

FEB Tenure Track

From Assistant Professor 2 to Associate Professor 2

February 2021

Table of Contents

Introduction	3
1 Principles of the Tenure Track policy	3
1.1 General	3
1.2 Career opportunities for new staff	3
1.3 Contract Duration and Life Events	3
1.4 Criteria	3
1.5 Role of the supervisor	4
1.6 Support in the Tenure Track	4
1.7 Diversity and inclusiveness	4
2 FEB Tenure Track	4
2.1 General	4
2.2 Positions and promotion in the Tenure Track	4
2.3 Overview of promotion procedures	5
Appendix 1: Arrangements for FEB TT Assistant Professors	6
Appendix 2: Hiring of an Assistant Professor 2	7
Appendix 3: Criteria & Procedure for promotion from Assistant Professor 2 to Assistant Professor 1	8
Appendix 4: Criteria & Procedure for promotion from Assistant Professor 1 to Associate Professor 2 (with tenure)	10
Appendix 5: Committee for Internal Promotions (CIP)	13
Appendix 6: Templates	14
Template 1: Advice of Research Programme Director over Promotion to Assistant Professor 1	14
Template 2: Advice of Education Programme Director over Promotion to Assistant Professor 1	15
Template 3: Advice of Department Chair over Promotion to Assistant Professor 1	16
Template 4: Self-assessment by TT Assistant Professor for promotion to Assistant Professor 1	17
Template 5: Advice of Research Programme Director for Promotion to Associate Professor 2	18
Template 6: Advice of Education Programme Director for Promotion to Associate Professor 2	20
Template 7: Advice of Department Chair over Promotion to Associate Professor 2	21
Template 8: Self-assessment of TT Assistant Professor 1 for Promotion to Associate Professor 2	22
Template 9: CIP Advice to Faculty Board on Promotion and Tenure Decision Associate Professor 2	25
Template 10: Request for postponement of FEB Tenure Track assessment due to Life Event	28

Introduction

The Faculty of Economics and Business (FEB) of the University of Groningen (UG) considers the quality of its academic staff as very important. The Faculty has therefore developed a FEB Tenure Track (TT) policy. This TT starts with an appointment as an untenured Assistant Professor and ends with promotion to Associate Professor 2 with a permanent contract. The goal of the FEB TT policy is to offer young academics a career path, with clear procedures and criteria, towards a tenured Associate Professor position. This document describes the FEB TT policy in more detail.

1 Principles of the Tenure Track policy

1.1 General

Being employed on FEB's tenure track provides talented young scholars with a number of advantages that are detailed in Appendix 1. The FEB TT Policy describes the phases, criteria and procedures associated with promotions from Assistant Professor through to an Associate Professor (UHD2)¹ with tenure.

1.2 Career opportunities for new staff

FEB aims to attract talented young scholars to join its TT at the level of Assistant Professor. The appointment is untenured for a period of no more than seven years², with a mid-term review taking place after three years and a final assessment at the end of the fifth year. If the final review is positive, the Assistant Professor is promoted to Associate Professor 2 and granted tenure. If the results of the review indicate that the Assistant Professor's performance is not satisfactory, the untenured position will be terminated and the Assistant Professor given reasonable assistance in finding an alternative position.

On promotion to a tenured Associate Professor 2 position, the staff member is no longer part of the TT scheme.

1.3 Contract Duration and Life Events

TT Assistant Professors are employed on a contract with a maximum duration of seven years, but are put forward for a tenured post after five years. Should the tenure decision be negative, the sixth year can be used to find alternative employment. A contract will only be extended into a seventh year to accommodate disruptive life-events. In the event that a life event, such as physical or mental health issues, maternity and/or parental leave or care leave, causes a long-term absence from work of at least eight weeks, the Assistant Professor may file a request to the Faculty Board asking to postpone the next review. When a life event occurs, HR will inform the Assistant Professor about this procedure and will assist with filing this request (see Template 10 in Appendix 6). This request must be accompanied by advice from the supervisor and, in the case of illness, a report from the university's doctor. HR will advise the Faculty Board on whether a postponement should be granted, but the Faculty Board makes the ultimate decision. The length of a postponement of an evaluation is normally linked to the duration of the life event.

1.4 Criteria

The job requirements and competences for Assistant and Associate Professors are laid out in so-called UFO profiles¹. To be considered for promotion from Assistant Professor to Associate Professor, Assistant Professors need to meet specific performance criteria. These criteria apply to all aspects of an Assistant Professor's performance, and are specified in Appendices 2 and 3.

¹ UFO-profiles, see https://vsnu.nl/en_GB/job_classification_ufo.html

² The career path described in this policy document assumes an appointment on a full-time basis. However, a part-time appointment is possible. In the case of a part-time appointment (at least 0.8 fte), the duration of the appointment and the timing of reviews is adjusted proportionally.

1.5 Role of the supervisor

The Assistant Professor's immediate supervisor plays an important role throughout the TT period and is responsible for organising annual Result & Development (R&O) interviews with the Assistant Professor. During these R&O interviews, progress in the tenure track, performance, and well-being are discussed and documented. In these annual R&O interviews, another senior staff member from the department will be involved. Based on the information from these R&O interviews, the Assistant Professor, the supervisor and the involved senior staff member jointly judge whether the Assistant Professor has met the criteria to be promoted to either Assistant Professor Level 1 without tenure (after about 3 years), or Associate Professor Level 2 with tenure (at the end of the 5th year). If they agree that a promotion should be requested, the supervisor files a written request for promotion to the Faculty Board. Furthermore, even if the Assistant Professor's supervisor does not support this application, an Assistant Professor may submit a request for promotion to the Faculty Board. In such circumstances, the Faculty Board will collect the above-mentioned documents and will do everything in its power to make a well-informed decision.

1.6 Support in the Tenure Track

A good start to, and good support during, the TT period contributes to its successful completion. It is important that Assistant Professors feel at home in FEB and that their teaching and research are properly embedded in the organisation. Both generic and tailor-made training and support are available to this end. Examples of training and support activities offered include: master classes in funding, a Dutch language course, University Teaching Qualification (UTQ) and a buddy and/or mentor as sparring partners to support integration in the academic community.

1.7 Diversity and inclusiveness

Within FEB, we have identified the following important qualities for our staff members: personal, collegial, open and down-to-earth. We emphasise that we aim to closely cooperate with each other within FEB in a diverse, inclusive and socially safe environment, in which we aim to build on mutual respect and social responsibility.

FEB also aims for a diverse inflow of staff in its recruitment at the Assistant Professor level by using various policy instruments. FEB arranges support for both women and men in the event of childbirth and/or the adoption of children (see Appendix 1 for details).

2 FEB Tenure Track

2.1 General

Table 1 describes the steps in the FEB Tenure Track based on a full-time appointment.

Table 1: Steps in Tenure Track with position and duration

	Position	Duration
Step 1	Assistant Professor 2 (UD 2)	3 years
Step 2	Assistant Professor 1 (UD 1)	3 years ³
Step 3	Associate Professor 2 (UHD 2)	No maximum duration

2.2 Positions and promotion in the Tenure Track

Formal job descriptions (UFO profiles) of the positions along the TT are available on https://vsnu.nl/en_GB/job_classification_ufo.html

For the positions of Assistant Professor 2, Assistant Professor 1 and Associate Professor 2, additional FEB-specific TT criteria apply (see Appendices 2, 3 and 4).

³ The maximum duration of an appointment as Assistant Professor 2 plus Assistant Professor 1 is seven years. This period includes a one-year buffer to cover life events such as illness or parental leave.

Step 1: Appointment as Assistant Professor 2

The specific criteria for appointment as Assistant Professor 2 at FEB are detailed in Appendix 2. Upon taking up the position, specific agreements about research focus and targeted publication outlets are made between the Assistant Professor, their supervisor and the research programme director.

Step 2: Assistant Professor 2 to Assistant Professor 1

Typically, three years after the appointment as Assistant Professor 2, a mid-term review will take place. Based on the UFO profile for an Assistant Professor 1, the performance criteria specified in Appendix 3 and the written advice provided by the Assistant Professor's direct supervisor and a senior staff member involved in the R&O, the Faculty Board will determine whether promotion from Assistant Professor 2 to Assistant Professor 1 should take place.

Step 3: Assistant Professor 1 to Associate Professor 2

Five years after the start of the TT, at the end of the fifth year, the Assistant Professor's performance is subject to a final assessment procedure by the Committee for Internal Promotions (CIP). More information on the CIP is included in Appendix 5. Based on the advice provided by the CIP, the Faculty Board will decide whether a promotion from Assistant Professor 1 to Associate Professor 2 with tenure should take place. See Appendix 4 for a schematic overview of the criteria and procedure. If the results of the review indicate that the Assistant Professor's performance does not meet the stated criteria, the untenured position is terminated after a further year or at the end of the contract. The Assistant Professor will be given assistance in finding an alternative position.

2.3 Overview of promotion procedures

Table 2 describes the procedures associated with each career step.

Table 2: procedures

Promotion	Advice	Short Description of Procedure
Assistant Professor 2 (UD2) to Assistant Professor 1 (UD1)	HR	Typically, after three years, the supervisor and another senior staff member involved in the R&O will write a promotion proposal and submit it, together with an up-to-date CV, a self-assessment and the plans of the Assistant Professor to the Secretary of the Faculty Board. The Faculty Board asks advice from HR. The Faculty Board decides on the promotion to Assistant Professor 1.
Assistant Professor 1 (UD1) to Associate Professor 2 (UHD2)	CIP	At the end of the fifth year after the start of the FEB TT, the Assistant Professor's tenure application package is subject to a major review by the CIP. Based on the CIP's advice, the Faculty Board decides on promotion to Associate Professor 2 and tenured employment.

Appendix 1: Arrangements for FEB TT Assistant Professors

Standard allocation of research and education hours during the Tenure Track

The standard work allocation is 50% research and 50% teaching. Once the Assistant Professor has a tenured appointment, the allocation of research hours will be according to the rules of the SOM Research Institute⁴. The percentage of time allocated to research can be increased if the Assistant Professor has acquired external individual research funding (e.g., NWO or ERC grants).

Teaching-free period after birth or adoption of a child

After the birth of a child or the adoption of a child, a female Assistant Professor will be exempted from teaching duties for a period of six months. A male Assistant professor will be exempted for a period of two months (in the case of 100% appointment). This teaching-free period will be scheduled in consultation with the direct supervisor.

Tenure Track budget

Assistant Professors in the Tenure Track programme receive a budget of 5,000 Euros to spend on research (e.g., hiring student assistants, research costs, travelling, staying abroad, attending conferences). This amount is made available for a period of no longer than six years and is in addition to the travel budgets supplied by SOM for its members. SOM will administer and monitor the use of these budgets.

⁴ <https://www.rug.nl/research/som-ri/organization/performance-criteria>

Appendix 2: Hiring of an Assistant Professor 2

Criteria for appointment as Assistant Professor 2 (UD2)

1. The candidate must hold a PhD degree.
2. The candidate has the qualities for undertaking excellent academic research, preferably evidenced by one or more publications in recognised, international academic journals in a FEB-relevant field. The candidate should also have clear potential to acquire external funding for research projects.
3. The candidate has a relevant international network.
4. The candidate has relevant teaching competences, as shown by good teaching evaluations and/or a higher education teaching qualification in a relevant economics or business domain.
5. The candidate has demonstrable organisational qualities and excellent communication skills. The candidate must be sufficiently fluent in English, both orally and written.
6. The candidate must be able to contribute to an important sub-discipline within FEB and develop their own line of research

Appointment Advisory Committee (BAC) for FEB Tenure Track vacancies

The Advisory Appointment Committee (BAC) is an advisory committee that will be established for each Tenure Track vacancy by the Faculty Board (FB). The BAC is responsible for the selection of candidates and is supported by an HR advisor. The BAC advises the Faculty Board on the appointment of a candidate. The Faculty Board decides on the appointment of a candidate.

The BAC will consist of six members with diverse backgrounds, of which at least two are female and at least one has an international background. The BAC will consist of the following members:

1. Director of the research programme concerned
2. An education programme director
3. Department Chair
4. One department member at Assistant or Associate Professor level
5. A student member
6. HR advisor

Procedure⁵

1. The Department Chair submits a profile report (1-2 pages) to the FB, detailing the teaching duties of the new Assistant Professor, the field of research and the composition of the BAC. In addition, in liaison with HR, a draft vacancy text is submitted to the FB.
2. After approval by the FB, an open recruitment procedure is started. The vacancy may be published in national media, vacancy sites, international networks and job markets, facilitated by HR advice.
3. The BAC will interview multiple candidates and strive to achieve a gender balance in terms of the interviewed candidates.
4. The BAC sends the documentary package of the preferred candidate to the FB. This package includes a CV with a list of publications and the candidate's research plan, external references, and an evaluation of the seminar and the interview held with the BAC. The report on the recruitment process should also elaborate on the efforts made to recruit minority members for the vacancy.
5. After agreement by the FB, the candidate will be given a job offer. The appointment will be finalized with written agreements about research, teaching, evaluation times, and labour conditions in a labour agreement. The labour agreement will be signed by the candidate and filed by HR.

⁵ See also: <https://www.rug.nl/about-ug/policy-and-strategy/room-for-talent/>

Appendix 3: Criteria & Procedure for promotion from Assistant Professor 2 to Assistant Professor 1

The first promotion decision in the FEB TT is the promotion from Assistant Professor 2 (UD2) to Assistant Professor 1 (UD1), and is based on competences and certain criteria from the UFO profile. The requirements with regard to research, education and citizenship are all equally important and strengths in one cannot compensate for weaknesses in another. The criteria and the procedure are described in more detail below.

Criteria

1 Research

Publications	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.
Evidenced by	<ul style="list-style-type: none">- Publications, preferably in international and highly ranked journals.- A promising pipeline of papers under review.- A start on promising new research projects.

2 Education

Education	The Assistant Professor is executing education duties in a good manner and has developed the necessary capabilities to provide sound academic education.
Evidenced by	<ul style="list-style-type: none">- The Assistant Professor has obtained the University Teaching Qualification (UTQ).- Good execution of teaching duties (BA & MA), evidenced by a letter from an education programme director and good student evaluations.

3 Citizenship

Citizenship	The Assistant Professor actively and positively contributes to the Department and/or Faculty.
Evidenced by	For example: <ul style="list-style-type: none">- Contribution to a positive education and research 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.

Procedure:

Normally, an Assistant Professor 2 will be put forward for promotion to Assistant Professor 1 after three years of the initial appointment.

1. During a formal R&O interview, the Assistant Professor, the supervisor, and another senior staff member jointly determine whether a promotion to Assistant Professor 1 is warranted. In this R&O meeting, the supervisor and senior staff member assess the Assistant Professor's performance based on the expected competences (i.e., conceptual capacity, environmental orientation, presentation skills, result orientation) and criteria for Assistant Professor 1 laid out in the UFO document and the TT policy document.
2. The supervisor – supported by the senior staff member – will then write a letter to the Faculty Board to propose the promotion to Assistant Professor 1. In this letter, the supervisor also reports on the results of the competence assessment. This letter is accompanied by:
 - Pro-forma letters from the Research Programme Director on progress with research, from the Director of an education programme on which the TT Assistant Professor gives a course of lectures on the education quality, and from the Department Chair on the service to the department (Appendix 6, templates 1, 2 and 3).
 - A self-assessment by the Assistant Professor (Appendix 6, template 4) in which they reflect on their own performance over the past three years in terms of the relevant criteria, as well as a short statement on what she/he wants to achieve in the next three years. The self-assessment, the short statement, and an updated CV are part of the package sent to the Faculty Board⁶.
3. All the above documents are sent to the Secretary of the Faculty Board, who subsequently asks for advice from HR.
4. Based on all the documents and the advice from HR, the Faculty Board decides on promotion to Assistant Professor 1.
5. The Secretary of the Board informs the Assistant Professor, the direct supervisor and the Department Chair of the promotion decision.

If promotion to Assistant Professor 1 is not granted, the Assistant Professor can continue as an Assistant Professor 2. They should then work to further develop the stated criteria and can then re-seek promotion on one further occasion than should not be within one year of the first unsuccessful request. If the promotion application is rejected a second time, the employment contract will be terminated after a further twelve months. The Assistant Professor will be assisted in this final year to find an alternative position.

⁶ An Assistant Professor may submit a request for promotion to the Faculty Board even if their supervisor does not support this. In such circumstances, the Faculty Board will collect the above-mentioned documents and will do everything to make a well-informed decision.

Appendix 4: Criteria & Procedure for promotion from Assistant Professor 1 to Associate Professor 2 (with tenure)

The second and final promotion decision in the FEB TT is the promotion from Assistant Professor 1 to Associate Professor 2 with the additional granting of tenure. The criteria and procedure are described below and in the UFO profile for the position of UHD2. The requirements with regard to research, education and citizenship are all equally important and strengths in one cannot compensate for weaknesses in another.

1 Research⁷

Publications	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.
Evidenced by	<ul style="list-style-type: none"> - SOM fellowship and - A sufficient number of top publications during the past 6 years⁸ in the relevant economics or business domain, determined by meeting one of the following criteria (but see possible compensation based on funding acquisition below): <ul style="list-style-type: none"> ● At least two peer-reviewed publications in a journal having an AIP⁹ ≥ 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 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.
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.
Evidenced by	The proposal having passed at least one evaluation round with positive evaluations.
Compensation for publications by funding	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.
Scientific Impact	The Assistant Professor must contribute to the international scholarly reputation of FEB.
Evidenced by	<p>For instance:</p> <ul style="list-style-type: none"> - 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
Societal Impact	The Associate Professor's work contributes to the societal impact of FEB.

⁷ Although it is not a formal criterion, it is also recommended that the Assistant Professor starts to supervise PhD and Research Master students to prepare for the next step in their academic career.

⁸ This period will be extended in case of extension of the contract due to life-events.

⁹ If applicable, the candidate can refer to other journal rankings to demonstrate research quality.

Evidenced by	<p>For instance:</p> <ul style="list-style-type: none"> - 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
---------------------	---

2 Education

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.
Evidenced by	<ul style="list-style-type: none"> - The Assistant Professor has obtained the University Teaching Qualification. - The Assistant Professor has preferably a balanced teaching portfolio (lectures at multiple 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).
Curriculum development	The Assistant Professor is able to effectively design courses and programmes.
Evidenced by	<p>For instance:</p> <ul style="list-style-type: none"> - Design of new courses in the programme - Re-design of existing courses in the programme - Contributing to design or re-design of education programmes

3 Citizenship and Service to the Faculty

Citizenship	The Assistant Professor actively contributes to a positive education and research climate within the Department and/or Faculty.
Evidenced by	<p>For instance:</p> <ul style="list-style-type: none"> - by helping out colleagues - organising brown bag seminars - 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
Service to the Faculty	The Assistant Professor contributes effectively to the Department's and/or Faculty's governance and administration
Evidenced by	<p>For instance:</p> <ul style="list-style-type: none"> - 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 - Contributions to faculty projects and agendas, and public engagement

Procedure:

In the fifth year of the FEB TT, the Assistant Professor is expected to submit a TT package.

1. Based on the outcome of an R&O interview, the supervisor, in consultation with another senior staff member of the department involved in the R&O interview, proposes to the Secretary of the Faculty Board that the Assistant Professor should be put forward for tenure and promotion. After receiving all the necessary information, the Secretary handling the CIP advice¹⁰ will send the proposal for tenure and promotion for advice to the Committee of Internal Promotions¹¹.
2. The Assistant Professor will submit a TT package to the office of the Faculty Board, consisting of:
 - a letter from the supervisor, written in consultation with another senior staff member of the department
 - the Assistant Professor's CV, including a list of publications during the past 6 years (including relevant indicators of the quality of each publication), an overview of working papers and the status of submitted papers
3. These documents are sent to the Secretary of the Faculty Board, who will subsequently seek advice from HR.
4. The Faculty Board determines whether to pass the candidate's dossier to the CIP.
5. The Secretary handling advice to the CIP from the Faculty Board ensures the delivery of the complete dossier (including the following) to the CIP members:
 - a letter by the supervisor, in consultation with another senior staff member of the department
 - an overview by SOM of the achieved publications over the past six years
 - the Assistant Professor's CV, including a list of publications during the past 6 years (including relevant indicators of the quality of each publication), an overview of working papers and the status of submitted papers
 - two core publications during the past 6 years
 - an overview of the teaching evaluations of the past three years
 - written advice from a research programme director focusing on an evaluation of the Assistant Professor's research quality during the past 6 years (Appendix 6, Template 5)
 - written advice by the education programme director focusing on an evaluation of the Assistant Professor's education quality (Appendix 6, Template 6)
 - written advice by the Chair of the department focusing on the service to the Faculty (Appendix 6, Template 7)
 - a self-assessment by the Assistant Professor (Appendix 6, Template 8)
 - a vision document by the Assistant Professor regarding future teaching, research, citizenship and service to the Faculty.
6. The CIP will discuss the complete dossier and provide the Faculty Board with its advice on the tenure and promotion decision (see Template 9).
7. Based on the advice of the CIP, the Faculty Board makes the tenure and promotion decision.
8. The Dean informs the Assistant Professor and the supervisor about the outcome

If the Assistant Professor is not promoted, the employment contract will be terminated. The Assistant Professor will be assisted in finding an alternative position.

¹⁰ Louise Schuring-de Jonge is currently the secretary responsible: l.i.de.jonge@rug.nl

¹¹ An Assistant Professor may submit a request for promotion to the Faculty Board even if the supervisor does not support this. In such circumstances, the Faculty Board will collect the above-mentioned documents and will do everything in its power to make a well-informed decision.

Appendix 5: Committee for Internal Promotions (CIP)

Objective, tasks and composition

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

The CIP is set up by the FB and composed of three permanent members complemented by two appropriate experts from a particular (sub-) discipline. The committee includes 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 professor)
3. An HR advisor (advising member)
4. Two non-permanent members (full professors)
5. 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 member not affiliated with FEB.
- The permanent chairperson and the permanent members are appointed for four years. This term can be renewed once.
- There is one permanent female member.
- If any of the permanent members has a conflict of interest (COI) with the Assistant Professor, because they are colleagues within the department, co-authors or have any other close personal connection, the permanent member steps down and is replaced by a non-permanent member selected by the FB.
- Non-permanent members may similarly not have a COI with the Assistant Professor (see above).
- Any 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: Advice of Research Programme Director over Promotion to Assistant Professor 1

Name TT Assistant Professor	
Name Research Programme Director & Research Programme	
Publications	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.
Evidenced by	<ul style="list-style-type: none">- Publications, preferably in international and highly ranked journals- A promising pipeline of publications under review- A start on promising new research projects
Opinion Research Programme Director	What is your opinion of the performance of the TT Assistant Professor based on the above criteria (max. 100 words):
Recommendation	Would you recommend the Faculty Board promote the TT Assistant Professor 2 to Assistant Professor 1 based on the research performance: <input type="radio"/> Yes <input type="radio"/> No
Date	
Signature	

Template 2: Advice of Education Programme Director over Promotion to Assistant Professor 1

Name TT Assistant Professor	
Name Education Director & Education Programme	
Education	The Assistant Professor is executing education duties in a good manner and has developed the necessary capabilities for academic education.
Evidenced by	<ul style="list-style-type: none"> - The Assistant Professor has obtained the University Teaching Qualification (UTQ) - Good execution of teaching duties (BA and MA), as evidenced by a letter from an education programme director and good student evaluations.
Opinion Education Programme Director	What is your opinion of the performance of the TT Assistant Professor on the above criteria (max 100 words):
Recommendation	<p>Would you recommend the Faculty Board promote the TT Assistant Professor 2 to Assistant Professor 1 based on their education performance:</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p>
Date	
Signature	

Template 3: Advice of Department Chair over Promotion to Assistant Professor 1

Name TT Assistant Professor	
Name Department Chair	
Citizenship	The Assistant Professor actively and positively contributes to the Department and/or Faculty.
Evidenced by for example	<ul style="list-style-type: none"> - Contribution to a positive education and research 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.
Opinion Department Chair	What is your opinion of the performance of the TT Assistant Professor on the above criteria (max 100 words):
Recommendation	<p>Would you recommend the Faculty Board promote the TT Assistant Professor to Assistant Professor 1 based on their citizenship performance:</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p>
Date	
Signature	

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

Name TT Assistant Professor	
Department	
Date	
Signature	

Below you should reflect on your performance in each of the three stated areas:

1 Research

Publications	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.
Evidenced by	<ul style="list-style-type: none"> - Publications, preferably in international and highly ranked journals - A promising pipeline of papers under review - A start on new promising research projects
Personal Reflection	

2 Education

Education	The Assistant Professor is executing education duties in a good manner and has developed the necessary capabilities for academic education.
Evidenced by	<ul style="list-style-type: none"> - The Assistant Professor has obtained the University Teaching Qualification (UTQ) - Good execution of teaching duties, as evidenced by a letter from an education programme director and good student evaluations.
Personal Reflection	

3 Citizenship

Citizenship	The Assistant Professor actively and positively contributes to the Department and/or Faculty.
Evidenced by	<p>For example:</p> <ul style="list-style-type: none"> - Contribution to a positive education and research 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.
Personal Reflection	

Template 5: Advice of Research Programme Director for Promotion to Associate Professor 2

Name TT Assistant Professor	
Publications	The Assistant Professor must have developed a high quality, clear and productive line of research in ta relevant economics or business domain. Publications in peer-reviewed journals and /or books are excellent from an international perspective in terms of originality, significance and rigor. Publications showing the ability to work together with reputed (international) co-authors are considered an advantage.
Opinion of Research Programme Director: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the research of the TT Assistant Professor	
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.
Opinion of Research Programme Director: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the research of the TT Assistant Professor	
Scientific Impact	The Assistant Professor must contribute to the international scholarly reputation of FEB.
Opinion Research Programme Director: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the research impact.	
Societal Impact	The Associate Professor’s work contributes to the societal impact of FEB.
Opinion Research Programme Director: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the quality of the research impact.	

Final Recommendation and Remarks:

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

Template 6: Advice of Education Programme Director for Promotion to Associate Professor 2

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.
Opinion Education Programme Director: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the TT Assistant Professor's execution of education activities	
Curriculum development	The Assistant Professor is able to effectively design courses and programmes.
Opinion Education Programme Director: Focus on the <u>criteria</u> (see Appendix 4) and an evaluation of the education design activities by the TT Assistant Professor	

Final Recommendation and Remarks:

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

Template 7: Advice of Department Chair over Promotion to Associate Professor 2

Name TT Assistant Professor	
-----------------------------	--

Citizenship	The Assistant Professor actively contributes to a positive climate within the Department and/or Faculty.
Opinion of Department Chair based on criteria (see Appendix 4) and an evaluation of citizenship behaviour	
Service to the Faculty	The TT Assistant Professor contributes effectively to Department and/or Faculty governance and administration
Opinion of Department Chair based on criteria (see Appendix 4) and an evaluation of citizenship behaviour	

Final Recommendation and Remarks:

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

Template 8: Self-assessment of TT Assistant Professor 1 for Promotion to Associate Professor 2

Name TT Assistant Professor	
Department	
Date	
Signature	

Below you can reflect on your performance in each of the three stated areas:

1 Research

Publications	The Assistant Professor must have developed a high quality, clear and productive line of research in ta relevant economics or business domain. Publications in peer-reviewed journals and /or books are excellent from an international perspective in terms of originality, significance and rigor. Publications showing the ability to work together with reputed (international) co-authors are considered an advantage.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of your own performance.	
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.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of your own performance.	
Scientific Impact	The Assistant Professor must contribute to the international scholarly reputation of FEB.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of the quality of your funding applications.	

Societal Impact	The Associate Professor's work contributes to the societal impact of FEB.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of the quality of your funding applications.	

Overall Evaluation of own Research	
---	--

2 Education

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.
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	The Assistant Professor is able to effectively design courses and programmes.
Focus in your reflection on the <u>criteria</u> (see Appendix 4) and an evaluation of the quality of the design of your education	

Own Overall Evaluation Education	
---	--

3 Service to the Faculty and Citizenship

Citizenship	The Assistant Professor actively contributes to a positive climate within the Department and/or Faculty`.
Focus in your reflection on the relevant criteria (see Appendix 4) and an evaluation of your citizenship behaviour	

Service to the Faculty	The TT Assistant Professor contributes effectively to the governance and administration of the Department and/or Faculty
Focus in your reflection on the criteria (see Appendix 4) and an evaluation of your service to the faculty	

Overall Evaluation of own Education	
--	--

Additional Remarks/Information Relevant for CIP

Please provide additional information that may be relevant for the CIP in its promotion decision.	
---	--

Template 9: CIP Advice to Faculty Board on Promotion and Tenure Decision Associate Professor 2

Name TT Assistant Professor	
-----------------------------	--

Research

Publications	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 excellent from an international perspective in terms of originality, significance and rigor. Publications showing the ability to work together with reputed (international) co-authors are considered an advantage.
Evaluation CIP	
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.
Evaluation CIP (Note: Funding can compensate for one top publication)	
Scientific Impact	The Assistant Professor must contribute to the international scholarly reputation of FEB
Evaluation CIP	
Societal Impact	The Associate Professor's work contributes to the societal impact of FEB.
Evaluation CIP	
Overall Evaluation Research	

Education

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.
Evaluation CIP	
Curriculum Development	The Assistant Professor is able to effectively design courses and programmes.
Evaluation CIP	
Overall Evaluation Education	

Service to the Faculty/Citizenship

Citizenship	The Assistant Professor actively contributes to a positive climate within the Department and/or Faculty.
Evaluation CIP	
Service to the Faculty	The Assistant Professor contributes effectively to the Department and/or Faculty governance and administration
Evaluation CIP	

Overall Evaluation Service to Faculty/ Citizenship	
---	--

Final Recommendation and Remarks:

Recommendation	Would the CIP recommend the Faculty Board promote the TT Assistant Professor 1 to Associate Professor 2 based on the overall performance across the three job areas: <input type="radio"/> Yes <input type="radio"/> No
Explanation of recommendation	
Career development recommendation to TT Assistant Professor (if deemed necessary)	

Template 10: Request for postponement of FEB Tenure Track assessment due to Life Event

Date	
Name	
Current function / Department	
Contract: start and end dates	
Description of life event	<input type="radio"/> Maternity <input type="radio"/> Physical Illness <input type="radio"/> Mental Illness <input type="radio"/> Care leave <input type="radio"/> Other: Space for further description:
Duration of life event in months	
Signature Assistant Professor	
Advice and signature supervisor	
Advice HR	
Decision Faculty Board	
Procedure	<ul style="list-style-type: none"> ● Please complete and sign the form and send it to your HR advisor ● HR will send the form to the Faculty Board including HR advice ● The Faculty Board will decide while taking note of the HR advice and will inform you