



university of
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faculty of law

Tenure Track Memorandum

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Introduction

The University of Groningen attaches great importance to the quality of its staff. Selecting, rewarding and retaining talent is therefore one of the most important aspects of our personnel policy. The University offers its staff a number of options for pursuing an academic career. Every faculty makes its own decisions in this respect depending on its financial frameworks, specific characteristics, potential labour market, etc.

As a result of our Faculty's financial frameworks, but also the limited sector of the domestic and international labour market from which we can recruit personnel, which in turn limits outflow of personnel, the Faculty Board has retained the principle of staffing establishment, which aims to maintain a balanced composition of staff. This means that the Faculty offers a regular career path from Assistant Professor (UD) via Associate Professor (UHD) to Full Professor. Depending on available positions and the Faculty's financial frameworks, as well as the staff member's experience and demonstrated capacity (in accordance with UFO profiles and applicable criteria), promotions along this regular career path take place via annual promotion rounds. These promotions are also based on the criteria set for staff members within a Tenure Track.

The Tenure Track regulations also offer room for talented staff members who were not originally appointed to a Tenure Track position. Staff members who deliver a demonstrably excellent performance can become eligible for an assessment that may lead to promotion under the Tenure Track regulations.

In addition, the Faculty makes as much use as possible of the Tenure Track system, for instance when recruiting Rosalind Franklin Fellows or in other tracks that promote individual talent within well-defined periods and agreements.

In short, the Tenure Track system is a career path for academic staff lasting between at least nine and at most thirteen years). When followed successfully, this career path leads to a Full Professor position. The Tenure Track system is characterized by a careful, strict selection policy, directed towards attracting extremely talented researchers. In later stages, previously established criteria are carefully applied by an independent committee to determine whether the Tenure Track staff member can proceed from Assistant Professor (UD) via Associate Professor (UHD) to Full Professor. With an eye to the preconditions, throughout the entire path a great deal of attention is paid to supervising the member of staff and improving his or her teaching, research and management skills.

In order for the Faculty to retain its strong international reputation, it is essential that academic staff feel responsible for providing high-quality and modern teaching in their field and distinguish themselves in a research field that matches the themes of the Faculty's research programmes. This also forms the guiding framework for the Faculty's personnel policy, the basic principles of which are described in detail in the next chapter.

The following chapters list the assessment criteria that apply to the main career steps for staff members who are eligible for promotion. These chapters also list the competences required for appointments with and without tenure, and appointment to the position of Full Professor in accordance with the Tenure Track system. This document also sets out the selection procedure for the various appointment or promotion advisory committees that carry out the individual assessments and advise the Faculty Board on appointments, promotions or nominations for Full Professor appointments by the Board of the University.



1 Principles of the Tenure Track personnel policy

1.1 General

The academic staff positions of Assistant Professor (UD), Associate Professor (UHD) and Full Professor primarily involve research, teaching and management. This division of positions and tasks is intended to guarantee a strong connection between research and teaching at both content and policy level.

1.2 Providing career opportunities for new personnel

In order to provide young and talented researchers with career opportunities, where allowed by the financial frameworks and the composition of the departments, the Faculty has elected to attract staff at the level of Assistant Professor in the Tenure Track system and/or in a Rosalind Franklin Fellowship. An appointment is untenured for a period of no more than six years, with a preliminary assessment taking place after five years. If the results of this assessment indicate that the staff member's performance is not entirely satisfactory (for example as a result of illness or maternity leave), the last year of the appointment is used to remedy this situation. If the assessment is positive, the Assistant Professor is promoted to Associate Professor, with the accompanying *ius promovendi* (right to act as main PhD supervisor). This is a tenured appointment. Between four and seven years after appointment as Associate Professor, the staff member chooses an assessment moment for potential promotion to Full Professor 2. There is only one such assessment moment. If after five years the Assistant Professor does not meet the criteria for the position of Associate Professor, the untenured position is terminated and in the last year of the appointment the staff member is given every assistance in the form of an outplacement programme in finding an alternative position outside the Faculty. If following his or her own chosen assessment moment (after four to seven years), the Associate Professor does not meet the criteria for the position of Full Professor, the formal Associate Professor position is maintained and he/she retains the right to act as primary supervisor for current PhD students or to complete current PhD projects for five years. This is in accordance with the University of Groningen Associate Professor Regulations 2010.

This policy aims at flexible personnel management with a focus on the individual. Academic achievement is seen as being of central importance to the academic career, and every attempt is made to remove any organizational impediment to advancement. Excellent performance may speed up a person's progress along the career path. The intended Tenure Track period is a maximum of six years for an Assistant Professor (see Table 1); if the relevant criteria are met earlier, progress along the career path may be accelerated. In consultation with the staff member's immediate superior, the Faculty Board may take the initiative to convene the Appointment Advisory Committee earlier. The intended transition period from Associate Professor to Full Professor is minimum four and maximum seven years.

1.3 Providing career opportunities for existing personnel

Advancement is possible within the regular career path, depending on available positions and the Faculty's financial frameworks, as well as the staff member's experience and demonstrated capacity (in accordance with UFO profiles and applicable criteria). This career path runs from Assistant Professor (UD) via Associate Professor (UHD) to Full Professor. This concerns Assistant and Associate Professors who are already employed by the Faculty. Although these Assistant and Associate Professors are not originally appointed within the Tenure Track, they may nevertheless become eligible for assessment with a view to promotion. This does require them to show proof of excellent performance in teaching, research and management, for example by being awarded grants within the Innovational Research Incentives Scheme. An Assistant Professor must also already to some extent be functioning as an Associate Professor and satisfy the relevant Tenure Track criteria in order to be eligible for promotion.



1.4 Professional development of academic personnel

1) Teaching

The acquisition of didactic skills and compliance with established teaching criteria at the various position levels take on greater importance as the individual's academic career progresses. One of the consequences of this is that on commencement of employment, agreements have to be made about courses and training programmes to promote professional development. As such, promotion to the next employment level is discussed only once the member of staff has satisfied requirements regarding teaching competences and gained a UTQ. In addition, a course or training programme lasting at least two days must be followed every year. In order to compensate for these efforts, the time investment in the UTQ training is taken into account when assessing the Faculty teaching load.

2) Research

Setting up a coherent research line to be expanded into a coherent, international research programme in which various researchers collaborate, supervise PhD students and apply for grants. The staff member should also follow various workshops, training programmes and the like. These are always tailored to match the knowledge and experience of the staff member in question.

3) Management

A successful academic career requires not only didactic skills, but also certain crucial management skills. Staff members are offered tailor-made training programmes focused on working in a team, business operations, strategy and policy, personnel policy, communication skills, academic and loyalty leadership, etc.

1.5 Role of immediate superior

The staff member's immediate supervisor plays an important role throughout the Tenure Track period. Upon commencement of employment, he or she coordinates agreements regarding teaching, research, management and professional development, and in consultation with the staff member records these agreements in an Action Plan. In the annual R&O interviews, the immediate supervisor discusses and assesses the Tenure Track agreements listed in the Action Plan with the staff member. The immediate supervisor writes an assessment proposal for the annual promotion round if the staff member is eligible for promotion from Assistant Professor 2 to Assistant Professor 1 or from Associate Professor 2 to Associate Professor 1. He or she writes a written report on the past assessment period to be assessed by the Tenure Track Committee. The function of the immediate supervisor is not to assess but to provide guidance; he or she does not take part in the Promotion Advisory Committees. The Tenure Track Committee may decide to invite the immediate supervisor for an additional interview to discuss his or her written report on the past assessment period.

1.6 Extent of appointment

In the case of part-time appointments (minimum 0.8 FTE) and extraordinary leave (maternity leave, parental leave, etc.), the criteria are reduced proportionally. In reaching a decision regarding promotion, the Appointment Advisory Committees bear in mind the evaluation of the core competences listed in Appendix 1.

1.7 Criteria and assessment

In addition to the regular UFO profiles and competences, promotion from Tenure Track Assistant Professor to Tenure Track Associate Professor and promotion to Tenure Track Full Professor 2 are subject to specific criteria. These specific criteria apply to partially quantifiable aspects of a scholar's performance. In cases where such quantitative requirements can be set (e.g. publications per year, research grants), they represent minimum requirements. An Promotion Advisory Committee is free to impose higher requirements, for example in sub-disciplines where the number of publications is above average. One condition is that the



member of staff considered for promotion should be aware of the higher requirements at the start of the assessment period. A promotion committee is also free to nominate candidates who do not meet a certain criterion for appointment or promotion, on condition that the candidate more than satisfies the other criteria and the Promotion Advisory Committee has detailed and convincing arguments as to why failure to meet the particular criterion is acceptable. The Faculty Board ultimately decides whether the arguments for not meeting a given criterion are acceptable. Assessment is based on the Action Plan established at the start of the track together with any agreed modifications in view of the plan's realization.



2 Tenure Track career path

2.1 General

An academic career may take many forms, depending on a person's qualities and achievements. Table 1 describes this process for an academic career within the Tenure Track.

Table 1: Academic career path within Tenure Track, including positions, duration and income scale

	Position	Duration	Income scale
1	Assistant Professor (UD 2 or 1) (depending on experience)	Maximum 6 years	Scale 11/12 (untenured appointment)
2	Associate Professor (UHD 2 or 1 (depending on experience) plus <i>ius promovendi</i>)	Minimum 4 and maximum 7 years In line with University of Groningen Associate Professor Policy 2010.	Scale 13/14 (tenured appointment)
3	Full Professor 2		Scale H2

2.2 Tenure Track Assistant Professor (UD)

This appointment is untenured (CAO article 2.2a) for a maximum period of six years. (If the candidate already has a permanent appointment at the University of Groningen, he or she will retain his or her appointment.) An Assistant Professor is expected to carry out innovative research that fits in with the Faculty's academic research programmes. It is essential for the individual research profile that agreements be made about it upon commencement of employment. In addition to the immediate supervisor, the Dean is also involved in formulating agreements regarding research, teaching and professional development. One of the position's requirements is that the staff member should preferably have postdoctoral experience outside the Netherlands, or experience at another academic institution or in the corporate sector. If the staff member meets the criteria, he or she will be given an appointment for an indefinite period and recommended to the Board of the University for promotion to Associate Professor (UHD with *ius promovendi*).

2.3 Tenure Track Associate Professor (UHD with *ius promovendi*)

In principle, Associate Professor positions are filled via internal promotion of an Assistant Professor. An Associate Professor has tenure and he or she continues to function within the Faculty. Following his or her appointment, the Associate Professor is expected to carve out his or her own niche within the Faculty. After four to seven years, the Associate Professor chooses an assessment moment for promotion to Full Professor 2. There is only one such assessment moment. If the assessment is positive, the Faculty Board advises the Board of the University to appoint the staff member to Full Professor 2. If the performance appraisal is negative, the associate professorship lapses and the member of staff returns to the regular position of UHD. A member of staff who has been turned down for promotion to Full Professor retains the right to act as primary supervisor for current PhD students or to complete current PhD projects for five years. This is in accordance with the University of Groningen Associate Professor Regulations 2010. The Faculty Board retains the right to advise the Board of the University to deviate from this course of action.



2.4 Professor

In addition to Associate Professors, each faculty also employs a small number of Full Professors. Full Professors are responsible for an entire discipline, i.e. a teaching and research programme, in line with the UFO profile criteria. Some Full Professors are affiliated with Core Chairs, while others have a personal position within the Faculty.

2.5 Overview of the Tenure Track promotion path.

The table below sets out the promotion procedure for each position. The consequences of the assessment are also listed for successful or unsuccessful applications for tenure.

Table 2: Overview promotion path within the Tenure Track

Promotion	Desired Scale	Advisory body	Procedure
UD2 to UD1	12	Faculty Promotion Committee	The immediate superior writes a promotion proposal with references from the Director of Teaching and the Director of Research and after a maximum of three years puts the Assistant Professor 2 forward to the annual Faculty Promotion Committee. Following a positive assessment and approval by the Faculty Promotion Committee and the Faculty Board, the Assistant Professor 2 is promoted to Assistant Professor 1 and the appointment is extended to the maximum non-tenured term of six years.
UD1 to UHD2 (Associate Prof. <i>ius prom</i>)	13	Tenure Track Committee	Following a positive assessment on the part of the Tenure Track Committee and approval of the Faculty Board, the Assistant Professor is appointed with tenure as a UHD2 (Associate Professor). The appointment procedure to the position of Associate Professor is initiated by the Board of the University. If the member of staff does not meet the Tenure Track criteria for UHD2, the appointment, if non-tenured, expires as intended and the member of staff is assisted by means of an outplacement scheme in finding a position outside the University of Groningen.
UHD2 (Associate Prof. <i>ius prom</i>) to UHD1 (Associate Prof. <i>ius prom</i>)	14	Faculty Promotion Committee	The immediate supervisor writes a promotion proposal with references from the Director of Teaching and the Director of Research and after a maximum of two years puts the Associate Professor 2 forward to the annual Faculty Promotion Committee. Following a positive assessment on the part of the promotion committee and the Faculty Board, the Associate Professor 2 is promoted to Associate Professor 1 (with <i>ius promovendi</i>).
UHD1 (Associate Prof. <i>ius prom</i>) to Full Professor 2	H2	Tenure Track Committee	Following a positive assessment on the part of the Tenure Track Committee and approval of the Faculty Board, the staff member will be recommended for promotion to Full Professor 2. If the staff member (Associate Professor) fails to be promoted to Full Professor 2 within 7 years, he/she retains the <i>ius promovendi</i> for current PhD students for a maximum of 5 years, following which he/she returns to the position of Associate Professor 1 without <i>ius promovendi</i> .



3 Criteria for temporary appointment as Assistant Professor (Tenure Track inflow, for instance as Rosalind Franklin Fellow)

3.1 Appointment Advisory Committee

The Appointment Advisory Committee is set up by the Faculty Board and consists of a maximum of seven members, including at least two women, and with the following participants:

1. Dean (Chair)
2. Director of Research
3. Director of Teaching
4. Two of the Faculty's Full Professors
5. A student from the Faculty
6. HR advisor (advisory function only)

For a Rosalind Franklin position, one of the Appointment Advisory Committee members must be an external expert in the relevant discipline.

3.2 Procedure

1. In consultation with the Faculty Board, the Appointment Advisory Committee formulates a structural report listing the teaching duties that fall under the Assistant Professor's responsibility as part of the Tenure Track and the research domain in which he or she is expected to become active.
2. Following approval by the Faculty Board, the appointment procedure can commence.
3. The Appointment Advisory Committee submits a nomination to the Faculty Board based on the candidate's CV, research plan, references, and an interview with the Appointment Advisory Committee.
4. The Faculty Board does not appoint a candidate until the candidate has reached agreements in writing with his or her immediate supervisor regarding research, teaching, assessment moments, etc. in the form of a development plan. These agreements are submitted for approval to the Dean.

The Appointment Advisory Committee is required to report back to the Faculty Board concerning all relevant criteria and competences.

3.3 Criteria

1. The candidate must hold a PhD degree.
2. The candidate must have teaching experience. If the candidate is not yet in possession of a UTQ, he or she must obtain one within three years of the start of the Tenure Track.
3. The candidate must be the author of at least five publications in important peer-reviewed journals.
4. The candidate must have relevant experience, that is, he or she must have successfully spent two or more years at a research institute (demonstrated by publications and the like) or gained experience at other academic institutions or other relevant institutions. Experience abroad is a plus.
5. The candidate must have developed an international profile, as evident from publications, networking activities, contributions to international conferences, or a clearly international orientation in his or her Dutch publications.
6. The candidate must contribute to increasing the Faculty's visibility through publicity, knowledge transfer to groups outside academia, and seeking collaborations with businesses, and governmental and non-profit organizations.



7. The candidate must be able to develop an important sub-discipline within the Faculty. This sub-discipline must represent an innovative research proposal for the next five years with the potential to grow into a productive research line.
8. The candidate must have demonstrable organizational qualities and excellent communication skills.
9. The candidate must be sufficiently fluent in English to teach and conduct research in that language (C1 level for reading, writing and speaking). Non-Dutch staff must be prepared to learn the Dutch language to a minimum level of B2 (in order to be able to take part in meetings).

3.4 Competences related to UFO profile of Assistant Professor

- Conceptual ability
- General awareness
- Presentation
- Results-oriented approach



4 Criteria for the promotion of a Tenure Track Assistant Professor to Associate Professor with tenure

4.1 Promotion Advisory Committee

The Promotion Advisory Committee is installed by the Faculty Board and consists of a maximum of seven members, including at least two women, and with the following participants:

1. Dean (Chair)
2. Director of Research
3. Director of Teaching
4. The head of the department (on condition that he or she is not the staff member's immediate supervisor). If the head of the department is the staff member's immediate supervisor, another Full Professor occupying a structural chair.
5. An external expert in the same discipline
6. A student from the Faculty
7. HR advisor (advisory function only)

The staff member's immediate supervisor may not be a member of the Promotion Advisory Committee and may not take part in the deliberations of the Promotion Advisory Committee. He or she is consulted and submits to the Committee a written report containing his or her findings over the past assessment period. The Tenure Track Committee may decide to invite the immediate supervisor for an additional interview to discuss his or her written report on the past assessment period.

4.2 Procedure

1. The Promotion Advisory Committee is installed by the Faculty Board no later than five years after commencement of the Assistant Professor's appointment.
2. The Promotion Advisory Committee writes to at least three international experts, selected independently of the member of staff, to obtain external references. At least two of the referees must give a positive assessment of the staff member, without reservations.
3. The promotion committee makes one of the following recommendations to the Faculty Board:
 - a. To grant the Assistant Professor tenure and nominate him or her to the Board of the University for appointment as Associate Professor (with *ius promovendi*).
 - b. To not extend the Assistant Professor's appointment. If required, the candidate is provided with support in seeking a career outside the Faculty.
4. As a rule, Associate Professors are appointed to their position by promotion from the position of Tenure Track Assistant Professor. In exceptional cases, appointment to Associate Professor (with *ius promovendi*) is open to 'lateral candidates' such as a) previously appointed Assistant or Associate Professors (without *ius promovendi*) or b) newly appointed Associate Professors (without *ius promovendi*).
5. The Board of the University will decide whether or not to appoint the staff member to the position of Associate Professor upon the recommendation of the Faculty Board.

The Promotion Advisory Committee is required to report back to the Faculty Board on all relevant criteria and competences.



4.3 Criteria for research

1. The member of staff must have developed a high-quality, clear and productive line of research within the department's research programme, with potential for an outstanding assessment.
2. The member of staff must function well in the department and make a significant contribution to the implementation and coherence of one or more of the Faculty's research programmes and the department's organizational tasks.
3. The member of staff must have developed an international profile, as evident in any case from international publications in leading journals and contributions to international conferences; a stay of a minimum of six months at a research institute abroad is a plus.
4. In the years preceding the assessment, the member of staff must have successfully supervised at least two PhD students as a co-supervisor. In assessing this criteria for lateral candidates, the Committee takes into account whether the staff member in question was given the opportunity to supervise PhD students.
5. The staff member must have invested significant effort in obtaining external funding for research within the scope of the organizational unit's research programme. Significant effort is understood to mean submitting two open competition applications of which at least one is assessed as meriting a grant and one Innovational Research Incentives Scheme application that makes it through the first application round.
6. The member of staff must have written on average at least three academic peer-reviewed publications per year (per 0.7 FTE of research load). In total, at least one of these publications must have appeared in an international academic journal that is considered prominent in the discipline concerned.
7. The member of staff must have presented papers at conferences, congresses, external organizations, etc. and made academic results more accessible to a wider public.
8. The member of staff must contribute to increasing the Faculty's visibility through publicity, knowledge transfer to groups outside academia, or seeking collaborations with businesses, and governmental and non-profit organizations.
9. The social relevance of the staff member's research line must also be demonstrable.
10. The member of staff must maintain an international network in his or her own research domain, as evident from, for instance, prizes, awards, membership of editorial boards of academic journals, invitations to speak, and membership of international committees.

4.4 Criteria for teaching

1. The member of staff must spend at least 30% of his/her working hours on teaching, including preparing his or her classes, to be calculated according to the teaching load norms of the Faculty. For lateral candidates, the Faculty's teaching norms apply.
2. The staff member should perform his or her teaching tasks well, as evident from student evaluations and the assessment of his or her supervisor in R&O interviews.
3. The member of staff must be an enthusiastic and efficient lecturer, have didactic knowledge relevant to the subject, an overall view of modes of instruction and assessment, and understanding of the opportunities they offer. He or she must contribute to the development of teaching and be in possession of a UTQ.
4. The member of staff must be sufficiently fluent in English to teach and conduct research in that language (C1 level for reading, writing and speaking). Non-Dutch staff must have mastered Dutch to at least B2 level (so as to be able to take part in meetings).
5. If desirable, the member of staff must have introduced demonstrable improvements in, for example, learning materials or working methods and he or she must be mindful of educational innovation.

4.5 Criteria for leadership

1. The staff member must understand the way the Faculty and the University of Groningen are organized, and be aware of national and international developments in the field of teaching and research.
2. The member of staff must contribute efficiently and effectively to the smooth running of the teaching/research processes in which he or she is involved.



3. The member of staff must possess the organizational skills required to perform his or her duties at both departmental and Faculty levels.
4. The member of staff must be able to give and receive feedback to and from colleagues, support and academic staff and students.
5. The member of staff must have demonstrable management qualities.
6. The member of staff must contribute to a good atmosphere and team spirit within his/her work contexts. He or she must be rooted in the Faculty community and take part in committees.
7. After due consideration (in consultation with his or her supervisor), the member of staff must have participated in professional development activities such as workshops, seminars, Faculty education days, etc. for an average of two days per year.

4.6 Competences related to UFO profile for Associate Professor without *ius promovendi* (UHD)

- General awareness
- Vision
- Result-driven management
- Persuasiveness



5 Criteria for promoting an Associate Professor (with *ius promovendi*) to Full Professor 2

5.1 Promotion Advisory Committee

The Promotion Advisory Committee is installed by the Faculty Board and consists of a maximum of seven members, including at least two women, and with the following participants:

1. Dean (Chair)
2. Director of Research
3. Director of Teaching
4. The head of the department (on condition that he or she is not the staff member's immediate supervisor). If the head of the department is the staff member's immediate supervisor, another Full Professor occupying a structural chair.
5. An external expert in the same discipline
6. A student from the Faculty
7. HR advisor (advisory function only)

The staff member's immediate supervisor may not be a member of the Promotion Advisory Committee and may not take part in the deliberations of the Promotion Advisory Committee. He or she is consulted and submits to the Committee a written report containing his or her findings over the past assessment period. The Tenure Track Committee may decide to invite the immediate supervisor for an additional interview to discuss his or her written report on the past assessment period.

5.2 Procedure

1. Between four and seven years after his or her appointment, the Associate Professor chooses an assessment moment for potential promotion to Full Professor 2. There is only one such assessment moment.
2. The promotion committee writes to at least three international experts, selected independently of the member of staff, to obtain external references. All referees must give a positive assessment of the member of staff, without reservations.
3. The promotion committee makes one of the following recommendations to the Faculty Board:
 - a) Advise the Board of the University to promote candidate to regular Full Professor 2, according to the procedure set out in the *Benoemingsprocedure hoogleraren* [Procedure for professorial appointments].
 - b) Advise the Board to turn down the candidate's promotion to Full Professor 2. The Board of the University will decide whether or not to appoint the staff member to the position of Full Professor 2 upon the recommendation of the Faculty Board. If the promotion to Full Professor 2 is turned down, the Faculty Board urges the candidate to pursue their career elsewhere. The member of staff formally retains the position of Associate Professor (without *ius promovendi*) and remains in the same salary scale. A member of staff who has been turned down for promotion to regular Full Professor retains for five years the right to supervise current PhD students and complete current PhD projects.

The Promotion Advisory Committee is required to report back to the Faculty Board on all relevant criteria and competences.

5.3 Criteria for research

1. The member of staff must have developed a high-quality, clear and original line of research within the research institute's research programme, as evident from external assessments.
2. The member of staff is responsible for developing and executing a reputable research programme. In addition, he or she must function well within the Faculty and make a



- significant contribution to the execution and coherence of the research programme and organizational tasks of the organizational unit.
3. The member of staff must maintain international contacts and participate in joint ventures, as apparent among other things from joint publications and working visits.
 4. During the four to seven years preceding the assessment, the member of staff must have supervised at least four PhD students, either as supervisor or co-supervisor. At least two of these PhD students must indeed have gained their PhD, while the other(s) may still be working on their theses.
 5. During the past ten years, the member of staff must have been awarded at least two substantial research grants from indirect government funding or contract research (e.g. for a PhD or postdoc position). This concerns an independent application with the member of staff acting as 'principal investigator' (PI).
For the lateral candidates referred to in article 5.4, the following applies: during the period of appointment as Associate Professor (with *ius promovendi*), the member of staff must have been awarded at least one substantial research grant from indirect government funding or contract research (e.g. for a PhD or postdoc position), and at least one of these applications must have been assessed as meriting a grant. This concerns an independent application with the member of staff acting as 'principal investigator' (PI).
 6. A member of staff with a research load of 0.35 FTE must have written at least two peer-reviewed publications per year. In total, at least one of these publications must have appeared in an international academic journal that is considered prominent in the discipline concerned.
 7. The importance of the staff member's research within his/her own research line must be recognized by his/her colleagues and evident from, for instance, prizes, membership of editorial boards of specialist academic journals, invitations to speak at international conferences and membership of international committees.
 8. The social relevance of the staff member's research line must also be demonstrable.
 9. The member of staff must contribute to increasing the Faculty's visibility through publicity, knowledge transfer to groups outside academia, or seeking collaborations with businesses, and governmental and non-profit organizations.

5.4 Criteria for teaching

1. The member of staff must spend at least 50% of his/her working hours on teaching, to be calculated according to the norms of the Faculty.
2. The staff member should perform his or her teaching tasks well, as evident from student evaluations and the assessment of his or her supervisor in R&O interviews.
3. The member of staff must be an enthusiastic and efficient lecturer, have didactic knowledge relevant to the subject, an overall view of modes of instruction and assessment, and understanding of the opportunities they offer.
4. The member of staff must be sufficiently fluent in English to teach and conduct research in that language (C1 level for reading, writing and speaking). Non-Dutch staff must have mastered Dutch to at least B1 level (so as to be able to take part in meetings).
5. The member of staff must have introduced demonstrable improvements in, for example, learning materials or working methods or, on the basis of a careful analysis that can be tested by others (departmental committee, organizational unit), have reached the conclusion that this was not appropriate in the period under consideration.
6. The member of staff must have made demonstrable contributions to activities at degree programme level (learning method or variant), over and above the course unit level, for example in curriculum renewal projects.
7. The member of staff must contribute efficiently and effectively to the smooth running of the teaching processes in which he/she is involved.
8. The member of staff must have actively stimulated the teaching activities of his or her colleagues.
9. The member of staff must have demonstrably contributed to curriculum management, for example through membership of a programme committee, curriculum committee, or by successfully setting up and implementing a curriculum renewal project.



10. The member of staff must use or be able to use state-of-the-art and varied learning materials that explicitly place the discipline into its academic and social context.

5.5 Criteria for leadership

1. After due consideration (in consultation with the Programme Director), the member of staff must every year have participated in professional development activities such as workshops, seminars, Faculty education days, etc. for an average of two days per year.
2. The member of staff must be able to give and receive feedback to and from colleagues, support and academic staff and students.
3. The member of staff must understand the way the Faculty and the University of Groningen are organized, and be aware of national and international developments in the field of teaching and research.
4. The member of staff must have contributed significantly to the organizational tasks of the department and Faculty.
5. The member of staff must have held annual R&O interviews with the staff for whom he/she is responsible and investigated the career prospects of these staff members.
6. The member of staff must adequately perform his or her delegated professorial duties (such as supervising and coaching academic staff, and holding R&O interviews).
7. The member of staff must have participated in a leadership course.
8. The member of staff must contribute to a good working atmosphere and team spirit and to consultation and harmonization of tasks within the department. He or she must be rooted in the Faculty community and take part in committees.
9. The member of staff must contribute efficiently and effectively to the smooth running of the teaching/research processes in which he is involved. He/she must have demonstrable organizational qualities within the department and the Faculty.

5.6 Competences related to UFO profile of Full Professor

- Vision
- Persuasiveness
- Entrepreneurship
- Loyalty leadership

The present memorandum was established by the Board of the Faculty of Law on 1 June 2016. The text was approved in a Faculty Council meeting on 30 September 2016. The content of this memorandum is in accordance with the University of Groningen Associate Professor Regulations 2016, the University of Groningen Professor Policy July 2016 and the University of Groningen PhD Regulations 2014.



Appendix 1 Competences overview

The competences assessed in the course of a Tenure Track correspond to the competences associated with the UFO profiles of Assistant Professor (UD), Associate Professor (UHD) and Full Professor. Below is an overview of core competences for academic staff members of the Faculty.

UFO Assistant Professor	Definition:
1. Conceptual ability	Establishes links between situations that do not seem to be strongly related and finds key factors in complex situations. Builds conceptual frameworks or models and formulates multiple concepts, hypotheses or ideas on the basis of complex information.
2. General awareness	Demonstrates a good knowledge of social, political and subject-specific developments and is able to effectively use this knowledge in his/her own position or organization.
3. Presentation skills/didactic skills	Communicates facts, ideas and opinions in a systematic, coherent and interesting way. Has didactic knowledge relevant to the subject, an overall view of modes of instruction and assessment and their possibilities, is able to develop learning situations and teaching material, has an understanding of didactic problems with the material.
4. Results-oriented approach	Focuses on realizing objectives and qualitative and quantitative results.

UFO Associate Professor	Definition:
1. General awareness	Demonstrates a good knowledge of social, political and subject-specific developments and is able to effectively use this knowledge in his/her own position or organization.
2. Vision	Can step back from day-to-day practice and concentrate on main points and long-term policy.
3. Result-driven management	Provides guidance and content-related support to staff in order to realize goals.
4. Persuasiveness	Is able to convince others of ideas and plans.

UFO Full Professor	Definition:
1. Vision:	Can step back from day-to-day practice and concentrate on main points and long-term policy.
2. Persuasiveness	Is able to convince others of ideas and plans.
3. Entrepreneurship	Spots opportunities or possibilities to develop new knowledge and application areas, products or services. Acts accordingly and is ready to take measured risks.
4. Loyalty leadership	Is able to create synergy in a group of staff members, stimulate mutual involvement and motivate them to form effective alliances.



Appendix 2 Criteria overview

Assistant Professor	Criteria
	The candidate must hold a PhD degree.
	The candidate must be the author of at least 5 publications in important peer-reviewed journals.
	The candidate must have relevant experience, that is, he or she must have successfully spent two or more years at a research institute (as evident from publications and the like) or gained experience at other academic institutions or other relevant institutions. Experience abroad is considered an advantage.
	The candidate must have developed an international profile, as evident from publications, networking activities, contributions to international conferences, or a clearly international orientation in his or her Dutch publications.
	The candidate must contribute to increasing the Faculty's visibility through publicity, knowledge transfer to groups outside academia, and seeking collaborations with businesses, governmental bodies and non-profit organizations.
	The candidate must have teaching experience. If the candidate is not yet in possession of a UTQ, he or she must obtain one within three years of the start of the Tenure Track.
	The candidate must have demonstrable organizational qualities and excellent communication skills.
	The candidate must be able to develop an important sub-discipline within the Faculty. This sub-discipline must represent an innovative research proposal for the next five years with the potential to grow into a productive research line.
	The candidate must be sufficiently fluent in English to teach and conduct research in that language (C1 level for reading, writing and speaking). Non-Dutch staff must be prepared to learn the Dutch language to a minimum level of B2 (in order to be able to take part in meetings).

Associate Professor (with and without <i>ius promovendi</i>)	Criteria
RESEARCH	The member of staff must have developed a high-quality, clear and productive line of research within the department's research programme, with potential for an outstanding assessment.
	The member of staff must function well in the Faculty and make a significant contribution to the implementation and coherence of one or more Faculty research programmes and organizational tasks of the department.
	The member of staff must have developed an international profile, as evident in any case from international publications in leading journals and contributions to international conferences; a stay at a research institute abroad is considered an advantage.



	In the years preceding the assessment, the member of staff must have successfully supervised at least two PhD students as a co-supervisor. In assessing this criteria for lateral candidates, the Committee takes into account whether the staff member in question was given the opportunity to supervise PhD students.
	The staff member has to have invested significant effort in obtaining external funding for research within the scope of the research programme of the organizational unit. Significant effort is understood to mean submitting two open competition applications of which at least one is assessed as meriting a grant and one Innovational Research Incentives Scheme application that makes it through the first application round.
	The member of staff has to have written on average at least three academic peer-reviewed publications per year (per 0.7 FTE of research hours). In total, at least one of these publications must have appeared in an international academic journal that is considered prominent in the discipline concerned.
	The member of staff has to have presented papers at conferences, congresses, external organisations, etc. and made scientific results more accessible to a wider public.
	The member of staff must contribute to increasing the Faculty's visibility through publicity, knowledge transfer to groups outside academia, or seeking collaborations with businesses, and governmental and non-profit organizations.
	The member of staff must maintain an international network in his or her own research domain, as evident from, for instance, prizes, awards, membership of editorial boards of academic journals, invitations to speak, and membership of international committees.
TEACHING	The member of staff must devote at least 30% of his/her working hours to teaching, including preparing his or her classes, to be calculated according to the teaching load norms of the Faculty. For lateral candidates, the Faculty's teaching norms apply.
	Execution of teaching duties must be good, as evident from both student evaluations and assessment in the R&O interviews.
	The member of staff must be an enthusiastic and efficient lecturer, have didactic knowledge relevant to the subject, an overall view of modes of instruction and assessment, and understanding of the opportunities they offer. He or she must contribute to the development of teaching and be in possession of a UTQ.
	The member of staff must be sufficiently fluent in English to teach and conduct research in that language (C1 level for reading, writing and speaking). Non-Dutch staff must have mastered Dutch to at least B2 level (so as to be able to take part in meetings).
	If desirable, the member of staff must have introduced demonstrable improvements in, for example, learning materials or working methods and he or she must be mindful of educational innovation.
LEADERSHIP	The member of staff must understand the way the Faculty and



	the University of Groningen are organized, and be aware of national and international developments in the field of teaching and research.
	The member of staff must contribute efficiently and effectively to the smooth running of the teaching/research processes in which he is involved.
	The member of staff must possess the organizational skills required to perform his or her duties at both department and Faculty level.
	The member of staff must be able to give and receive feedback to and from colleagues, support and academic staff and students.
	The member of staff must have demonstrable management qualities.
	The member of staff must contribute to a good working atmosphere and team spirit within the work contacts where he operates. He or she must be rooted in the Faculty community and take part in committees.
	After due consideration (in consultation with the Programme Director), the member of staff must have participated in professionalization activities such as workshops, seminars, Faculty education days, etc. for an average of two days per year.

Full Professor 2	Criteria
RESEARCH	The member of staff must have developed a high-quality, clear and original line of research within the research institute's research programme, as evident from external assessments.
	The member of staff is responsible for developing and implementing a reputable research programme. In addition, he or she must function well within the Faculty and make a significant contribution to the execution and coherence of the research programme and the organizational tasks of the organizational unit.
	The member of staff must maintain international contacts and participate in joint ventures, as evident from, among other things, joint publications and working visits.
	During the four to seven years preceding the assessment, the member of staff must have supervised at least four PhD students, either as supervisor or as co-supervisor. At least two of these four PhD students must have indeed gained their PhD while the remainder may still be working on their theses.
	During the past ten years, the member of staff must have been awarded at least two substantial research grants from indirect government funding or contract research (e.g. for a PhD or postdoc position). This concerns an independent application with the member of staff acting as 'principal investigator' (PI). For the lateral candidates referred to in Article 5.4, the following applies: during the period of appointment as associate professor, the member of staff must have been awarded at least one substantial research grant from indirect government funding or contract research (e.g. for a PhD or



	postdoc position), and at least one of these applications must have been assessed as meriting a grant. This concerns an independent application with the member of staff acting as 'principal investigator' (PI).
	A member of staff with a research load of 0.35 FTE must produce at least two academic peer-reviewed publications per year. In total, at least one of these publications must have appeared in an international academic journal that is considered prominent in the discipline concerned.
	The importance of the staff member's research within his/her own research line must be recognized by his/her colleagues and demonstrated by, for example, prizes, membership of the editorial board of specialist journals, invitations to speak at international conferences and participation in international committees.
	The social relevance of the staff member's research line must also be demonstrable.
	The member of staff must contribute to increasing the Faculty's visibility through publicity, knowledge transfer to groups outside academia, or seeking collaborations with businesses, and governmental and non-profit organizations.
TEACHING	The member of staff must devote at least 50% of his/her working hours to teaching, to be calculated according to the norms of the Faculty.
	Performance of the teaching activities must be good, as evident from student evaluations as well as assessments by his or her supervisor in R&O interviews.
	The member of staff must be an enthusiastic and efficient lecturer, have didactic knowledge relevant to the subject, an overall view of modes of instruction and assessment, and understanding of the opportunities they offer.
	The member of staff must be sufficiently fluent in English to teach and conduct research in that language (C1 level for reading, writing and speaking). Non-Dutch staff must have mastered Dutch to at least B1 level (so as to be able to take part in meetings).
	The member of staff must have introduced demonstrable improvements in, for example, learning materials or working methods or, on the basis of a careful analysis that can be tested by others (departmental committee, organizational unit), have reached the conclusion that this was not appropriate in the period under consideration.
	The member of staff must have made demonstrable contributions to activities at degree programme level (learning method or variant), over and above course unit level, for example in curriculum renewal projects.
	The member of staff must contribute efficiently and effectively to the smooth running of the teaching processes in which he/she is involved.
	The member of staff must have actively stimulated the teaching activities of his or her colleagues.
	The member of staff must have made a demonstrable and successful contribution to curriculum management, for example through membership of a programme committee or



	curriculum committee, or by being responsible for successfully setting up and implementing a curriculum renewal project.
	The member of staff must use or be able to use state-of-the-art and varied learning materials which explicitly place the discipline into its academic and social context.
LEADERSHIP	After due consideration (in consultation with the Programme Director), the member of staff must every year have participated in professional development activities such as workshops, seminars, Faculty education days, etc. for an average of two days per year.
	The member of staff must be able to give and receive feedback to and from colleagues, support and academic staff and students.
	The member of staff must understand the way the Faculty and the University of Groningen are organized, and be aware of national and international developments in the field of teaching and research.
	The member of staff must have contributed significantly to the organizational tasks of the department and the Faculty.
	The member of staff must have held annual R&O interviews with the staff for whom he/she is responsible and investigated the career prospects of these staff members.
	The member of staff must adequately perform his or her delegated professorial duties (such as supervising and coaching academic staff, and holding R&O interviews).
	The member of staff must have participated in a leadership course.
	The member of staff must contribute to a good working atmosphere and team spirit and to consultation and harmonization of tasks within the department. He or she must be rooted in the Faculty community and take part in committees.
	The member of staff must contribute efficiently and effectively to the smooth running of the teaching/research processes in which he is involved. He/she must have demonstrable organizational qualities within the department and the Faculty.