<table>
<thead>
<tr>
<th>Publications</th>
<th>Assistant Professor 2 to Assistant Professor 1</th>
<th>Assistant Professor 1 to Associate Professor 2</th>
<th>Associate Professor 2 to Associate Professor 1</th>
<th>Associate Professor 1 to Full Professor 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Assistant Professor is developing a high quality line of research in a relevant economics or business domain. Papers have been submitted to international top-ranked journals and the Assistant Professor is working on new promising research projects.</td>
<td>The Assistant Professor must have developed a high quality, clear and productive line of research in a relevant economics or business domain. Publications in peer-reviewed journals and/or books are considered excellent from an international perspective in terms of originality, significance and rigor. Publications showing the ability to work together with reputed co-authors are considered an advantage.</td>
<td>The Associate Professor continues to show a high-quality, clear and original line of research in the economics and business domain.</td>
<td>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&amp;Rs received from, top journals.</td>
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</tbody>
</table>
| Evidenced by                                                                 | - Publications, preferably in international and highly ranked journals.  
- A promising pipeline of papers under review.  
- A start on promising new research projects. | - SOM fellowship and  
- A sufficient number of top publications in the relevant economics or business domain, determined by meeting one of the following criteria (but see possible compensation based on funding acquisition below):  
  - At least two peer-reviewed publications in a journal having an AIP ≥ 90, or  
  - Three peer-reviewed publications with an average AIP ≥ 90.  
  - One of these top publications can be replaced by a published monograph for an A-ranked publisher according to | - 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:  
  - Journal has a AIP ≥ 90; or  
  - 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 | - 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:  
  - At least two peer-reviewed publications in a journal having an AIP ≥ 90; or  
  - Three peer-reviewed publications in journals where the average AIP ≥ 90.  
  - A published monograph for an A-ranked publisher on the SOM list of publishers during the last six years in the function of |
<table>
<thead>
<tr>
<th>Assistant Professor 2 to Assistant Professor 1</th>
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<tr>
<td></td>
<td>the SOM list of publishers (for such a monograph an AIP of 90 can be assumed for meeting the above rules). - A promising pipeline of working papers and papers under review. - A clear research line distinct from other staff members.</td>
<td>contributes to one of FEB’s research programmes.</td>
<td>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.</td>
</tr>
</tbody>
</table>

**Funding**

The Assistant Professor has acquired significant financial means for research projects or has made efforts to acquire significant external funding with at least one positively evaluated grant proposal during the assessment period.

The Associate Professor has shown ability to acquire external funding for projects for (applied) research.

The Associate Professor has shown an ability to acquire external funding for research projects.

**Evidenced by**

The proposal having passed at least one evaluation round with positive evaluations.

The Associate Professor (preferably as PI) has submitted grant proposals that were positively evaluated.

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.
<table>
<thead>
<tr>
<th>Assistant Professor 2 to Assistant Professor 1</th>
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</tr>
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<tbody>
<tr>
<td><strong>Compensation for publications by funding</strong></td>
<td>The acquisition of €200K or more as principal investigator (PI; or taking the role of PI) is regarded as equivalent to 1 top publication (with an AIP of 90), on the condition that the grant is acquired for FEB.</td>
<td></td>
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<tr>
<td><strong>Impact</strong></td>
<td>The Assistant Professor must contribute to the international scholarly reputation of FEB.</td>
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</tbody>
</table>
| **Evidenced by**                              | For instance:  
- Citations of publications  
- Invitations for presentations and/or seminars  
- A good international network  
- Organisation of conferences or workshops  
- Reviewing activities for academic journals and/or Editorial Review Board memberships  
- Participation in policy debates, media and conferences  
- Active participation in and contribution to a Centre of Expertise and/or FEB-wide research themes  
- Publications in policy and practice-oriented journals and newspapers  
- Coverage of research in the popular press and/or social media |  |  |
<p>| <strong>Scientific Impact</strong>                         | The Associate Professor is becoming an internationally renowned academic. | The Associate Professor is an internationally influential academic and known not only in their own (sub-) research field, but also in |  |</p>
<table>
<thead>
<tr>
<th>Assistant Professor 2 to Assistant Professor 1</th>
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<td>their wider discipline or an interdisciplinary field within the economics and business domain.</td>
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<tr>
<td>Evidenced by</td>
<td>For instance:</td>
<td>Number of citations and narratives on impact of research.</td>
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<td></td>
<td></td>
<td>Participation in lectures or seminars.</td>
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<tr>
<td></td>
<td></td>
<td>Participation in the organisation of workshops, seminars and conference sessions.</td>
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<td></td>
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<td>Joint publications and working visits.</td>
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<td></td>
<td>For instance</td>
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<td>For instance</td>
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<tr>
<td></td>
<td></td>
<td>- Number of citations and narratives on impact of research.</td>
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<td></td>
<td></td>
<td>- Participation in lectures or seminars.</td>
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<td></td>
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<td>- Participation in the organisation of workshops, seminars and conference sessions.</td>
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<tr>
<td></td>
<td></td>
<td>- Joint publications and working visits.</td>
<td></td>
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<tr>
<td>Societal Impact</td>
<td>The Associate Professor’s work has societal impact (e.g., on government policy, business practice).</td>
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<tr>
<td></td>
<td>The Associate Professor contributes through their research to society (e.g., government policy, business practice).</td>
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<tr>
<td>Evidenced by</td>
<td>For instance:</td>
<td>Participation in policy debates, media events and conferences.</td>
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<td></td>
<td></td>
<td>Publications in policy- and practice-oriented journals.</td>
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<td></td>
<td></td>
<td>Public lectures and talks to practitioners.</td>
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<td></td>
<td></td>
<td>Contributions to the activities of Centres of Expertise, interdisciplinary societal themes, etc.</td>
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<td></td>
<td>For instance:</td>
<td></td>
<td>For instance:</td>
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<tr>
<td></td>
<td></td>
<td>- Participation in policy debates, media events and conferences.</td>
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<td>- Publications in policy- and practice-oriented journals.</td>
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<td></td>
<td></td>
<td>- Public lectures and talks to practitioners.</td>
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<tr>
<td></td>
<td></td>
<td>- Involved in policy advice for governments and business</td>
<td></td>
</tr>
<tr>
<td>Assistant Professor 2 to Assistant Professor 1</td>
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<td>Associate Professor 2 to Associate Professor 1</td>
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</table>

**Ph.D. Supervision**

- The Associate Professor has experience with supervising PhD students and supervises these students in a satisfactory way.
- The Associate Professor has supervised PhD candidates successfully as supervisor or co-supervisor.

**Evidenced by**

- 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.
- 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.

**Education**

- The Assistant Professor is executing education duties in a good manner and has developed the necessary capabilities to provide sound academic education.
- The Assistant Professor prepares and executes high quality education in various forms (e.g., lectures, tutorials, thesis supervision) for various target groups and on different topics within FEB’s education programmes.
- 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.
- 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**

- The Assistant Professor has obtained the University Teaching Qualification (UTQ).
- Good execution of teaching duties (BA & MA), evidenced by a letter from an education program director.
- The Assistant Professor has obtained the University Teaching Qualification.
- The Assistant Professor has preferably a balanced teaching portfolio (lectures at multiple levels).
- For instance:
  - Design and development of courses and teaching materials.
  - Favourable evaluations by students, colleagues and programme director.
  - Favourable evaluations by students, colleagues and programme director.

For instance:
<table>
<thead>
<tr>
<th>Assistant Professor 2 to Assistant Professor 1</th>
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</tr>
</thead>
<tbody>
<tr>
<td>programme director and good student evaluations</td>
<td>levels, lectures different group sizes and used several teaching methods, has lectured on several courses and is involved in supervising bachelor or master theses. - Provision of good quality teaching (for bachelor, master, and/or executive education), as evaluated by students and education director and input from colleagues (e.g., through peer reviews).</td>
<td>- Demonstrable improvements in teaching materials and/or working methods. - The use of state-of-the-art and varied teaching materials.</td>
<td>- Improvements in learning materials and/or working methods. - Use of state-of-the-art and varied learning materials.</td>
</tr>
</tbody>
</table>

**Curriculum development**

<table>
<thead>
<tr>
<th>The Assistant Professor is able to effectively design courses and programmes.</th>
<th>The Associate Professor is able to effectively design courses and programmes.</th>
<th>The Associate Professor is able to effectively design courses and programmes.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evidenced by For instance: - Design of new courses in the programme - Re-design of existing courses in the programme - Contributing to design or re-design of education programmes</td>
<td>For instance: - 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.</td>
<td>- 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.</td>
</tr>
</tbody>
</table>

**Citizenship**

<table>
<thead>
<tr>
<th>The Assistant Professor actively and positively contributes to the Department and/or Faculty.</th>
<th>The Assistant Professor actively contributes to a positive education and research climate within the Department and/or Faculty.</th>
<th>The Associate Professor actively contributes to a positive climate within the Department and/or Faculty.</th>
<th>The Associate Professor actively contributes to a positive climate within the Department and/or Faculty.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evidenced by For example: - Contribution to a positive education and research</td>
<td>For instance: - by helping out colleagues - organising brown bag seminars</td>
<td>Contribution to a positive education and research climate within the Department and Faculty by:</td>
<td>Contribution to a positive education and research climate within the Department and Faculty by:</td>
</tr>
<tr>
<td>Service to the Faculty</td>
<td>Evidenced by</td>
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<td>------------------------</td>
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<tr>
<td><strong>Assistant Professor 2 to Assistant Professor 1</strong></td>
<td><strong>Assistant Professor 1 to Associate Professor 2</strong></td>
<td><strong>Associate Professor 2 to Associate Professor 1</strong></td>
<td><strong>Associate Professor 1 to Full Professor 2</strong></td>
</tr>
</tbody>
</table>
| climate within the department, for example, by helping out colleagues, organising brown bag seminars and being involved in department-level education meetings.  
- Contributions to mentoring activities for students requiring support. | - being involved in department-level education meetings and initiatives  
- contributing to mentoring activities for students requiring support  
- mentoring activities of junior staff to foster inclusion in the Department and Faculty | - 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. | - 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). |
| **The Assistant Professor contributes effectively to the Department’s and/or Faculty’s governance and administration** | **The staff member is involved in multiple activities that positively contribute to the research and education climate in the Faculty and/or Department** | **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** | **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.** |
| For instance:  
- Participation in professionalisation activities (workshops, seminars, education days)  
- Service in departmental administration, including course administration  
- Service in interdisciplinary programmes, institutes, or Centres of Expertise  
- Service on faculty-wide committees or in other governance roles | | | |
<table>
<thead>
<tr>
<th>Management Positions</th>
<th>Assistant Professor 2 to Assistant Professor 1</th>
<th>Assistant Professor 1 to Associate Professor 2</th>
<th>Associate Professor 2 to Associate Professor 1</th>
<th>Associate Professor 1 to Full Professor 2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Contributions to faculty projects and agendas, and public engagement</td>
<td>The Associate Professor is developing leadership competences.</td>
<td>The Associate Professor actively contributes to research and/or education seminars.</td>
<td>The Associate Professor has successfully executed management functions within the Department or Faculty for several years.</td>
</tr>
<tr>
<td>Evidenced by</td>
<td>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.</td>
<td>For instance: - 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.</td>
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<td></td>
<td>Assistant Professor 2 to Assistant Professor 1</td>
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<tr>
<td>Leadership and Mentoring</td>
<td></td>
<td>The Associate Professor is developing leadership capabilities and has successfully acted as supervisor and mentor of junior staff.</td>
<td></td>
<td>The Associate Professor has developed leadership capabilities and has successfully acted as supervisor and mentor of junior staff.</td>
</tr>
<tr>
<td>Evidenced by</td>
<td></td>
<td>- The Associate Professor has held Result and Development (R&amp;O) interviews with PhD students.</td>
<td>- The Associate Professor has held Result and Development (R&amp;O) interviews with PhD students and junior academic staff members.</td>
<td>- The Associate Professor has successfully mentored and coached PhD students and junior academic staff in such a way that their professional competences are improved.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The Associate Professor is successfully mentoring and coaching PhD students</td>
<td></td>
<td>- The Associate Professor has successfully mentored and coached PhD students and junior academic staff in such a way that their professional competences are improved.</td>
</tr>
</tbody>
</table>