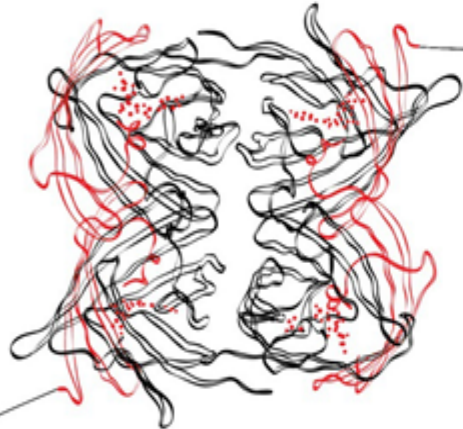
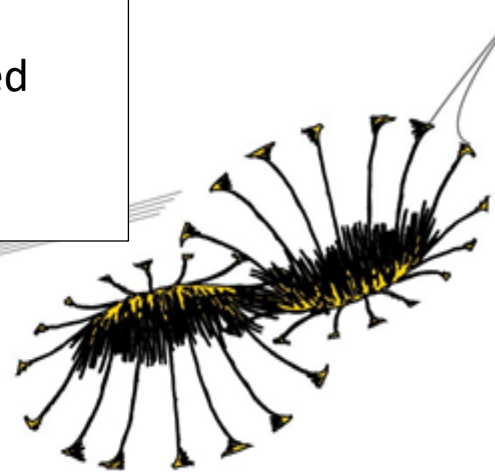




Tenure Track Policy ITC

2018

The fast-track for multi-talented
scientists



Determined by ITC
Faculty board on
4 February 2019

Contents

Foreword

Summary of guiding principles	4
1. General principles ITC HR policy	6
2. Tenure track career path	
2.1 Appointment	
UD2, UD1, UHD2, Adjunct Professor (UHD1) via recruitment	7
2.2 Promotion to:	
UD1, UHD2, Adjunct Professor (UHD1), HGL2, HGL1	8
3. Criteria for appointment of:	
UD2 and for promotion to UD1, UHD2, Adjunct Professor (UHD1), HGL2 and HGL1	10
Criteria:	
3.1 for UD2 (Phase 1)	11
3.2 for promotion to UD1 (Phase 2)	12
3.3 for promotion to UHD2 (Phase 3)	13
3.4 for promotion to Adjunct Professor (UHD1) (Phase 4)	15
3.5 for promotion to Professor 2 (Phase 5)	17
3.6 for promotion to Professor 1	19
Annexes	
1. Definitions	20
2. Tenure track process	21
3. Competencies	23

Foreword

With the arrival of the [UT Tenure Track memorandum 2018](#), an amendment to the “Tenure track for the Faculty of Geo-Information Science and Earth Observation (ITC), November 2015” Tenure track policy is required. The UT Tenure Track memorandum serves as a framework for the faculty Tenure Track policy and requires amendment to several policy principles – such as ‘Live events’ form paragraph 3.5 from the UT Tenure Track memorandum 2018. As a result of shifting organizational insights, definitions were adjusted or clarified, where necessary. In the aforementioned memorandum, attention was also given to the description of the various stakeholder roles in the Tenure Track process.

The issuance of the UT Tenure track memorandum 2018 does not, however, lead to amendments to the criteria per level as recorded in the ITC Tenure Track policy 2015 (and earlier), nor to the requirements which must be met.

The core of the Tenure Track system remains that talents receive a temporary appointment at the beginning of their careers for a maximum period of 7 years (depending on the entry level) with a maximum period of 5 years before assessment to determine whether they qualify for a permanent contract for further advancement. Appointment shall be implemented in accordance with H2 article 2.2.a of the cao-NU. For a more extensive description, we refer the reader to paragraph 3.3 (pg. 9 of the UT Tenure track 2018)

The intention is that the promotion to a higher position does not only depend on the formative need for filling of certain positions, but also on the level of performance of the scientific staff as determined via a thorough and extensive promotion procedure. The department’s strategic personnel planning remains the foundation of this process.

The Tenure track is a fundamental component of the UT’s career policy and if directed at attracting, withholding and motivating of top talents, on the condition that he/she has proven to be a suitable candidate. The underlying expectation is that this career policy produces a higher ratio of highly qualified personnel. To ensure clear and effective substance to the assessment of so-called ‘soft-skills’ (competencies), a development assessment will be conducted at the start of the track and upon promotion to the following profile. The results of the development assessment, as a summary created by the Tenure Tracker, form a compulsory component of the documentation submitted to the Tenure Track Commission. The Tenure Tracker is free to decide whether to add a full report of the results.

The Tenure track policy is only applicable to the scientific positions of UD, UHD, Adjunct Professor (UHD1) and Professor with a clear research and educational role whereby the obtainment of 2nd and 3rd funding * is of the utmost importance.

*In situations where temporary personnel is not authorized to undersign subsidy applications, this will be conducted by an authorized individual.

Summary of guiding principles

In this section, a number of important principles will be summarized.

- Tenure track is based on article 6.5a CAO NU (version 1 July 2017 – 31 December 2019). The ‘University of Twente Adjunct Professors Regulation 2011 (reference 394.121.a/HR)’ applies to the position of Adjunct Professor.
- In the **selection phase**, the Selection Commission (SC) holds an essential role as the process involves the selection of individuals considered to be potential future professors. The president of the SC is the Dean of the Faculty. The Dean is authorized to mandate presidency. Additionally, the following officials are members of the SC;
 - 1 Scientific director or portfolio holder research
 - 1 Portfolio holder education
 - The president of the department within which the Tenure Tracker will be appointedAdditionally, at least one woman and at least one peer from outside of the Faculty or University must sit in this commission. The Faculty’s Tenure Track coordinator functions as secretary of the commission. In addition to hosting extensive talks with the SC, the Faculty may also decide to have the candidate prepare a trial lecture and/or scientific presentation. A component of the selection is the completion of a development assessment. The SC may record further performance agreements in consultation with the manager of the department to which the Tenure Tracker will be appointed.
- The interim assessments within the Tenure Track are conducted by the ITC Tenure Track Assessment Commission (ITTC). The composition of this commission is as follows:
 - Portfolio holder Research / Chair (fac. ITC)
 - Portfolio holder Education (fac. ITC)
 - Portfolio holder Capacity building (fac. ITC)
 - ITC Professor
 - Director Research (UT)
 - External peer (nominated by candidate)

The commission is supported by the Tenure Track Coordinator. The composition of the commission may be altered for organizational purposes. The ITTC issues a written advice to the Dean upon which he/she will form a decision (up to and including UHD2 level). For Adjunct Professor and Professor, the ITTC will advise the Dean, the Dean will submit a motivated proposal to the Executive Board upon which the Executive Board will form a decision.

- Upon completion, the Tenure Tracker will receive a copy of the written advice as prepared in line with the “format for the summary of the ITC Tenure Track Assessment” to the Dean.
- For the scientific positions UD, UHD and Professors, assessment is based on the classification criteria from the UFO profiles, the respective competencies and the faculty and central criteria. The criteria apply to existing and new personnel and form the guiding principle for assessment and promotion within the framework of the Tenure Track career policy. Any additional performance agreements will also be included in the assessment. To ensure clear and effective substance to the assessment of so-called ‘soft-skills’ (competencies), a development assessment will be conducted at the start of the track and upon promotion to the following profile. The assessment will form a component of the recruitment and the mandatory documentation to be submitted to the Tenure Track commission. (The report of the development assessment results The results of the development assessment, as a summary created by the Tenure Tracker, form a compulsory component of the documentation submitted to the Tenure Track Commission. The Tenure Tracker is free to decide whether to add a full report of the results. (The results report for the development assessment are confidential. However, during the ITTC assessment, the Tenure Tracker must disclose which competencies are open to development and which actions have been taken – or will be taken – to supplement that specific development). The Tenure Track criteria are also the yardstick for which a request for a UFO profile adjustment are held (see also the ITC appointment policy).

- Promotion from UD2 to UD1 and eventually to UHD2 are processes by the ITTC/Dean. The recommendation to Adjunct Professor (UHD1) occurs via the IITC/Dean/the Executive Board. The Dean will send the recommendation to the Executive Board. The Executive Board will present the recommendation to the Doctorate Board (CvP) for advice. For the recommendation to appointment to Professor, a separate Advisory Appointment Committee (BAC) will be composed. At least one member – preferably the president – of the ITTC will form a component of the BAC. Appointment will be conducted according to the standard Professor procedure.
- A guiding principle during promotion is that all criteria must be met. In some situations, however, compensation is possible. The objective of this approach is to handle situations in which personnel apply different accents in the work activities and output than upon which the criteria are based. In all cases however, the general performance level must remain at the same height as indicated in the criteria.
- A negative advice and decision will always result in termination of the Tenure Track. Additionally, the ITC appointment policy applies.
- For a Tenure Tracker to succeed, effective guidance is essential. At the beginning of the process, the criteria are made clear. Any other performance agreements formed must also be met. During the annual assessment interview, the progress of the criteria and any performance agreements are addressed. A Personal Development Plan (known as a POP) must be prepared for the Tenure Tracker and agreements must be formed for the appointment of a set point of contact for the Tenure Tracker in the form of a Coach and/or mentor.
- Quality of management of the Tenure Tracker is an essential factor. A manager must be capable of motivating the Tenure Tracker in his/her performance and must make aware any matters which are subject to improvement and record these in writing.
- For the promotion of all scientific staff – within and outside of the Tenure track system – a BKO (potentially a SKO later) is a precondition.

1. General principles ITC HR policy

The Faculty's main objective is the provision of superior scientific education and research and the generation of 2nd and 3rd cash flows in connection with capacity building. A broad foundation with a high level of quality is pursued, in research and education alike. To encourage personnel as much as possible to this end and to provide suitable compensation, a policy has been applied with the following principles:

- **Flexible Tenure Track system**
Similar to the Tenure track system elsewhere in the University of Twente, a Tenure track system has been established whereby new personnel must demonstrate their capacity for obtaining a permanent position, specifically UHD, within a maximum period of 5 years and which allows room for professional growth for permanent employees when specific requirements are met.
- **Making accomplishments visible which are linked to career guidance measures.** To objectively identify personal accomplishments, the applicable job profiles within the UFO framework, the competencies linked to this, and the central- / faculty-specific criteria – hereinafter referred to as 'the criteria' – are used as the guiding principle for both new and existing personnel. An essential contribution is expected from the direct manager as coach, supervisor, and assessor.
- **To facilitate clear and thorough interpretation of the assessment of so-called 'soft skills',** a development assessment will be conducted at the beginning of the process and promotion to the following profile. The assessment forms a component of the recruitment and the mandatory documentation to be submitted to the ITC Tenure Track commission. The leadership profile, and the corresponding competencies, applicable to the various levels can be found in attachment 3.
- **Support of professionalization**
Throughout the career path, the acquisition of didactic qualities (such as BKO and potentially SKO later), weigh heavily. Scientists are also encouraged to follow trainings and courses (including in the field of management skills). Furthermore, scientist are stimulated to attend courses (for instance in the area of management skills).
- **A varied range of tasks**
The scientific staff positions UD, UHD, and Adjunct Professor (UHD1) and Professor cover the main tasks research, education and management. Obtaining 2nd and 3rd funding is also essential. This range of tasks is meant to ensure that the link, primarily between research and education, is safeguarded in terms of content and policy and must fit within capacity building.

2. Tenure Track career path

The promotion procedure is outlined schematically per position in the following overview.

Start/Bev.	Phase	Advice	Procedure (*)
UD2	1	SC >	Appointment in accordance with cao-NU Article 2.2a (appointment) assessment (see also 'guiding principles')
UD2 > UD1	2	ITTC > Dean	Assessment 3 years after appointment: With a positive assessment and approval from the ITTC, the ITTC will recommend the candidate to the Dean. If the Dean agrees, the UD2 will be promoted to UD1. With a negative assessment, employment will be terminated as agreed. Alternative in line with the ITC appointment policy .
UD1 > UHD2	3	ITTC > Dean	Assessment 2 years after promotion (appointment) assessment (see also 'guiding principles') With a positive assessment and approval from the ITTC, the ITTC will recommend the candidate to the Dean. If the Dean agrees, promotion to UHD2 will follow. With a negative assessment, the candidate will be assisted in finding a position outside of the UT with an outplacement process (in the event of a temporary appointment, the appointment will be terminated by power of law) Alternative in line with the ITC appointment policy .
UHD2 > Adj.Prof (UHD1)	4	ITTC > Dean > presents to Executive Board	Assessment 2 years after promotion With a positive assessment and approval of the ITTC, the ITTC will recommend the candidate to the Dean. If the Dean agrees, the Dean will recommend the candidate to the Executive Board. If the Executive Board agrees, the promotion process to Adjunct Professor (UHD1) will begin. With a positive ruling, the candidate will become ius-promovendi (for a maximum of 5 years). The University of Twente Adjunct Professor regulations 2011 (reference394.121/HR) must be observed. The ius-promovendi may only be exercised by the Adjunct Professor (UHD1) for PhD candidates who have been directly assigned to the Adjunct Professor(UHD1). (With a negative assessment and temporary appointment, employment will be terminated by power of law). Alternative in line with the ITC appointment policy .
Adj.Prof (UHD1) >ProfL2	5	BAC > Dean > presents to Executive Board	Assessment maximum 4 years after promotion (appointment) assessment (see also 'guiding principles') With a positive assessment and approval from the BAC, the Dean will recommend the candidate to the Executive Board. If the Executive Board agrees, the candidate will be promoted. With a negative assessment, the Adjunct Professor (UHD1) will return to the position of UHD1 and will maintain ius promovendi for the existing PhD candidates under his/her guidance prior to demotion. With a negative assessment and temporary appointment, employment will be terminated by power of law
HGL2 > HGL1		Dean > Executive Board	Assessment prepared by BAC via FB once promotion is applicable. With a positive assessment from the BAC and approval from the FB, the promotion procedure to HGL1 will begin.

Opportunities to apply for assessment are offered annually in autumn and spring. It is up to the HGL to make the final decision whether an individual is recommended. (*) The assessment moments as described above are indicative and applicable to a Track from level UD2 and onwards. If a candidate enters at a higher level, appointment may follow at that level according to article H2 2.2a. Realistic assessment moments can then be determined.

2.1 Appointment of UD2, UD1, UHD2 or Adjunct Professor (UHD1) via open recruitment

Positions at the level of Assistant Professor 2 (UD2) are filled via open recruitment.

1. Structural commission

- The SC is appointed by the Dean and consists of no more than 7 members; of which at least 1 member is a woman, and 1 member is an external 'peer'. In general, the SC is compiled as described on page 3.
- De ITC Tenure track coordinator functions as secretary / advisor for the SC

2. Selection

- The SC prepares a shortlist of the most eligible candidates – with consideration to the UFO profile and the criteria – and invites them for a meeting and a presentation or guest lecture for the commission. The presentation may also take place in public at a later date.
- In preparation of this, candidates are requested to write a research proposal directed at the future content of the position (1-2 pages).

3. Appointment

- If the recommendation of the SC is accepted by the Dean, the candidate is temporarily appointed for a period to be determined and in line with H2 article 2.2.a of the cao-NU whereby written agreements will be agreed upon concerning the Tenure track process, the education, obtaining of funds for 2nd and 3rd funding, and the assessment moments which will be recorded in the letter of appointment.
- If the candidate does not meet the criteria, no appointment will follow, or employment will be terminated by default. During the remaining period of employment, the candidate will be offered an outplacement process.
- Alternative in line with the [ITC appointment policy](#).

2.2 Promotion to UD1, UHD2, Adjunct Professor (UHD1), HGL2, HGL1

1. An application for promotion covers the following components (see also: documentation format for Tenure Track Assessment)

- Letter of support from the department president. A written motivation is expected from the president which demonstrates that the he/she considers you suitable for the following phase in the Tenure Track. This motivation must clearly demonstrate that the president effectively supports the following step in the Tenure Track.
- A written motivation for the following step in the Tenure Track from the employee.
- An overview of the classification criteria from the applicable UFO profile. The score from the classification criteria must be supported with suitable examples.
- An overview of the results of the Tenure Track criteria linked to your assessment profile. Note: Depending on this level, in line with the prevailing Tenure Track regulations, references must be added to the documents. The criteria for each level can be found in the prevailing Tenure Track policy.
- The findings from the competency assessment are conducted by 'De Wijngaert HR Dienstverlening' or 'Leeuwendaal'.
- CV, including a publication list and Google and WoS H-index-scores.
- Evaluation(s) and assessment(s) applicable to project and/or grant applications, educations, and research.
- FJUTs from the two years preceding the assessment.
- For each promotion, the candidate must provide names and email addresses from at least 3 references, of which 2 must be international. The references must meet the following criteria:
 - a. someone with a managerial position, such as a Dean
 - b. the referent and candidate do not have any joint publications (past 5 years)
 - c. was not a supervisor (past 5 years)
 - d. sufficient management vision
 - e. familiar with assessments.

For promotion to Adjunct Professor and Professor 2, the candidate must also provide:

- Structural report (the Dean requests the candidate prepare a structure report with the manager)

Not required, may be added:

- Documents which you personally consider as important to the assessment.
- A Personal Development & Support Plan (PD&SP).
- The presentation which you will give.

2. Structural commission:

- For promotion up to and including UHD1:
The ITTC is appointed by the Dean, (see page 3 for composition).
- For promotion to HGL:
The BAC is appointed by the Dean. The faculty HR manager operates as secretary / adviser of the BAC.

3. Assessment

- See documentation format for Tenure Track Assessment

4. Recommendation to the Dean

- The SC advises the Dean concerning three options:
 - a. Candidate meets the UFO and TT criteria for position. The candidate is advanced to the intended position and the temporary employment contract is extended for the remaining period or for an undetermined period.
 - b. Candidate does not meet the UFO and TT criteria for the position and is not advanced. If the existing position was temporary: employment will be terminated by power of law and the candidate will be offered an outplacement process for the remaining period. As an exception, candidates may be appointed as university lecturer for solely structural tasks with approval from the Dean.
 - c. Alternative in line with the ITC appointment policy (see the relevant note).
- The SC/BAC prepares a report in support of their advice to the Dean. The Dean reaches a decision based on the advice provided by the BAC.
- The president of the SC informs the candidate of the advice from the SC and the decision of the Dean in person. The Tenure Tracker receives a copy of the report.

For promotion to Adjunct Professor (UHD1), HGL2, and HGL1, 2 additional steps follow:

5. Offer from Executive Board

- The Dean requests the candidate to prepare a structure report with manager and management.
- The Dean submits the recommendation to HT-UT, based on which the Executive Board will reach a decision. The following documents are included in the recommendation file:
 - Recommendation letter Faculty Board
 - Structure report
 - BAC report and ruling of the Dean
 - Candidate CV and publication list
 - Finding from three (international) references

Note: Advice from sister Faculties will not be solicited for internal promotion to Professor 2.

6. Completion

- The Faculty arranges the employment conditions following approval of the recommendation as provided by the Executive Board
- HR prepares the draft appointment decision and the employment conditions letter and sends both to HR-ITC
- HR-UT signs for appointment on behalf of the Executive Board and sends the documents to the candidate.

3. Criteria for appointment of UD2 and promotion to UD1, UHD2, Adjunct Professor (UHD1), HGL2, and HGL1

Position profiles have been prepared for all scientific positions for the fields of education, research, and organization as based on the UFO. The position profiles describe the objective of the position, the core activities, the resulting areas, and the classification criteria. In addition to these UFO position profiles, core competencies have been developed which are required to successfully fulfil the scientific position. For the positions UD, UHD and Professors, additional criteria have been set. The UFO position profiles, the corresponding competencies, and the criteria apply to both new and existing personnel.

The criteria apply to aspects regarding the performance of scientists and are partially quantifiable. In situations where quantitative requirements are set, including publications per year or research subsidies, this refers to the minimum level of requirements for an employee with an appointment of 1.0 FTE and a research capacity of at least 30% of the position. For a part-time position or during a temporary interruption of duties, the criteria cannot be breached. It is, however, possible to adjust the period in proportion to the scope of the appointment, rounded to whole years. This also takes (partial) absence due to pregnancy leave, illness, etc. into consideration. For a significant imbalance between education and research efforts, the period may also be adjusted proportionately. For example, a research effort of only 0.2 FTE rather than the minimum 0.4 FTE is then compensated by doubling the period over which the criteria apply. Note: the term adjustments only apply to extensions; reductions (therefore not in favour of the employee) are not permitted. Organization.

A guiding principle for promotion is that all criteria must be met. In situations where this is not possible, the manager may propose compensating allowing one criterium to be compensated by highly exceptional results for a different criterium. This will provide a solution for the inability to meet the previously mentioned criterium¹. The ITTC decides whether the proposed compensation is permissible based on this proposal. The key consideration in this is whether the level of the position can be considered equal to that of the original criteria. It is also possible for some employees to require an amendment to the criteria in advance due to unique circumstances. In such situations, the manager will submit a proposal for amendment to the criteria², over which the ITTC will form a decision. The key consideration in this is whether the level of the position can be considered equal to that of the original criteria. The amended criteria (and the motivation for this) will be recorded in the scientist's personnel file.

The classification criteria from the UFO profiles, the corresponding competencies, and the criteria per position are collectively listed in the following paragraphs.

1 An example is that an employee supervises a large number of PhD candidates and also frequently publishes as co-author but has less first authorships under his/her name than required. The significant advisory role and the fact that the publication itself is left to the PhD candidates rather than under the candidate's own name form an explanation for the fact that the number of first authorships is limited. Another example is that an employee has obtained one subsidy less than required but did receive the highest level of scores across all criteria for a Veni-Vidi-Vici proposal. In such situations, the manager may propose an exceptional result for all other criteria (i.e. number of publications) as compensation.

2 Criteria from research schools, for example, may indicate a higher priority for books or Dutch-language publications whereby a proposal can be argued for the respective discipline's compensation for the number of English-language journal articles could be made.

3.1 Criteria for UD 2 (Phase 1)

Research

- Candidate holds a PhD.
- Candidate preferably has international postdoc experience.
- Candidate has demonstrably conducted independent research in peer-reviewed publications.
- Candidate has demonstrable international experience directed at the mission of the ITC.
- Has an output of at least 3 publications in eminent international journals as 1st author in the five years preceding the assessment. Articles which were 'fully accepted' are taken into account.
- Capable of acquiring 2nd and/or 3rd funding as demonstrated, for example, with contribution to a subsidy application, or based on reference accounts.
- Candidate has innovative ideas (knowledge, ambition, self-propelling) suitable within the vision / strategic plan held by the chair/discipline and can be considered capable of developing a distinguished research domain relevant to the faculty.
- Demonstrates insight into the social relevance of own research.

Education

- Candidate has substantive educational experience. Preferably in an international environment targeted at ITC mission
- Candidate ensures periodic maintenance of and identifies the opportunity improvements for the appointed educational components and has innovative view of education, has innovative ideas for education.
- A non-Dutch speaking candidate is proficient in the Dutch language at B1-level (faculty); a non-English speaking candidate is proficient in the English language at a C1.3-level.
- Candidate holds a BKO certificate or is exempt or obtains this within the indicated term.
- Candidate has advised bachelor's and master's students in the past years as first adviser
- Candidate has experience with education as demonstrated by lectures, recommendations at summer schools, etc., and has contributed to the development of educational material.

Organization

- Candidate participates in (or leads) work groups, commissions or project teams within the research group.
- A non-Dutch speaking candidate is proficient in the Dutch language at B1-level(faculty); a non-English speaking candidate is proficient in the English language at a C1-level.
- Candidate contributes efficiently and effectively to the successful implementation of the research and education processes with which he/she is involved. Demonstrates organizational qualities.
- Candidate contributes to a good atmosphere and team spirit within the organizational groups within which he/she operates.
- Candidate scores a minimum of 'satisfactory' for the competencies: conceptual capacity, self-reflection, presentation, and result-orientation.

3.2 Criteria for promotion to UD 1 (Phase 2)

For the promotion of a Tenure Tracker to UD1, the following criteria are assessed. The criteria in the previous phase have been met.

Research

- Candidate holds a PhD.
- Candidate has conducted demonstrably independent research, and demonstrably ensured delineation and structuring of own research, as shown by peer-reviewed publications.
- Candidate has an average number of publications per year, to be determined per discipline, in eminent journals (i.e. 80% of the publications in the top 20% of journals).
- Candidate is proven effective in obtaining subsidies from 2nd and 3rd funding as demonstrated by granted or highly acclaimed VENI or similar grants (for the assessment of alternate grants, not only scope but also the scientific value of the requested study must be viewed discerningly).
- -Candidate provided a demonstrable contribution to substantive working groups, commissions or project teams.
- Candidate has an output of at least 5 publications as first author or 3 publications as first author complemented by four publications as co-author in eminent international journals in the five years preceding this assessment. Articles which were 'fully accepted' will be taken into account.
- Candidate has (inter)national recognition and independence as demonstrated by contribution to (inter)national gatherings and networks.

Education

- Has conducted official educational tasks for a minimum period of 2 years for at least 0.25 FTE or 3 years 0.2 FTE, including (shared) responsibility for at least two courses.
- Implementation of education is good, as demonstrated by educational evaluations and management assessment.
- Holds a BKO certificate.
- Candidate has demonstrable experience in the implementation, development and maintenance of the standard education components within an educational programme.
- Candidate has advised at least two graduates as first adviser within the past two years.

Organization

- Candidate manages working groups, commissions or project teams within the capacity group within or outside of the chair, provides a substantive contribution.
- Candidate has insight in the organization of the Faculty and the UT and is knowledgeable of (inter)national developments in education and research.
- Candidate efficiently and effectively contributes to the successful implementation of the education and research processes with which he/she is involved. Demonstrates organizational qualities.
- Candidate contributes to a good atmosphere and team spirit within the organizational groups within which he/she operates.
- Candidate scores a minimum of 'satisfactory' for the competencies: conceptual ability, self-reflection, presentation and performance orientation.
- A non-Dutch speaking candidate is proficient in the Dutch language at B2-level(faculty); a non-English speaking candidate is proficient in the English language at a C1-level.

Other

- Candidate has been employed by a university as UD2 for at least 3 years.

3.3 Criteria for promotion to UHD 2 (Phase 3)

For the promotion of a Tenure Tracker to UHD2, the following criteria are assessed. The criteria in the previous phase have been met.

Research

- Candidate holds a PhD.
- Candidate has clearly and productively developed a personal research line. This may be demonstrated by an excellent SEP assessment, for example. The research line fits within or complements an ITC research programme. The research is clearly linked to (international) research programmes which (potentially) lead to (inter)national collaboration.
- Candidate has developed, coordinated, and realized a coherent unit of research projects comparable with focus areas as referred to within NWO research. This is in line with or corresponds to the ITC research programme.
- Candidate has an output of at least five publications as first author or an output of three publications as first author complemented by four publications as co-author in eminent international journals in the five years preceding this assessment. Articles which were 'fully accepted' will be taken into account.
- Citation index: H-factor 6
- Candidate has obtained a substantive subsidy (such as for a PhD candidate or postgraduate position or a similar investment subsidy) as first applicant in open competition from 2nd and/or 3rd funding at least once in the five years preceding the assessment. This refers to an independently prepared application, whereby the candidate operated at least de facto as 1st applicant; in situations where a separate applicant stepped in pro forma as 1st applicant, confirmation must be provided that the application was written by the applicant de facto.
- Candidate has successfully and inspiringly coached at least one PhD candidate from beginning to end as first advisor in the five years preceding this assessment.
- Candidate has (inter)national recognition and independence as demonstrated by participation in international networks and conferences, prizes, invitations as (keynote) speaker, substantive coordination tasks with reference to conferences, subscription editor of an international journal, and citation frequency.
- Has made a contribution to the societal impact of his/her own discipline in the five years preceding the assessment.

Education

- Has conducted official educational tasks for a minimum period of four years for at least 0.25 FTE or 1.0 FTE collectively throughout the period, including (shared) responsibility for at least two courses.
- Implementation of education is good, as demonstrated by educational evaluations (complemented by personal reflection/response from the employee) and management assessment.
- Candidate demonstrates a clear vision for scientific education in general and particularly within his/her own discipline.
- Candidate has demonstrated the ability to translate this vision into an adequate educational selection: development and improvement of content, didactic methods, and assessment.
- Candidate has initiated, developed and improved at least one educational component within the chair, post-academic or externally oriented education while using state-of-the-art and varied learning material.
- Candidate has supervised graduates (BA and MA) over the past years as first supervisor.
- Candidate is an enthusiastic and effective lecturer as demonstrated by student evaluations and assessments from educational institutes.
- Candidate has provided a demonstrable contribution to substantive working groups, commissions or project teams in the field of education.
- Candidate holds a BKO certificate.

Organization

- Candidate conducts board and/or management tasks which overreach the chair group such as managing an educational commission or coordinating an educational programme, etc.
- Candidate has an insight into the organization of the Faculty and the UT and is knowledgeable of (inter)national developments in education and research.
- Candidate efficiently and effectively contributes to the successful implementation of the education and research processes with which he/she is involved. Demonstrates organizational qualities.
- Candidate has demonstrable leadership qualities.
- Candidate contributes to a good atmosphere and team spirit within the organizational groups within which he/she operates.
- Candidate scores a minimum of 'satisfactory' for the competencies: vision development, persuasion, results orientation and initiative.
- Candidate has vision, is capable of taking a step back to concentrate on broad lines and long-term policy.

Other

- Candidate is has been employed by a university as UD1 for at least 3 years.

3.4 Criteria for promotion to Adjunct Professor (UHD1) (Phase 4)

For the promotion of a Tenure tracker to Adjunct Professor (UHD1), the following criteria are assessed. Criteria from the previous phase have been met.

Research

- Candidate has developed a clear personal research line with potential for an excellent SEP assessment. The research line fits within an ITC research programme.
- Coordination of and responsibility for the realization of a research programme OR responsibly for the planning and realization of a multi-annual and specialized research project.
- Candidate has an output of at least five publications as first author or an output of three publications as first author complemented by four publications as co-author in eminent international journals in the five years preceding this assessment. Articles which were 'fully accepted' will be taken into account.
- Citation index: H-factor 8
- Candidate is proven effective in obtaining subsidies from 2nd and 3rd funding as demonstrated by granted or highly acclaimed Vidi or similar grants (for the assessment of alternate grants, not only scope but also the scientific value of the requested study must be viewed discerningly). This refers to an independently prepared application, whereby the candidate operated at least de facto as 1st applicant; in situations where a separate applicant stepped in pro forma as 1st applicant, confirmation must be provided that the application was written by the applicant de facto.
- Candidate has coached 2 PhD candidates up to their defence as 1st advisor in the five years preceding this assessment (minimum of approval of manuscript by the reading commission).
- Candidate has (inter)national recognition and independence as demonstrated by participation in international networks and conferences, prizes, paid invitations as invited speaker at an international congress, substantive coordination tasks with reference to conferences, subscription editor of an international journal, and citation frequency.
- Has made a contribution to the society impact of his/her own discipline in the five years preceding this assessment.

Education

- Has conducted official educational tasks for a minimum period of six years for at least 0.3 FTE or 2.0 FTE collectively throughout the period, including (shared) responsibility for at least two courses.
 - Implementation of education is good, as demonstrated by educational evaluations (complemented by personal reflection/response from the employee) and management assessment.
 - Candidate demonstrates a clear vision for scientific education in general and particularly within his/her own discipline.
 - Candidate has demonstrated the ability to translate this vision into an adequate educational selection: development and improvement of content, didactic methods, and assessment.
 - Candidate holds a BKO certificate.
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Organization

- Candidate conducts board and/or management tasks which overreach the chair group such as managing an educational commission or coordinating an educational programme, etc.
- Candidate has insight into the organization of the Faculty and the UT and is knowledgeable of (inter)national developments in education and research.
- Candidate efficiently and effectively contributes to the successful implementation of the education and research processes with which he/she is involved. Demonstrates organizational qualities within the chair, department and Faculty.
- Candidate has demonstrable leadership qualities.
- Candidate contributes to a good atmosphere and team spirit within the organizational groups within which he/she operates.
- Candidate scores a minimum of 'good' for the competencies: vision development, persuasion, results orientation and initiative.
- A non-Dutch speaking candidate is proficient in the Dutch language at B2-level(faculty); a non-English speaking candidate is proficient in the English language at a C1-level.

Other

- Candidate is has been employed by a university as UHD2 for at least 2 years.

3.5 Criteria for promotion to Professor 2 (Phase 5)

Research

- Candidate has clearly and productively developed a personal research line. This may be demonstrated by an excellent SEP assessment, for example. The research line fits within or complements an ITC research programme. The research is clearly linked to (international) research programmes which (potentially) lead to (inter)national collaboration.
- Candidate has an output of at least eight publications as first author or an output of five publications as first author complemented by six publications as co-author in eminent international journals in the five years preceding this assessment. Articles which were 'fully accepted' will be taken into account.
- Citation index: H-factor 10
- Candidate has obtained a substantive subsidy (such as for a PhD candidate or postgraduate position or a similar investment subsidy) as first applicant in open competition from 2nd and/or 3rd funding at least three times in the ten years preceding the assessment. This refers to an independently prepared application, whereby the candidate operated at least de facto as 1st applicant; in situations where a separate applicant stepped in pro forma as 1st applicant, confirmation must be provided that the application was written by the applicant de facto.
- Candidate has coached at least three PhD candidates up to their defense as thesis supervisor or 1st advisor in the ten years preceding this assessment (minimum of approval of manuscript by the reading commission) and/or as co-thesis supervisor.
- Candidate has (inter)national recognition and independence as demonstrated by participation in international networks and conferences, prizes, paid invitations as invited speaker at a congress, substantive coordination tasks with reference to conferences, subscription editor of an international journal, and citation frequency. These activities must demonstrate that the candidate holds the capacity and authority to guide development within the field of science.
- Has made multiple contributions to the valorization of his/her own discipline.

Education

- Has conducted official educational tasks for a minimum period of ten years for at least 0.3 FTE or 3.0 FTE collectively throughout the period, including (shared) responsibility for at least two courses.
 - Implementation of education is good, as demonstrated by educational evaluations (complemented by personal reflection/response from the employee) and management assessment.
 - Candidate demonstrates a clear vision for scientific education in general and particularly within his/her own discipline.
 - Candidate has demonstrated the ability to translate this vision into an adequate educational selection: development and improvement of content, didactic methods, and assessment.
 - A non-Dutch speaking candidate is proficient in the Dutch language at B1-level(faculty); a non-English speaking candidate is proficient in the English language at a C1-level.
 - Candidate holds a BKO certificate.
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Organization

- Candidate conducts board and/or management tasks which overreach the chair group such as managing an educational commission or coordinating an educational programme, etc.
- Candidate manages or participates in commissions or working groups focused on the management of the Faculty or institute.
- Candidate has insight into the organization of the Faculty and the UT and is knowledgeable of (inter)national developments in education and research.
- Candidate efficiently and effectively contributes to the successful implementation of the education and research processes with which he/she is involved. Demonstrates organizational qualities within the chair, department and Faculty.
- Candidate has demonstrable leadership qualities, advises chair, department or institute with a scope of up to 10 FTE scientific staff.
- Candidate contributes to a good atmosphere and team spirit within the organizational groups within which he/she operates.
- Candidate score a minimum of 'good' for the competencies: vision development, persuasion, results orientation and initiative.

Other

- Candidate is has been employed by a university as UHD1 for at least 3 years.

3.6 Criteria for promotion to Professor 1

Research

- The chair's research programme scores > 4 or 4 or 5 on SEP level in terms of number and quality of publications at VSNU level or at a comparable level in external consultancy if no (recent) assessments are available within the framework of research visitation.
- Citation index: H-factor 15
- Candidate personally provided a substantive contribution to this score; at least two scientific publications per year as 1st author in an eminent international journal.
- Candidate is an editorial member of a leading scientific journal.
- Candidate has independently, as thesis supervisor or 1st adviser, coached at least eight PhD candidates up to their defense in the ten years preceding this assessment (minimum of approval of manuscript by the reading commission).
- Candidate has obtained a substantive subsidy (such as for a PhD candidate or postgraduate position or a similar investment subsidy) as first applicant in open competition from 2nd and/or 3rd funding at least twice in the five years preceding the assessment.
- Candidate has international recognition and independence as demonstrated by participation in international networks and conferences, prizes, paid invitations as keynote speaker where innovative research is confirmed, substantive coordination tasks with reference to conferences, and citation frequency. These activities must demonstrate that the candidate holds the capacity and authority to guide development within the field of science.
- Has made multiple contributions to the valorization of his/her own discipline.

Education

- Is responsible for the quality of education within his/her own chair.
- Has conducted official educational tasks for a minimum period of ten years for at least 0.3 FTE or 4.0 FTE collectively throughout the period, including (shared) responsibility for at least two courses.
- Implementation of education is good, as demonstrated by educational evaluations (complemented by personal reflection/response from the employee) and management assessment.
- Implementation of a clear vision for education and educational development; focused on quality and, where necessary, renewal of the Faculty educational programme and optimization of the pass rate.
- Has demonstrated the ability to translate this vision into an adequate educational selection: development and improvement of content, didactic methods, and assessment.
- A non-Dutch speaking candidate is proficient in the Dutch language at C1-level(faculty); a non-English speaking candidate is proficient in the English language at a C1-level.
- Holds a BKO certificate.

Organization

- Candidate conducts board and/or management tasks within the unit and department or Faculty such as unit president, director of education, director of research or Dean. participates in (or leads) work groups, commissions or project teams within the research group.
- Has insight in the organization of the Faculty and the UT and is knowledgeable of (inter)national developments in education and research.
- Manages a chair, unit or institute with ≥ 10 FTE scientific personnel.
- Manages national or international commissions or working groups, whereby the position of the institute is consistently furthered.
- Candidate contributes to a good atmosphere and team spirit within the organizational groups within which he/she operates.
- Candidate scores 'excellent' for the competencies: vision development, persuasion, connective leadership and entrepreneurship.

Annex 1: Definitions

(Appointment) assessment

An assessment for own development which serves as a foundation for a Personal Development and support plan (POP). The assessment results will be extended as advice to the TT-cie. The assessment is conducted by an external agency.

Adjunct Professor

Adjunct Professor is a UHD1 who is appointed as UHD1 by the Executive Board with promotion rights for own PhD candidates who are directly assigned to the Adjunct Professor and for a maximum of five years.

Eminent international journals

Eminent international journals are English journals that uphold peer-review and are amongst the most important scientific journals in the field of study as determined, for example, by research schools in the respective fields. The manager will be asked to indicate to the candidate which journals are considered eminent.

Postdoc

A postdoc is a member of staff with a temporary appointment of one to four years within the UFO profile researcher 3 or 4.

Substantive subsidy

A substantive subsidy refers to a PhD candidate or postgraduate position or a similar investment subsidy.

ANNEX 2: The Tenure track process

RECRUITMENT & SELECTION	
1	The Dean, in consultation with the scientific director, will make the strategic decision to open a Tenure track position. Criteria are the fundability of the sustainable deployment within certain discipline and the safeguarding of the cohesion within a chair, faculty, and institute.
2	The vacancy holder appoints an SC (in consultation with the Dean, where necessary).
3	The vacancy holder prepares a profile together with the scientific director for the Tenure track position. The profile is sent to the programme director for information purposes and is submitted to the Dean for approval.
4	Recruitment begins. The SC prepares an advertisement text for recruitment via media or career fairs or recruits within own networks. The UT-wide Tenure track criteria serve as input.
5	The SC makes a selection from the candidates and conducts interviews. Based on the interview, CV, references, and trial lecture and/or scientific presentation (optional), a selection is made.
6	The SC submits an advice to the Dean after which the Dean reaches a decision for appointment. If the Dean decides that no candidates fulfil the expectation to successfully fulfil the Tenure track position, no appointment will follow, and the process will continue via (alternate forms of) recruitment (step 4)
ENTERING THE TENURE TRACK	
7	Written agreements are agreed upon with the candidate (deed of appointment including the Tenure Track process agreements such as assessment moments and agreements concerning set requirements including funding skills and BKO). A development assessment will form a component of the Tenure Track process. A development assessment will be conducted at the start of the process and during promotion to the following profile. The assessment will form a component of the mandatory documentation provided to the Tenure Track commission.
8	The manager will agree upon individual performance agreements with the Tenure Tracker as part of the following promotion step following a set period. The performance agreements will be submitted for confirmation to the Dean, a scientific director, and a programme director who sit on the faculty Tenure Track commission which evaluates recommendations for promotion. Parties will agree upon how the Tenure Tracker can maintain transparency in the performance agreements and in which way he/she provides the information to the faculty Tenure Track commission.
9	The manager conducts an annual meeting with the Tenure Tracker (FJUT). Progress with respect to the agreed upon performances will be discussed. In these meetings, agreements will also be formed concerning the facilitation required to support the Tenure Tracker in his/her development (training, education, coaching, etc.).
10	The Tenure Tracker's performance will be assessed by the faculty Tenure Track commission at a previously set moment. If the performance agreements are fulfilled at an earlier moment, the manager and the Tenure Tracker may submit a collective request to the Dean for assessment at an earlier moment. The faculty Tenure Track commission meets twice annually. The assessment takes place based on previously provided information and a presentation from the Tenure Tracker for the faculty Tenure Track commission.

11	<p>Promotion decision:</p> <p>The faculty Tenure Track commission advises the Dean concerning promotion to the following phase. The Dean reaches a decision. If the Dean is unable to reach a decision concerning the promotion, it is possible to scale up to the rector via the conventional line.</p> <p>The Doctorate Board may also be consulted. The individual file will then be presented to and discussed within the Doctorate Board. The Doctorate Board will advise the rector and file-holding Dean. From the level of Adjunct Professor (UHD1 with promotion rights), the decision will be reached by the Executive Board / CvP</p>
12	<p>If the decision is positive, the Tenure Tracker may continue with his/her track and he/she will advance to the following phase. The faculty Tenure Track commission will advise the Tenure Tracker, where necessary, concerning the required focus in performance or development for the following phase. The Tenure Tracker continues the track via step 8.</p> <p>The appointment of a Tenure Tracker up to and including UHD2 falls within the authorization of the faculty. If the decision is negative, the track stops, and agreements are made with the Tenure Trackers concerning termination of activities and looking for a different position (with assistance of outplacement). Alternative in line with the ITC appointment policy.</p>
<p>APPOINTMENT TO ADJUNCT PROFESSOR</p>	
13	<p>If a Tenure Tracker fulfils the performance agreements as set forth in phase 4 of the Tenure track, the Dean will reach a decision, following advice from the faculty Tenure Track commission, concerning promotion to adjunct-Professor (see step 11 and 12).</p> <p>The adjunct-Professor is a Professor as defined in art. 9.19 of the WHW and has ius-promovendi. The ius-promovendi is only exercised by the adjunct-Professor for PhD candidates who are directly assigned to the adjunct- Professor. The adjunct-Professor holds a permanent position with the UT and is appointed for a maximum period of 5 years. Also view the 2011 University of Twente Adjunct Professor regulations (reference 394.121/HR)</p>
<p>APPOINTMENT TO PROFESSOR 2</p>	
14	<p>If a Tenure Tracker fulfils the performance agreements as set forth in the Tenure track phase 5, the Dean will reach a decision regarding promotion to Professor 2. Procedure is similar to that of the standard procedure for Professors (reference 398.840/PA&O, April 2010). A closed procedure is always requested (duty to advertise exemption).</p>

ANNEX 3: Competencies

Role	UD		UHD
Expert	Analytical ability Performance orientation	▶ ▶ ▶ ▶	Conceptual ability Results oriented Persuasion
Networker	Networking skills Field orientation	▶ ▶ ▶ ▶	Entrepreneurship Organization sensitivity Negotiation skills
(Personal) Leadership	Collaboration Coaching Flexibility	▶ ▶ ▶ ▶	Connective leadership Decisiveness
Visionary	Resourceful	▶ ▶	Vision development
	Impact Self-reflection		Impact Self-reflection

Definitions:

Analytical capacity:

Analysing situations or an amount of information into principle and secondary issues. Identification of mutual links and penetrating the core of the situation.

Conceptual ability:

Draws connections between situations which are otherwise not clearly linked and uncovers key factors in complicated situations. Constructs contractual frameworks or models and formulated multiple concepts, hypothesis or ideas based on complex information.

Performance orientation:

Directs measures and decisions at the actual realization of qualitative and quantitative results and consistently strives toward improvement of these results.

Results orientation:

Provides colleagues with direction and task-related support in order to achieve objectives.

Persuasion:

Succeeds in gathering support for plans and ideas.

Networking skills:

Creation and maintenance of contacts within and outside of own organization.

Entrepreneurship:

Identifies opportunities and possibilities for the development of new knowledge and areas of application, products, and services. Takes action and is comfortable taking well thought-out risks.

Field orientation:

Well informed of the relevant social and political developments, the field of influence in the own organization and other factors within the field and is capable of using this knowledge effectively for the organization's own function.

Organizational sensitivity:

Recognizing the influence and repercussions of own decisions or activities within the own organization and can handle accordingly.

Negotiation skills:

Safeguard the interests of the own department or organization in such a way that provides positive results for both parties.

Collaboration:

Contributes to collective results with other individuals or groups, also when this is not directly in one's own interest.

Connective leadership:

Applies synergy to a group of colleagues and motivates them to successful collaborations.

Coaching:

Coaches colleagues or students and motivates them to apply their personal and professional qualities optimally and further develop their talent to benefit their career.

Decisiveness:

Makes decisions by taking action or stating an opinion.

Flexibility:

Adjusts and responds to various individuals and to changing/varying circumstances.

Resourceful:

Good in thinking up new things or solutions.

Vision development:

Indicated in broad lines which direction the organization (processes), the discipline and its field are moving. Places findings and developments in a broader connection. Formulates objectives for long-term policy.

Impact:

No specific definition. In general, this refers to (societal) influence, scope and effect.

Self-reflection:

Demonstrates the critical evaluation of own behaviour, views, and methods and is open to evaluation by others. Shows response to these evaluations with change in behaviour, standpoints and methods.