reviewed journals and/or books are leading worldwide. (A considerable number of publications is required, as well as a solid pipeline of publications submitted to, and R&Rs received, from top journals.)
Evaluation CIP	
PhD Supervision	The Associate Professor has successfully supervised sufficient PhD candidates as supervisor or co-supervisor.
Evaluation CIP	
Funding	The Associate Professor has shown ability to acquire external funding for research projects.
Evaluation CIP	
Scientific Impact	The Associate Professor is an internationally influential academic and known not only in their (sub- research field, but also in the wider discipline or an interdisciplinary field in the economics and business domain.
Evaluation CIP	
Societal Impact	The Associate Professor contributes with their research to society (e.g., government policy, business practice).
Evaluation CIP	

Overall Evaluation Research	
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2 Education

Education	The Associate Professor has a proven track record of high-quality teaching and contributes in important ways to FEB teaching programmes at all levels.
Evaluation CIP	
Curriculum Development	The Associate Professor is able to effectively design courses and programmes.
Evaluation CIP	

Overall Evaluation Education	
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3 Organisation and Management

Management Positions	The Associate Professor has successfully executed management functions within the Department or Faculty for several years.
Evaluation CIP	
Service to the Faculty	The Associate Professor has been leading and/or is involved in multiple activities that contribute to the research and education climate at the Faculty and/or Department
Evaluation CIP	
Citizenship	The Associate Professor actively contributes to a positive climate within the Department and/or Faculty.
Evaluation CIP	

Leadership and Mentoring	The Associate Professor has developed leadership capabilities and has successfully acted as supervisor and mentor of junior staff.
Evaluation CIP	

Overall Evaluation Organisation and Management	
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Final Recommendation and Remarks:

Recommendation	Would the CIP recommend the Faculty Board to promote the TT Associate Professor 1 to Full Professor 2 based on the overall performance on the three result areas: <input type="radio"/> Yes <input type="radio"/> No
Explanation of recommendation	
Career development recommendations if considered necessary	