



university of
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faculty of behavioural
 and social sciences

**Tenure/Promotion Track memo for the Faculty of
 Behavioural and Social Sciences:**

**Procedures and Promotion criteria for assistant
 professor (UD), associate professor (UHD2) and
 associate professor with ius promovendi**

March 2015



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Foreword

The career planning policy of the Faculty of Behavioural and Social Sciences (BSS) changed drastically in 2007 after the introduction of tenure/promotion tracks for new personnel and the possibility for existing personnel to be promoted in line with a transparent procedure. The key to BSS's tenure/promotion track policy is that for the positions of assistant professor (UD), associate professor (UHD2) and associate professor with ius promovendi, appointment to a tenured position (permanent contract) and promotion to a higher position do not depend on the staffing needs for such positions but on the performance level of the academic staff member. This career planning policy is designed to attract and keep more highly qualified personnel.

This memorandum sets out the procedures and criteria for entering and being promoted within the tenure/promotion track system.

On behalf of the Faculty Board,

Prof. H.A.L. Kiers (Dean)



Most important changes

In 2014, some changes were made to the tenure/promotion track system approved by the Board of the University in 2010. The main points are summarized below.

- The memorandum has been thoroughly revised.
- The tenure/promotion track system is limited to the appointment and promotion policy from assistant professor (UD) to Full Professor 2. Promotion from Full Professor 2 to Full Professor 1 has been removed in line with general University of Groningen policy. This procedure will also be adapted and set out in a different memorandum.
- The terms for staff with a permanent contract (always 3 years) will be regarded as minimum terms. Only in exceptional cases (and with the approval of the FB) will early appraisal take place.
- The starting point for promotion is that the staff member must function across the whole of every results area at the level of the criteria for promotion in that results area.
- The formulation of many of the subcriteria has changed. The reasons behind these changes are:
 1. to ensure that the criteria are more in line with actual appraisal practice
 2. to ensure that the criteria are sufficiently feasible (particularly the change to the grant acquisition criterion for associate professor (UHD2), which is now in line with policy at other faculties at the University and elsewhere with an eye to the low chance of success for good applications)
 3. to ensure that there is sufficient differentiation in all results areas between the successive positions.

Date of commencement

The procedures and criteria in this BSS Tenure/Promotion Track Memorandum will come into effect on May 1, 2015.



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1 Principles behind the tenure/promotion track policy

The main aim of the Faculty is to provide and conduct high-quality academic teaching and research. The Faculty aims to deliver high quality in its teaching as well as its research, based on all aspects of the discipline. In order to stimulate its academic personnel, and reward them accordingly, a policy has been implemented with the following principles:

1. Flexible tenure/promotion track system

The tenure/promotion track system that has been designed is similar to those in place elsewhere in the University of Groningen. *New* personnel have a period of 6 years to prove that they are suitable for appointment to the position of associate professor (UHD2) with tenure, and personnel with tenure (*new and existing*) have the opportunity to progress if they satisfy the relevant criteria. The principle behind this progress is that after a minimum period of three years in the current position (four years for associate professor with *ius promovendi*), promotion based on performance is possible, and appraisal to this end can be requested as soon as the staff member thinks that the criteria have been satisfied. There is no maximum term for appointment to a certain position, with the exception of associate professor with *ius promovendi* where it is 7 years.

2. Making performance transparent, linked to measures for career guidance

In order to enable personal performance to be objectively quantified, the relevant job profiles within the framework of UFO (University Job Ranking), the related competences as well as the Faculty-wide criteria will be the starting point for the assessment of both *new* and *current* personnel. The immediate superior is expected to contribute important input as both coach and supervisor during the staff member's career, and of course, where promotion requests are concerned, as an information provider for the advisory committee. The manager is thus an important link in the appraisal chain.

3. Support for professionalization

Acquiring teaching skills and compliance with established teaching criteria at the various job levels will take on greater importance as an individual's academic career progresses. The introduction of the University Teaching Qualification (BKO) for all academic positions that include teaching is an important step in the careers policy and personnel policy. Academics will also be encouraged to follow training courses, for example in the field of management skills.

4. Mixture of duties

The academic staff positions of assistant professor (UD1), associate professor (UHD2), associate professor with *ius promovendi* and full professor primarily involve research, teaching and management. The division of positions and tasks must ensure that the link between research and teaching is guaranteed on the levels of content and policy. The tenure/promotion track system only applies to these positions. A separate policy is being developed for all other academic positions (lecturer (UD2) and researcher).



Tenure/Promotion Track career path

This chapter will set out the procedures to be followed when appraising and promoting staff within the framework of the tenure/promotion track system. It will also explain how the relevant committees that advise the Faculty Board are appointed. An Appointment Advisory Committee (BAC) is appointed when external open recruitment is followed by selection and recommendation, and a Faculty Promotion Committee (*Facultaire BevorderingsCommissie*; FBC) is formed when the Board needs advice about an appointment with tenure (permanent appointment) and about all promotions of academic staff at the levels of UD1, UHD2 and associate professor with ius promovendi. Only the promotion from UD2 to UD1 will be the responsibility of an internal departmental committee comprising the manager, the programme director and the research director.

The overview below sets out the promotion procedure for each position. It also includes the consequences for a tenured position, which will apply in most cases. However, if other agreements are set out in the appointment letter, then they will apply.

Promotion	Intended scale	Procedure
UD2 → UD1	12	No more than 2.5 years after appointment, the procedure for promotion to UD1 will start. If the appraisal by the internal committee is positive, promotion to UD1 will follow for the rest of the temporary appointment. If the appraisal is negative, detailed agreements will be made with the staff member about how the position will continue with regard to progress and content, or about termination of the appointment.
UD1 → UHD2 and tenure	13	At the UD1 appraisal, at the latest 6 months before the end of the temporary appointment period, the FBC will be asked to assess whether the staff member satisfies the conditions for tenure and promotion to UHD2. If the advice is negative, and if the FB adopts it, the decision will be 'termination of employment' and the staff member will be assisted in finding a position outside the University. After a positive assessment and the approval of the FB, the staff member will be promoted to UHD2.
UHD2 → associate professor with ius promoven di	14	After a positive assessment and the approval of the FB, the procedure for promotion to associate professor with ius promovendi will start.
Ass.prof. ius prom → Prof.2	H2	After a positive assessment and the approval of the FB, the procedure for promotion to Full Professor 2 will start. If the staff member does not manage to be promoted to Full Professor 2 within 7 years, he/she will retain the ius promovendi for current PhD students for a maximum of 5 years, after which he/she will return to associate professor level 1 (UHD1) without the ius promovendi.

Appraisal with an eye to tenure (permanent appointment) will take place no later than six months before the end of the temporary appointment. BSS policy is that temporary appointments such as UD2 and UD1 are for a maximum of 3 years. With regard to temporary appointments, it is essential that appraisal or promotion takes place *no later than 6 months before the contract expires*. Thus the promotion procedure for a UD1 is set in motion about 9 months before the appointment period ends. Subsequent promotions will usually take place at least 3 years (4 years for associate professor with ius promovendi) after appointment to the current position. In exceptional cases, and only on the basis of very convincing arguments, preferably related to exceptional performance (i.e. performance at the level of the higher position), promotion after less than 3 years may be an option. The staff member can choose the appraisal moment for promotion from UHD2 to associate professor with ius promovendi. There is no maximum term within which such a request for promotion has to be made. If the request is turned down, it is always possible to apply again for promotion at a later date.



With regard to promotion from associate professor with ius promovendi to full professor 2, the associate professor may choose the appraisal moment within a period of at least 4 and no more than 6.5 years after appointment. There will be one appraisal moment only.

As the position of associate professor with ius promovendi is not one of the job positions included in the UFO, it is considered to be the equivalent of an associate professor level 1 (UHD1) who is granted the ius promovendi (the right to act as the primary supervisor) by the Board of the University for no more than 7 years. If promotion to full professor 2 does not take place within this period, appointment to associate professor 1 (UHD1) will follow, but retaining the ius promovendi for current PhD students for a further 5 years.

2.1 Appointing an assistant professor level 2 (UD2), associate professor level 2 (UHD2), associate professor with ius promovendi or full professor 2 via external open recruitment

Jobs at the level of assistant professor level 2 (UD2) may only be filled via external open recruitment. Jobs at the level of associate professor (UHD2), associate professor with ius promovendi or full professor 2 will be filled either by promotion or via external open recruitment.

1. Composition of the committee

- The BAC will be installed by the Faculty Board and have a maximum of seven members, of whom, in principle, at least two will be women and two men.
- In general, the following are members of the BAC:
 - Director of education and director of research
 - Professor from outside the sub-discipline
 - Expert from the same discipline
 - Future direct manager
 - Student

Where recruitment of associate professors with ius promovendi and full professors is concerned, the BAC will be formed in line with the University of Groningen professor policy.

- An HR advisor acts as an advisor to the BAC.

2. FB approval

- The BAC submits the job description and draft advertisement to the FB.
- After approval by the FB, the recruitment procedure may begin. Candidates will be recruited by means of an open procedure.

3. BAC selection

- The BAC will draw up a short list of the most suitable candidates – bearing in mind the UFO and Faculty criteria – and invite these to an interview and to give a presentation to the committee.
- The candidates will be asked to prepare a research proposal to present during the selection interview, outlining a vision for the future (1 x A4), as well as a memo setting out their view of teaching (1 x A4).

4. Nomination to FB

- The BAC will submit a nomination to the FB based on the candidate's CV, research proposal, references, a public lecture and an interview with the BAC.

5. Appointment

- If the FB approves the BAC nomination, the candidate will be temporarily appointed for a term of 6 years (or less if the candidate is or was already a lecturer or researcher at the



University), with written agreements being made and set out in the appointment letter about the tenure/promotion track system, research, teaching and appraisal moments.

- The appraisal procedure for promotion to UD1 will start no later than 2.5 years after the appointment commences.

Appointing an associate professor level 2 (UHD2), associate professor with ius promovendi or full professor 2 via external open recruitment

Positions at the level of associate professor level 2 (UHD2), associate professor with ius promovendi or full professor 2 can also be filled via external open recruitment. The same procedure as set out for recruitment for assistant professor level 2 (UD2) will be followed. Only the part regarding the appointment differs. Appointment to the position of associate professor level 2 (UHD2), associate professor with ius promovendi or full professor 2 takes place with (prospect of) tenure, in line with the specific agreements in the employment contract.

However, appointment to associate professor with ius promovendi is for a term not exceeding 7 years. If promotion to full professor 2 does not take place within this period, appointment to associate professor 1 (UHD1) will follow, but retaining the ius promovendi for current PhD students for a further 5 years.

2.2 Promotion to assistant professor level 1 (UD1), associate professor level 2 (UHD2), associate professor with ius promovendi and full professor 2

1. Requests for promotion (and regarding promotion to UHD2 also for tenure) must be addressed to the FB and include the following items:
 - A CV in English, including a reference to performance in teaching and research, and a list of publications.
 - Motivation statement for each criterion (research, teaching, administration), with evidence supporting why the candidate thinks he/she has satisfied it.
 - Description of the research results (what are the most important research findings and why) and research plans of the staff member (no more than 1 x A4).
 - Description of the most important teaching activities (working methods and results) as well as the teaching plans of the staff member (no more than 1 x A4).
 - All teaching evaluations from the previous two years
 - Allocation letters for external funding and/or the referee assessments of submitted but unsuccessful grant applications for indirect government funding or contract research in the last 5 years. If the candidate is not named as the main applicant, the main applicant can be requested to indicate whether the candidate was the de facto main applicant or not, and how great the role of the candidate was.
 - An overview of PhD students listing for each PhD student the name of the student, the starting date and projected date of the degree ceremony, the primary supervisor and a specification of the supervisory role.
 - For promotion to associate professor level 2 (UHD2):
Names and e-mail addresses of 3 referees, including two from abroad
 - For promotion to associate professor with ius promovendi and full professor 2:
Names and e-mail addresses of 5 referees, at least 3 of which from abroad (i.e. academics working abroad).
 - The three most important recent publications by the candidate, in the candidate's opinion.
2. Composition of the committee



- A single Faculty Promotions Committee (FBC) will be appointed by the FB for all promotions, except for promotion to UD1 whereby an internal departmental appraisal committee (BC) comprising the manager, the programme director and the research director will be sufficient.
- The committee will always comprise three professors and a student. The permanent members will be appointed for a term of 3 years with the exception of the student member (annual appointment). One member will resign every year. The Dean will attend the appraisal meetings as an observer.
- In addition, the relevant director of education and director of research will join the committee.
- Where the promotion involves an associate professor with ius promovendi for promotion to full professor 2, a professor from outside the University of Groningen with sufficient specialized knowledge of the field will join the committee.
- An HR advisor acts as an advisor to the (F)BC.

3. Appraisal

- In a short session, the candidate will present his or her results and plans in the fields of teaching and research to the (F)BC.

For all promotions above assistant professor level 1 (UD1), the following will also be required:

- The manager will submit a written, substantiated assessment of the quality of the candidate's research (incl. the quality of the international journals in which the candidate has published), teaching (incl. a summary of the teaching evaluations) and managerial abilities. The manager will also submit a substantiated assessment of the relevant competences. If there is a clear discrepancy between the provisional assessment of the committee and the assessment of the manager, the FBC will invite the manager to a meeting to explain his or her assessment.
- The relevant directors of education and research will use questionnaires to assess the quality of the teaching and research respectively. The candidate will provide them with teaching and research results and plans to enable them to do so.
- Three of the external referees proposed by the candidate will be selected (by the director of research or the chair of the FBC). The selected referees will be written to by the FBC and asked to provide references within one calendar month. All the selected referees must give a positive assessment of the member of staff, without reservations.

4. Nomination to FB

- The (F)BC's advice to the FB will be one of two possibilities:
 - a. The candidate satisfies the criteria for the position in question. The candidate will be promoted to the position in question and, if relevant, the temporary contract will be converted into a permanent contract (tenure).
 - b. The candidate does *not* satisfy the UFO and Faculty criteria for the position in question. *If the current position is temporary:* The employment contract will expire ipso jure and for the remaining period of the contract the candidate will be offered an outplacement procedure.
- The FBC will draw up a report supporting its advice to the FB. On the basis of the (F)BC advice, the FB will decide to promote (promotions to assistant professor level 1 (UD1) or associate professor level 2 (UHD2)) or to nominate to the Board of the University (CvB) for promotion to full professor or associate professor with ius promovendi.
- The chair of the FBC will inform the candidate in person of the (F)BC advice and the FB decision.



There are two more steps in the promotion process to associate professor with ius promovendi and full professor 2:

5. Presentation to CvB

- The FB will request the candidate together with the manager and if necessary the departmental board to draw up a profile of the chair.
- The FB will send the nomination to the Board of the University (CvB) to make a decision. The nomination file will include the following documents:
 - Presentation letter FB
 - Profile of the chair (if the CvB does not yet have it)
 - FBC report and FB decision
 - CV and list of publications of the candidate
 - Three references from abroad (for internal promotion to associate professor with ius promovendi)
 - Advice from sister faculties for internal promotion to full professor 2
- The CvB will make a decision about the nomination

6. Conclusion

- The Faculty will arrange the terms of employment after approval of the nomination by the CvB
- The HR advisor will draw up a draft appointment decision and the terms of employment letter and send both to HR-Services (professor group), after which the latter will sign on behalf of the CvB for appointment and send the documents to the candidate.



Criteria for appointing an assistant professor level 2 (UD2) and for promotion to assistant professor level 1 (UD1), associate professor level 2 (UHD2), associate professor with ius promovendi and full professor 2

Job profiles have been drawn up for all academic positions in the fields of teaching, research, and management and administration on the basis of UFO. These profiles describe the aim of the position, the core activities, the results areas and the classification criteria. In addition to these UFO job profiles, key competences needed to successfully fill an academic position have also been developed. The FB has drawn up additional criteria for the positions of assistant professor (UD), associate professor (UHD2), associate professor with ius promovendi and full professor. The UFO job profiles, their associated competences and the Faculty criteria apply to both new and current staff. They form the appraisal criteria for promotion within the framework of the tenure/promotion track policy and are the starting point for the regular results and development interviews.

The starting point for promotion is that the staff member must function in all results areas at the level of the criteria for promotion in that results area, whereby is meant the results area in its totality.

A number of criteria have been formulated in terms of achieving a certain performance within a period of a number of years. The starting point is a position of at least 0.8 FTE. If this minimum cannot be achieved (e.g. due to maternity or parental leave), a correction process will take place when applying the criterion whereby the term within which the result must be achieved will be extended accordingly. For example, a candidate worked for 0.4 FTE for two years due to maternity and parental leave. The two years will now be combined and regarded as one year and the performance period will be extended by one year. In general, an extension of the performance period must be such that in *total* at least 0.8 times the required number of years was available.



Criteria for appointment as assistant professor level 2 (UD2)

Research

- Has a PhD.
- In the five years preceding the appointment, an output of at least three publications in renowned international journals as 1st author, or an equivalent research output via co-authorships and/or publications in book form.¹ Publications that are ‘fully accepted’ may be included.
- Has demonstrated the ability to contribute to the acquisition of indirect government funding and/or contract research funding, for example demonstrated by joint authorship of a grant application.
- Demonstrates a substantiated view of the social relevance of his/her own research.

Teaching

- Has substantial teaching experience (including giving lectures or tutorials)
- Has a UTQ certificate, or will gain one within two years.

Organization

- Has actively participated in a work group, committee or project team within a university setting.
- Has demonstrable organizational qualities.
- Contributes to a good atmosphere and team spirit within his/her work contexts.
- Has sufficient mastery of the following competences: conceptual ability, self-reflection, presenting and result orientation, as demonstrated by the documentation submitted, the presentation to the BAC, publications and information from referees.

¹ Equivalent output must be supported by arguments in the application and supported by experts in the field.



3.2 Criteria for promotion to assistant professor level 1 (UD1)

Research

- Has a PhD.
- Has a qualitatively and quantitatively good publications record. In the four years preceding the appraisal, an output of at least four publications in renowned international journals as 1st author, or an equivalent research output via co-authorships and/or publications in book form.² Publications that are ‘fully accepted’ may be included.
- Has demonstrated the ability to contribute to the acquisition of indirect government funding and/or contract research funding, as shown by the independent writing of a grant application, or part of one, with a positive evaluation by the funding body (regardless of whether or not the funding was awarded). In addition, the UD must be able to submit a funding strategy approved by the manager.
- National and international recognition and independence, as demonstrated by active participation in national and international meetings, networks or conferences.
- Is concerned with the societal impact of his/her own research, for example by publishing in nonacademic journals, participating in public debate, or other such activity.

Teaching

- Has at least two years of proper teaching experience for at least 0.25 FTE or three years at 0.2 FTE, including sole or joint responsibility for at least one course unit.
- Provides good teaching, as shown by course unit evaluations and the manager’s assessment.
- Conducts regular updates and highlights points for improvement of the allocated course units, as shown by the reaction to course unit evaluations and measures taken as a result.
- A non-Dutch staff member has mastered Dutch to B2 level; a non-native speaker of English has mastered English to at least C1 level.
- Has a UTQ certificate.

Organization

- Heads work groups, committees or project teams inside and outside the department.
- Understands the way the Faculty and the University are organized, and is aware of national and international developments in the fields of teaching and research.
- Contributes efficiently and effectively to the smooth running of the teaching/research processes in which he/she is involved. Has demonstrable organizational qualities.
- Contributes to a good atmosphere and team spirit within his/her work contexts.
- Has sufficient mastery of the following competences: conceptual ability, self-reflection, presenting and result orientation, as demonstrated by the documents in the appraisal file, the presentation to the BC, publications and information from referees.

² Equivalent output must be supported by arguments in the application and supported by experts in the field.



3.3 Criteria for promotion to associate professor level 2 (UHD2) with tenure

Research

- Has a PhD.
- Research activities are of good quality, as demonstrated by the assessments of the manager and referees. Has developed, coordinated and realized a coherent set of research projects, comparable for example with the fields of interest specified in NWO research.
- Has a qualitatively and quantitatively good publications record. The quantitative guideline of one main author publication in a renowned international journal or an equivalent research output via co-authorships and/or publications in book form applies per 0.4 FTE average annual research time (since promotion to UD1).³ Publications that are 'fully accepted' may be included. Quality is assessed by actual or expected (by manager and experts) scientific impact.
- The starting point is that in the five years preceding the appraisal (and after promotion to UD1), the candidate must have acquired at least one substantial grant,⁴ or a clearly recognizable and crucial part of a joint grant application. This criterion can be compensated for if the candidate has submitted several grant applications to renowned funding bodies with competitive grant programmes, and has received good to very good evaluations. The acquisition of other funding for his/her own PhD students or attracting PhD students from outside the University can also compensate for this criterion.
- As UD1, has satisfactorily supervised at least one PhD student as co-supervisor and day-to-day supervisor, as demonstrated by the progress of the research of the PhD student and the resulting products.
- Has national and international recognition and autonomy, for example demonstrated by active collaboration with national and international colleagues, invitations to give plenary or other national or international lectures, internal coordination duties for national and international conferences, membership of the editorial board of an academic journal.
- In the five years preceding the appraisal, and after promotion to UD1, made several contributions to the societal impact of his/her own field (for indicators, see the KNAW report *Naar een raamwerk voor de kwaliteitsbeoordeling van sociaalwetenschappelijk onderzoek* [Towards a framework for the quality assessment of social sciences research]).

Teaching

- Has at least four years of proper teaching experience for at least 0.25 FTE, or 1.0 FTE in total over these years, including responsibility for at least one course unit.
- Provides good teaching, as shown by course unit evaluations and the manager's assessment.
- Conducts regular updates and highlights points for improvement of the allocated course units, as shown by the reaction to course unit evaluations and measures taken as a result.
- Demonstrates vision regarding academic teaching in general and the degree programme of his/her own department in particular.

³ Equivalent output must be supported by arguments in the application and supported by experts in the field.

⁴ This translates into a substantial grant for a PhD or postdoc position or an equivalent investment grant.



- Has demonstrated the ability to translate this vision into a suitable teaching programme: development and improvement of content, didactic mode of instruction and assessment.
- Feels demonstrably jointly responsible for quality and coherence within a teaching programme of the department.
- Non-native speakers of Dutch have mastered Dutch to B2 level; non-native speakers of English have mastered English to C1 level.
- Has a UTQ certificate.

Organization

- Performs management and/or administrative duties beyond the department, for instance chairing a degree programme advisory committee or coordinating a degree programme, etc.
- Understands the way the Faculty and the University are organized, and is aware of national and international developments in the fields of teaching and research.
- Contributes efficiently and effectively to the smooth running of the teaching/research processes in which he/she is involved. Has demonstrable organizational qualities.
- Contributes to a good atmosphere and team spirit within his/her work contexts. Is an initiative-taker within the team and coaches younger and other colleagues.
- Scores at least good on the following competences: development of vision, persuasiveness, result orientation and initiative, as demonstrated by the documents in the appraisal file, the presentation to the FBC, publications and information from referees.



3.4 Criteria for promotion to associate professor with *ius promovendi* (adjunct-hoogleraar)

Research

- Research activities are of very good quality, as demonstrated by the assessments of the manager and referees. Has also developed a clear, internationally recognized, own expertise and research line.
- Has a qualitatively and quantitatively very good publications record. The quantitative guideline of one main author publication *and* one co-authored publication in a renowned international journal or an equivalent research output via co-authorships and/or publications in book form applies per 0.4 FTE average annual research time (since promotion to associate professor level 2 (UHD2)).⁵ Publications that are 'fully accepted' may be included. Quality is assessed by actual or expected (by manager and experts) scientific impact of the work.
- Has been awarded at least two substantial grants (for example, for a PhD student or postdoc position, or a similar investment grant) in open competition from indirect government funding and/or contract research, at least one of which in the last five years and since promotion to associate professor level 2 (UHD2). This should be an application whereby the staff member is at least the *de facto* main applicant; in cases where there is a different *pro forma* main applicant, the latter should indicate that the application was actually written by the candidate. With joint applications, whereby the grant is divided over several partners, that part that the candidate for promotion has been allocated may also count as the result of an application as the primary applicant.
- In the five years preceding the appraisal, has successfully supervised at least two PhD students as co-supervisor and day-to-day supervisor throughout the process, i.e. at least until the thesis has been approved by the thesis committee.
- Has national and international repute and autonomy, demonstrated by participation in international networks and conferences, prizes, paid invitations to be an invited speaker at international conferences, content-related coordinating duties for conferences, membership of the editorial board of an international journal.
- In the five years preceding the appraisal, and after promotion to associate professor level 2 (UHD2), made several contributions to the societal impact of the own field (for indicators, see the KNAW report *Naar een raamwerk voor de kwaliteitsbeoordeling van sociaalwetenschappelijk onderzoek* [Towards a framework for the quality assessment of social sciences research]).

Teaching

- Has at least six years of proper teaching experience for at least 0.3 FTE, or 2.0 FTE in total over these years, including responsibility for at least two course units.
- Provides good teaching, as shown by course unit evaluations and the manager's assessment.
- Conducts regular updates and highlights points for improvement of the allocated course units, as shown by the reaction to course unit evaluations and measures taken as a result.
- Demonstrates vision regarding academic teaching in general and the degree programme of his/her own department in particular.
- Has demonstrated the ability to translate this vision into a suitable teaching programme: development and improvement of content, didactic mode of instruction and assessment.
- Is responsible for the quality and coherence of part of a degree programme within the department.

⁵ Equivalent output must be supported by arguments in the application and supported by experts in the field.



- Non-native speakers of Dutch have mastered Dutch to B2 level; non-native speakers of English have mastered English to C1 level.
- Has a UTQ certificate.

Organization

- Performs management and/or administrative duties that go beyond the department, for example participates in Faculty, University or extra-University working groups or bodies.
- Understands the way the Faculty and the University are organized, and is aware of national and international developments in the fields of teaching and research.
- Is jointly responsible for the efficient and effective functioning of the teaching and research processes in the department. Has demonstrable organizational qualities within his/her departmental section, department and Faculty.
- Contributes to and is partially responsible for a good atmosphere and team spirit within his/her work contexts. Has demonstrable leadership qualities. Has demonstrated that he/she has a coaching and loyalty leadership style.
- Scores at least good on the following competences: development of vision, persuasiveness, result orientation and initiative, as demonstrated by the documents in the appraisal file, the presentation to the FBC, publications and information from referees.



3.5 Criteria for promotion to Full Professor level 2

Research

- Research activities are of very good quality, as demonstrated by the assessments of the manager and referees. Has developed a clear, internationally recognized and authoritative expertise/research line that dovetails with or matches a BSS research programme. Has shown the capacity and authority to head developments within the scientific field and is able to represent the field and the Faculty both nationally and internationally.
- Has a qualitatively and quantitatively very good publications record. The quantitative guideline of one main author publication *and* one co-authored publication in a renowned international journal or an equivalent research output via co-authorships and/or publications in book form applies per 0.4 FTE average annual research time (since promotion to associate professor with *ius promovendi*).⁶ Publications that are ‘fully accepted’ may be included. Quality is assessed by realised or expected (by manager and experts) scientific impact of the work.
- Has in the ten years preceding the appraisal been awarded at least three substantial grants (for example, for a PhD student or postdoc position, or a similar investment grant) in open competition from indirect government funding and/or contract research, at least one of which has been since promotion to associate professor with *ius promovendi*. These should be applications whereby the staff member is at least the *de facto* main applicant; in cases where there is a different *pro forma* main applicant, the latter should indicate that the application was actually written by the candidate. With joint applications, whereby the grant is divided over several partners, that part that the candidate for promotion has been allocated may also count as the result of an application as the primary applicant.
- In the seven years preceding the appraisal, has supervised at least three PhD candidates as supervisor throughout the process (i.e. approval of the thesis by the thesis committee) and thus had a decisive influence on the development and formulation of the thesis project.
- Has national and international repute and autonomy, demonstrated by participation in international networks and conferences, prizes, paid invitations to be an invited speaker at conferences, content-related coordinating duties for conferences, membership of the editorial board of an international journal.
- In the five years preceding the appraisal, and after promotion to associate professor with *ius promovendi*, made several contributions to the societal impact of the own field (for indicators, see the KNAW report *Naar een raamwerk voor de kwaliteitsbeoordeling van sociaalwetenschappelijk onderzoek* [Towards a framework for the quality assessment of social sciences research]).

Teaching

- Has at least eight years of proper teaching experience for at least 0.3 FTE, or 3.0 FTE in total over these years, including responsibility for several course units.
- Provides good teaching, as shown by course unit evaluations and the manager’s assessment
- Conducts regular updates and highlights points for improvement of the allocated course units, as shown by the reaction to course unit evaluations and measures taken as a result.
- Demonstrates vision regarding academic teaching in general and the degree programme of his/her own department in particular. Has made and implemented strategic curriculum proposals.

⁶ Equivalent output must be supported by arguments in the application and supported by experts in the field.



- Has demonstrated the ability to translate this vision into a suitable teaching programme: development and improvement of content, didactic mode of instruction and assessment.
- Is responsible for the quality and coherence of part of a degree programme within the department.
- Non-native speakers of Dutch have mastered Dutch to B2 level; non-native speakers of English have mastered English to C1 level.
- Has a UTQ certificate.

Organization

- Effectively performs management and/or administrative duties that go beyond the department, for example heads or participates in Faculty, University or extra-University working groups or bodies. Takes an active and effective part in committees or work groups aimed at managing the Faculty or institution.
- Participates in relevant management networks at national and international level (e.g. NWO committees, European assessment committees or advice groups).
- Understands the way the Faculty and the University are organized, and is aware of national and international developments in the fields of teaching and research.
- Is responsible for the efficient and effective functioning of the teaching and research processes in his/her degree programme. Has demonstrable organizational qualities within his/her departmental section, department and Faculty.
- Is jointly responsible for a good working atmosphere and team spirit and contributes actively to consultation and harmonization of tasks within the department. Has demonstrable leadership qualities. Has demonstrated that he/she has a coaching and loyalty leadership style.
- Scores at least good on the following competences: development of vision, social awareness, persuasiveness, loyalty leadership and entrepreneurship, as demonstrated by the documents in the appraisal file, the presentation to the FBC, publications and information from referees.