

**Tenure Track for the
Faculty of Geo-Information Science and
Earth Observation (ITC)**

November 2012

Table of Contents

Foreword

Summary basic principles	2
1. Basic principles general HR policy	3
2. Tenure Track career path	4
2.1 Appointment <i>UD2, UD1, UHD2, Adjunct Hoogleraar (UHD1) via open recruitment</i>	6
2.2 Promotion to: <i>UD1, UHD2, Adjunct Hoogleraar (UHD1), HGL2, HGL1</i>	8
3. Criteria for appointment of: <i>UD2 and for promotion to UD1, UHD2, Adjunct Hoogleraar (UHD1), HGL2 and HGL1</i>	10
Criteria:	
3.1 for <i>UD2</i> (Phase 1)	11
3.2 for promotion to <i>UD1</i> (Phase 2)	12
3.3 for promotion to <i>UHD2</i> (Phase 3)	13
3.4 for promotion to <i>Adjunct Hoogleraar (UHD1)</i> (Phase 4)	14
3.5 for promotion to <i>Hoogleraar 2</i> (Phase 5)	15
3.6 for promotion to <i>Hoogleraar 1</i>	16
Appendices	
1. List of definitions	18
2. The Tenure Track process	19

Foreword

Partly as a result of the embedment of ITC as the sixth faculty of the University of Twente (UT) as of 1 January 2010, the careers policy of the (now) Faculty of Geo-Information Science and Earth Observation (ITC) has changed. Whereas ITC (as an independent Institute for International Education) used to pursue its own Tenure Track policy, it now follows the current rules and policy concerning Tenure Track that apply at the UT.

The core of the Tenure Track system is that talented academics at the beginning of their career are offered a temporary appointment of 3-6 years maximum (depending on intake level), with the intention that after this maximum period of 3-6 years they enter into permanent employment and progress further in the organization.

The intention is that promotion to a higher position should depend not only on the staffing needs for filling such positions, but also on the performance level of the academic staff member, as determined through a careful and extensive promotion procedure. The basis, however, does remain the strategic staff planning of the department. An essential new aspect is that the position of *UD* is offered to new personnel as a temporary position, and at an appraisal after a maximum of 6 years a choice is made between either promotion to *UHD* or non-extension of the employment contract.

The Tenure Track system is an essential part of the careers policy of the UT, and is designed to attract, retain and stimulate talented academics, on condition that they have proved themselves. The underlying expectation is that this careers policy will deliver on average more highly qualified personnel.

The Tenure Track policy applies only to the academic positions *UD*, *UHD*, *Adjunct Hoogleraar (UHD1)* and *Hoogleraar*, which always incorporate clear research and teaching duties and where the acquisition of indirect government funding and contract research* is also of evident importance.

The procedures and criteria regarding intake and promotion within the Tenure Track system are described in detail below.

(*) In cases arising where temporary personnel are not authorized to sign requests for grants, this will be handled on their behalf by a duly authorized person.

Summary basic principles

This section summarizes a number of important basic principles.

- The Tenure Track system is based on article 6.5a CAO NU (version September 2007 – 1 March 2010). The implementation of the Tenure Track system is also in keeping with article 6.3 of the afore-mentioned CAO. The “Regulation *Adjunct Hoogleraren* University of Twente 2011” applies to the position *Adjunct Hoogleraar*.
- The Appointment Advisory Committee (*BAC*) plays an important role in the selection procedure – an important role because here we are concerned with selecting people considered likely to be professorial material in due course. The chair of the *BAC* is the dean of the Faculty. The dean has the authority to delegate the chairmanship. In addition, the following officers are members of the *BAC*:
 - 1 scientific director
 - 1 director of education
 - chairmen of the academic departments.

Furthermore at least one woman and at least one peer from outside the Faculty or University are committee members, as well as the HR manager of the Faculty concerned. Besides having a comprehensive interview with the *BAC*, the Faculty can decide to ask the candidate to give a trial lecture and/or an academic presentation.

- The *BAC*, which is responsible for the selection of the candidate, is also responsible for the interim assessments that have to take place at any moment. This responsibility lays primarily with the candidate’s manager; the *BAC* has an indirect monitoring role.
- With regard to the academic positions *UD*, *UHD* and *Hoogleraren*, the classification criteria from the University Job Ranking (*UFO*) profiles, the related competences and the criteria established centrally and by the Faculty are the basis on which assessment is made. The criteria apply to current and new personnel and form the starting point for appraisal and promotion within the framework of the Tenure Track careers policy.
- Promotions from *UD2* to *UD1* and ultimately to *UHD2* are dealt with by the *BAC*/dean. The final nomination as *Adjunct Hoogleraar (UHD1)* and *Hoogleraar* runs via the dean/Executive Board. The dean forwards the nomination to the Executive Board. The Executive Board submits the nomination to the Board of Promotions for advice.
- The starting point for promotion is that all criteria must be satisfied. However, there are situations where compensation is possible. Using this approach, the aim is to do justice to situations where, for good academic reasons, the emphasis placed by personnel in their work and output differs from that on which the criteria are based. In all cases, however, the general level of performance must correspond to the level defined in the criteria.
- Good supervision is of great importance if a person engaged in a Tenure Track is to succeed. At the start of the process, the criteria to be satisfied are made clear. The criteria are checked and assessed at the annual evaluations. A Personal Development Plan should be drawn up for the Tenure Tracker. In addition a fixed point of contact for the Tenure Tracker in the form of a coach and/or mentor must be agreed.
- Quality of supervision is an essential factor. A manager must be capable of stimulating the Tenure Tracker in performing the function, and should draw attention to matters that admit of improvement and set these down in writing.
- The possession of a Basic Teaching Qualification (*BKO*) is a condition for all promotions of academic personnel in and outside the Tenure Track system.

1. Basic principles general HR policy

The main aim of the Faculty is to conduct high-quality academic teaching and research, and generate indirect government funding and contract research. The aspiration is to achieve a broad basis with good quality in both research and teaching. To stimulate the personnel as much as possible in this regard and reward them accordingly, a policy has been implemented on the following principles:

- Flexible Tenure Track system
A Tenure Track system has been designed that is comparable to the Tenure Track system elsewhere in the UT, whereby new personnel have a period of up to 6 years in which to prove they can secure in particular a permanent position of *UHD*, and whereby permanent staff have the opportunity to progress if they satisfy the relevant criteria.
- Making delivered achievements visible, linked with measures for career guidance
To objectively ascertain personal achievements, the relevant job profiles within the *UFO* framework, the related competences and the established Faculty/central criteria – hereafter called “the criteria” – are used as the starting point for both new and current staff. A significant contribution is expected from the direct manager as coach, supervisor and assessor.
- Supporting professionalization
Acquisition of teaching qualities and compliance with established teaching criteria at the different job levels will carry increasing weight as the career progresses. The introduction of the Basic Teaching Qualification (*BKO*) for all academic staff positions and the testing of the English language (see in this regard the current *BKO* and English language policy) is an important step in the careers and personnel policy. Academics will also be encouraged to follow courses and training courses, for example in the field of management skills.
- Mixture of duties
Research, teaching and management are the primary tasks of the academic staff positions *UD*, *UHD* and *Adjunct Hoogleraar (UHD1)*. In addition securing indirect government funding and contract research is of essential importance. This breakdown of positions and tasks must ensure that the link between research and teaching in particular is guaranteed at content and policy levels. The Tenure Track system applies only to these positions.

Starting/ Promotion	Phase	Advice	Procedure
UD2	1	BAC > Dean	In this regard see Appendix 2: "Recruitment & Selection"
UD2 > UD1	2	BAC > Dean	After 2 years: <ul style="list-style-type: none"> In the case of a positive assessment and agreement of the <i>BAC</i>, <i>UD2</i> is promoted to <i>UD1</i> and, in the case of a temporary appointment, this is extended by 3 years (if this fits within the maximum term of 6 years for academic personnel, and has been extended no more than twice). In the case of a negative assessment he/she is assisted via an outplacement process to a job outside the UT (if it is question of a temporary appointment, the appointment expires <i>ipso jure</i>).
UD1 > UHD2	3	BAC > Dean	After 5 years: <ul style="list-style-type: none"> In the case of a positive assessment and agreement of the <i>BAC</i>, the <i>BAC</i> nominates the candidate to the dean. If the dean agrees, a permanent appointment as <i>UHD2</i> follows. In the case of a negative assessment he/she is assisted via an outplacement process to a job outside the UT (if it is question of a temporary appointment, the appointment expires <i>ipso jure</i>).
UHD2 > Adj.HgL. (UHD1)	4	BAC > Dean > nomination to Executive Board	After 2 years: <ul style="list-style-type: none"> In the case of a positive assessment and agreement of the <i>BAC</i>, the dean nominates the candidate to the Executive Board. If the Executive Board agrees, the procedure to promote to <i>Adjunct Hoogleraar (UHD1)</i> starts. In the case of positive assessment the candidate is granted the <i>ius promovendi</i> (for a maximum of 5 years). This should be handled in accordance with the "Regulation <i>Adjunct Hoogleraren</i> University of Twente 2011" (ref. 394.121/HR). The <i>ius promovendi</i> is only exercised by the <i>Adjunct Hoogleraar (UHD1)</i> for those doctoral candidates who are directly assigned to the <i>Adjunct Hoogleraar (UHD1)</i>. In the case of a negative assessment he/she is assisted via an outplacement process to a job outside the UT (if it is question of a temporary appointment, the appointment expires <i>ipso jure</i>).
Adj.HgL (UHD1) >HGL2	5	BAC > Dean > nomination to Executive Board	After 4 years at most: <ul style="list-style-type: none"> In the case of a positive assessment and agreement of the <i>BAC</i>, the dean nominates the candidate to the Executive Board. If the Executive Board agrees, the candidate is promoted. In the case of a negative assessment the <i>Adjunct Hoogleraar (UHD1)</i> returns to the position of <i>UHD1</i> and retains the relevant <i>ius promovendi</i> for those doctoral candidates under his/her supervision at the moment of return; furthermore he/she is assisted via an outplacement process to a job outside the UT (if it is question of a temporary appointment, the appointment expires <i>ipso jure</i>).
HGL2 > HGL1		Executive Board	Assessment by Promotion Committee instigated by Faculty Board as soon as promotion is appropriate. <ul style="list-style-type: none"> In the case of a positive assessment and the agreement of the Faculty Board, the procedure for promotion to <i>HGL1</i> starts.

Every year in autumn, there is an opportunity to apply for promotion. Here it is ultimately up to the *HGL* to decide whether someone is nominated. As regards temporary positions it is essential that the appraisal or promotion is under discussion no later than 6 months before the employment contract expires. As regards promotion to the next position, experience and performance at the level of the current position over the past 3 years is taken as the norm (an exception to this is the newly recruited *UD2* (see above). In a case of outstanding job performance, promotion is also possible after less than 3 years.

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

Positions at the level of UD2 are filled via open recruitment.

1. Composition committee
 - The BAC is established by the dean and consists of not more than 7 members, of whom in principle 1 member is a woman and 1 member is an external peer. In general the BAC is composed as stated on page 3.
 - The HR manager acts as secretary/advisor to the BAC.
2. Approval Faculty Management Team (FMT)
 - The BAC submits the job description and draft advertisement text to the FMT.
 - After approval by the FMT, the recruitment procedure may begin, whereby candidates are recruited in an open procedure.
3. Selection BAC
 - The BAC draws up a shortlist of the most likely candidates – bearing in mind the UFO profile and the criteria – and invites these to attend an interview and give a presentation or guest lecture to the committee (it may be decided to hold the presentation in public).
 - The candidates are asked to write a research proposal on the future (1-2 pages) in preparation for the selection interview.
4. Nomination to FMT
 - The BAC issues advice to the dean, who submits a nomination to the FMT based on the CV, research proposal, obtained references, the presentation and an interview with the BAC.
5. Appointment
 - If the nomination of the BAC is accepted, the candidate will be temporarily appointed for a period of (depending on experience) up to 3 years, whereby written agreements are made on the Tenure Track procedure, the research, the teaching, the acquisition of indirect government funding and contract research, and the appraisal moments, which are set out in the appointment letter.
 - The appraisal moment for promotion takes place no later than 6 months before the employment contract expires.
 - If the candidate does not satisfy the criteria, the employment contract expires *ipso jure*. During the remaining period of the employment contract, the candidate is offered an outplacement process.

Appointment of UD1 via open recruitment

Positions at the level of UD1 can also be filled via open recruitment. The same procedure as set out for recruitment of UD2 is followed. Appointment is on a temporary basis, as a guiding principle for a period of 3 years. The appraisal moment for promotion to a permanent UHD2 position is no later than 6 months before the employment contract expires. If the candidate does not satisfy the criteria, the employment contract expires *ipso jure*. During the remaining period of the employment contract, the candidate is offered an outplacement procedure.

Appointment of UHD2 via open recruitment

Positions at the level of *UHD2* can also be filled via open recruitment. The same procedure as set out for recruitment of *UD2* is followed. Only the part on appointment differs. Initially the appointment is outside the Tenure Track system and on a temporary basis, as a guiding principle for a period of 3 years. No later than 6 months before the employment contract expires, the candidate is assessed by the *BAC* for possible promotion to a permanent *UHD1* appointment. If the candidate does not satisfy the *UFO* profile and the criteria for the position of *UHD1*, the temporary appointment as *UHD2* can be extended for 3 years, followed by an extra appraisal no later than 6 months before the employment contract expires.

A candidate can also decide to opt for a regular appraisal for job performance in the current *UHD2* position. If the candidate satisfies the *UFO* profile and the criteria for the position of *UHD2*, the temporary appointment can be converted into a permanent appointment. If the employee does not satisfy the criteria, the employment contract expires *ipso jure*. During the remaining period of the employment contract, the candidate is offered an outplacement process.

Appointment of UHD1 via open recruitment

Positions at the level of *UHD1* can also be filled via open recruitment. The same procedure as set out for recruitment of *UD2* is followed. Only the part on appointment differs. Initially the appointment is outside the Tenure Track system and on a temporary basis, as a guiding principle for a period of 4 years. No later than 6 months before the employment contract expires, the candidate is assessed by the *BAC* for possible promotion to a permanent appointment as *HGL2*. If the candidate does not satisfy the *UFO* profile and the criteria for the position of *HGL2*, the temporary appointment as *UHD1* can be extended for 2 years, followed by an extra appraisal no later than 6 months before the employment contract expires.

A candidate can also decide to opt for a regular appraisal for job performance in the current *UHD1* position. If the candidate satisfies the *UFO* profile and the criteria for the position of *UHD1*, the temporary appointment can be converted into a permanent appointment. If the candidate does not satisfy the criteria, the employment contract expires *ipso jure*. During the remaining period of the employment contract, the candidate is offered an outplacement process.

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

1. An application for promotion comprises the following components:
 - Letter of recommendation from *Hoogleraar*.
 - A CV in English, including reference to performance in the fields of teaching and research (including list of publications).
 - Motivation substantiating why the candidate thinks he/she satisfies each criterion (research, teaching and organization).
 - Description of line of research, vision on teaching, and translation into the curriculum.
 - All teaching evaluations from the past 2 years.
 - Allocation letters regarding external grants secured in open competition from indirect government funding and contract research over the past 5 years. If the candidate is not named as the 1st applicant, the 1st applicant can be requested to confirm whether the candidate indeed was *de facto* the 1st applicant, and how great the role of the candidate was.
 - An overview of doctoral degree guidance, giving for each doctoral candidate: the name of doctoral candidate, the starting date and projected date of the doctoral degree defence, the 1st promotor and a specification of own role in the supervision.
 - For promotion to *UHD2*: names and e-mail addresses of 3 referees, including 2 foreigners.
 - For promotion to *HGL2 and HGL1*: names and e-mail addresses of 5 referees, including 3 foreigners.

2. Composition committee:
 - *For promotion to UD1*:
The *BAC* is established by the dean (for composition see page 3).
 - *For promotion to UHD2, UHD1, HGL2*:
The *BAC* is established by the dean (for composition see page 3).
 - *For promotion to HGL1*:
The *BAC* is established by the FMT and in any event includes the following participants: the dean (chair) and the relevant director of research (the others can be selected from the composition as described on page 3).
 - The HR manager acts as secretary/advisor to the *BACs*.

3. Appraisal
 - In a short session, the candidate presents his/her vision on the research, teaching and organization to the *BAC* in a presentation lasting about 15 to 20 minutes.

For all promotions above UD1 level, the following is also requested:
 - The manager/chair holder gives a written assessment of the quality of the research (including the quality of the international journals in which the candidate has published), teaching (including the provision of a summary of the teaching evaluations) and management. The manager also gives an assessment of the relevant competences.
 - The relevant directors of education and research use questionnaires to judge the quality of the teaching and research respectively. To this end, we receive descriptions by the candidate of the line of research, vision on teaching and translation into the curriculum.
 - Of the external referees proposed by the candidate, 3 are selected (by the director of research or the chair of the *BAC*). The *BAC* writes to the selected referees, requesting them to supply references within 1 calendar month. All referees contacted must give a positive assessment of the staff member without reservation.

4. Nomination to FMT

- The *BAC* advises the FMT on two options:
 - a. The candidate satisfies the *UFO* profile and the criteria for the position in question. The candidate is promoted to the position in question and the temporary employment contract is extended for the possibly remaining time or indefinitely.
 - b. The candidate does not satisfy the *UFO profile* and the criteria for the position in question and is not promoted. If the current position is temporary, the employment contract expires *ipso jure* and during the remaining period the candidate is offered an outplacement process. Only for structural tasks and after approval of the FMT may candidates in exceptional cases be appointed as lecturer and/or researcher.
- The *BAC* draws up a report substantiating its advice to the dean. On the basis of the *BAC* advice, the FMT takes the decision to promote (in the case of promotion to *UHD2* or to submit nomination for appointment as *Adjunct Hoogleraar (UHD1)* to the Executive Board).
- The chair of the *BAC* informs the candidate personally of the *BAC* advice and the dean's decision.

In the promotion process to *Adjunct Hoogleraar (UHD1)*, *HGL2* and *HGL1*, 2 more steps follow:

5. Presentation Executive Board

- The dean requests the candidate together with the manager and directorate to draw up a structural report.
- The dean sends the nomination to HR-UT to be processed, on the basis of which the Executive Board makes its decision. The nomination file includes the following documents:
 - presentation letter FMT
 - structural report
 - *BAC* report and dean's decision
 - candidate's CV and list of publications
 - three (foreign) references.

N.B. Advice from the sister faculties is not sought for internal promotion to *HGL2*.

6. Conclusion

- The Faculty arranges the terms of employment after approval of the nomination by the Executive Board.
- HR prepares the draft appointment decision and the terms of employment letter and sends both to HR-UT.
- HR-UT signs on behalf of the Executive Board regarding the appointment and sends the documents to the candidate.

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

Job profiles have been drawn up for all academic positions for the fields of teaching, research and organization on the basis of *UFO*. The job profiles describe the aim of the position, the core activities, the results areas and the classification criteria. In addition to these *UFO* job profiles, key competences necessary to fill an academic position successfully have also been developed. The FMT has drawn up supplementary criteria for the positions *UD*, *UHD* and the *HGLs*. The *UFO* job profiles, the associated competences and the criteria apply to both new and current staff. They form the criteria for appraisal and promotion within the framework of the Tenure Track careers policy and are the starting point for the regular development and appraisal interviews.

The criteria apply to certain aspects of an academic's performance, and are partly quantifiable. In cases where there are quantitative requirements, for example publications per year or research grants, these relate to the minimum levels required for a staff member with an appointment for 1.0 fte and a research percentage of at least 30% of the job. The criteria remain the same for a part-time position or where the work is temporarily suspended. However, the period can be adjusted in proportion to the size of appointment, rounded off in whole years. In this way (partial) absence due to maternity leave, illness, etc. can also be offset. Where the relationship between teaching and research input is very lopsided, the period can also be proportionately adjusted. For example, a research input of only 0.2 fte instead of the minimum of 0.4 fte can be offset by doubling the period to which the criteria apply. N.B. The proportionate adjustments to the period relate only to extensions; curtailments (which are thus disadvantageous to the staff member) are not applied.

The starting point for promotion is that all the criteria must be satisfied. In cases where this is not so, the manager can propose to the FMT that the non-satisfaction of one criterion be compensated for by the very high degree of satisfaction of another criterion. Often the second case will also explain why the first-mentioned criterion could not be satisfied.¹ The FMT asks the *BAC* for advice in this regard and on the basis on this advice decides whether to allow the proposed compensation. Here the crucial consideration is whether the level of job performance may be considered as high as would be the case when applying the original criteria.

It is also possible that special circumstances may make an advance adjustment of the criteria reasonable for some staff members. In such cases, the manager makes a proposal in advance to adjust the criteria², and the FMT, after receiving advice from the *BAC*, makes a decision. The crucial consideration here is whether the level of the adjusted criteria may be regarded as just as high as that of the original criteria. The adjusted criteria agreed in advance (and the motivation in this regard) are included in the academic's personnel file.

In the following sections, the classification criteria from the *UFO* job profiles, the associated competences, and the criteria established per position are amalgamated.

¹ One example is when a staff member supervises a very large number of doctoral candidates and thus publishes prolifically as co-author but has fewer than the required first author titles to his/her name. The significant supervisory duties, and the fact that the actual publication is left to the doctoral candidate, who then becomes first author, thus qualifies as an explanation for the fact that the number of first author titles is limited. Another example is where a staff member has secured one grant too few to satisfy the criteria, but has in fact had a Veni-Vidi-Vici proposal assessed with the highest possible scores on all criteria. In such cases, the manager may propose that the extreme satisfaction of one of the other research criteria (e.g. number of publications) be allowed to compensate.

² For example, the criteria applied by research schools may indicate a greater importance of books or publications in Dutch; this could substantiate a proposal as to how these could possibly serve as compensation for the number of journal articles required in English for the discipline in question.

3.1 Criteria for *UD2* (Phase 1)

Research

- Candidate holds a PhD.
- Candidate preferably has international experience as postdoc.
- Candidate has demonstrably carried out independent research, as evident from peer-reviewed publications.
- Candidate has demonstrable international experience focused on the mission of ITC.
- In the 5 years preceding the appraisal candidate has had an output of at least 3 publications as 1st author in renowned international journals. Articles that have been “fully accepted” are included.
- Candidate is capable of contributing to the acquisition of indirect government funding and contract research, for example as shown by having contributed to a grant application, or on the basis of a referee report.
- Candidate has innovative ideas (knowledge, ambition, self-propelling) that fit within the vision/strategic plan of the chair/discipline and can be considered capable of developing an important and distinctive research domain for the Faculty.
- Shows insight into the societal relevance of own research.

Teaching

- Candidate has substantial teaching experience, preferably in an international environment focused on the mission of ITC.
- Candidate ensures regular maintenance of the assigned teaching components, identifying opportunities for improvement, and has an innovative view on teaching and innovative ideas on education.
- A non-Dutch staff member has mastered the Dutch language to B1 level (optional); a candidate who is a non-native speaker of English has mastered the English language to at least C1.3 level.
- Candidate has a *BKO* qualification, or has dispensation, or will obtain this within the requisite period.
- Candidate has as 1st supervisor supervised bachelor and/or master students in the past years.
- Candidate has acquired experience in teaching, as evident from lectures, classes in summer schools and the like, and has contributed to the development of teaching material.

Organization

- Candidate participates in (or heads) working groups, committees or project teams within the chair group.
- A non-Dutch staff member has mastered the Dutch language to B1 level (optional); a candidate who is a non-native speaker of English has mastered the English language to at least C1 level.
- Candidate contributes efficiently and effectively to the smooth running of the teaching and research processes in which he/she is involved. Demonstrates the possession of organizational qualities.
- Candidate contributes to a good atmosphere and team spirit within his/her work contexts.
- Candidate scores at least satisfactory for the competences conceptual ability, self-reflection, presentation and results orientation.

3.2 Criteria for promotion to *UD1* (Phase 2)

The criteria below are assessed in regard to promotion of a Tenure Tracker to *UD1*. The criteria applicable to the preceding phase have been met.

Research

- Candidate has a PhD.
- Candidate has demonstrably conducted independent research, and has been demonstrably and independently responsible for defining and structuring own research, as evident from peer-reviewed publications.
- Candidate has an average number – to be determined per discipline – of publications per year in renowned journals (e.g. 80% of the publications in the top 20% of journals).
- Candidate has evident skills in acquiring indirect government funding and contract research, as indicated by allocated or highly commended VENI or equivalent grants. (As regards the assessment of alternative grants, it is a question of not only comparability in terms of size but also a critical appraisal of the scientific value of the research applied for.)
- Candidate has demonstrable experience in the content-related supervision of doctoral candidates and technologists (or research assistants).
- Candidate has delivered a demonstrable contribution to content-oriented working groups, commissions or project teams.
- In the 5 years preceding the appraisal candidate has had an output of at least 5 publications as 1st author, or 3 publications as 1st author supplemented with 4 publications as co-author, in renowned international journals. Articles that have been “fully accepted” are included.
- Candidate enjoys international recognition and autonomy, as evident from contributions to national and international meetings and networks.

Teaching

- For at least 2 years candidate has carried out fully fledged teaching tasks for a minimum of 0.25 fte or for 3 years 0.2 fte, including sole or joint responsibility for at least one course.
- Candidate provides good teaching, as evident from teaching evaluations and manager’s assessment.
- Candidate has a Basic Teaching Qualification (*BKO*).
- Candidate has demonstrable experience in carrying out, developing and maintaining regular teaching components of an education programme.
- Candidate has supervised as 1st supervisor at least two graduates in the past 2 years.

Organization

- Candidate heads inside or outside the chair group working groups, committees or project teams within the capacity group and makes a content-related contribution.
- Candidate has insight into the organization of the Faculty and the UT, and is abreast of national and international developments in the fields of teaching and research.
- Candidate contributes efficiently and effectively to the smooth running of the teaching and research processes in which he/she is involved. Demonstrates the possession of organizational qualities.
- Candidate contributes to a good atmosphere and team spirit within his/her work contexts.
- Candidate scores at least satisfactory for the competences conceptual ability, self-reflection, presentation and results orientation.
- A non-Dutch staff member has mastered the Dutch language to B2 level (optional); a candidate who is a non-native speaker of English has mastered the English language to at least C1 level.

Other

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

3.3 Criteria for promotion to *UHD2* (Phase 3)

The criteria below are assessed in regard to promotion of a Tenure Tracker to *UHD2*. The criteria applicable to the preceding phase have been met.

Research

- Candidate has PhD.
- Candidate has developed, coordinated and realized a cohesive body of research projects, comparable to the fields of special interest as specified within NWO (Netherlands Organization for Scientific Research) research. This fits or dovetails with a research programme of ITC.
- In the 5 years preceding the appraisal candidate has had an output of at least 5 publications as 1st author, or an output of 3 publications as 1st author supplemented with 4 publications as co-author, in renowned international journals. Articles that have been “fully accepted” are included.
- Citation index: H-factor 6.
- In the 5 years preceding the appraisal candidate has secured at least 1 substantial grant (for example, for a doctoral candidate or postdoc position, or a similar investment grant) in open competition from indirect government funding and/or contract research. This concerns an independently written application, whereby the staff member acts at least *de facto* as 1st applicant; in cases where *pro forma* a different 1st applicant is specified, the latter should confirm that the application was indeed written by the candidate.
- In the 5 years preceding the appraisal candidate has as 1st supervisor stimulated and successfully supervised at least one doctoral candidate from beginning to end.
- Candidate enjoys national and international recognition and autonomy, as evident from participation in international networks, invitations to be a speaker or keynote speaker, content-related coordinating duties for conferences, membership of editorial board of an international journal, and citation frequency.
- Candidate has in the 5 years preceding the appraisal contributed to the societal impact of own disciplinary field.

Teaching

- For at least 4 years candidate has carried out fully fledged teaching tasks for a minimum of 0.25 fte or for 1.0 fte in total over these years, including sole or joint responsibility for at least 2 courses.
- Candidate provides good teaching, as evident from teaching evaluations (supplemented with the staff member’s own pertinent reactions) and manager’s assessment.
- Candidate shows vision on academic teaching in general and within own discipline in particular.
- Candidate has demonstrated the ability to translate this vision into an adequate curriculum: development and improvement of content, teaching methods and testing.
- Candidate has initiated, developed and improved at least one teaching component within the chair, or post-academic or externally oriented education and uses a variety of state-of-the-art teaching materials.
- In the past years candidate has supervised (BA and MA) graduates as 1st supervisor.
- Candidate is an enthusiastic and effective lecturer, as evident from student evaluations and assessments by education institutes.
- Candidate has delivered a demonstrable contribution to content-oriented working groups, commissions or project teams in education.
- Candidate has a Basic Teaching Qualification (*BKO*).

Organization

- Candidate performs management and/or administrative duties that stretch beyond the chair group, for example heading a programme committee or coordinating a programme, etc.
- Candidate has insight into the organization of the Faculty and the UT, and is abreast of national and international developments in the fields of teaching and research.
- Candidate contributes efficiently and effectively to the smooth running of the teaching and research processes in which he/she is involved. Demonstrates the possession of organizational qualities.
- Candidate contributes to a good atmosphere and team spirit within his/her work contexts.
- A non-Dutch staff member has mastered the Dutch language to B2 level (optional); a staff member who is a non-native speaker of English has mastered the English language to C1 level.
- Candidate scores at least satisfactory for the competences developing vision, persuasiveness, results orientation, and initiative.
- Candidate has vision, is capable of distancing himself/herself and concentrating on main features and long-term policy.

Other

- Candidate has been employed at least 3 years as *UD1* at a university.

3.4 Criteria for promotion to *Adjunct Hoogleraar (UHD1)* (Phase 4)

The criteria below are assessed in regard to promotion of a Tenure Tracker to *Adjunct Hoogleraar (UHD1)*. The criteria applicable to the preceding phase have been met.

Research

- Candidate has developed a clear personal line of research with potential for an outstanding SEP assessment. The line of research fits within an ITC research theme.
- Candidate coordinates and is responsible for realizing a research programme OR is responsible for planning and realizing a long-term specialist research project.
- In the 5 years preceding the appraisal candidate has had an output of at least 5 publications as 1st author, or an output of 3 publications as 1st author supplemented with 4 publications as co-author, in renowned international journals. Articles that have been "fully accepted" are included.
- Citation index: H-factor 8.
- Candidate has evident skills in acquiring indirect government funding and contract research, as indicated by allocated or highly commended Vidi or equivalent grants. (As regards the assessment of alternative grants, it is a question of not only comparability in terms of size but also a critical appraisal of the scientific value of the research applied for.) This concerns an independently written application, whereby the staff member acts at least *de facto* as 1st applicant; in cases where *pro forma* a different 1st applicant is specified, the latter should confirm that the application was indeed written by the candidate.
- In the 5 years preceding the appraisal candidate has as 1st supervisor successfully guided 2 doctoral candidates to the doctoral degree defence (i.e. at least until the manuscript has been approved by the reading committee).
- Candidate enjoys national and international recognition and autonomy, for example evident from participation in international networks and conferences, prizes, paid invitations to be an invited speaker at international congresses, content-related coordinating duties for conferences, membership of editorial board of an international journal, and citation frequency.
- In the 5 years preceding the appraisal candidate has contributed to the societal impact of own disciplinary field.

Teaching

- For at least 6 years candidate has carried out fully fledged teaching tasks for a minimum of 0.3 fte or for 2.0 fte in total over these years, including sole or joint responsibility for at least 2 courses.
- Candidate provides good teaching, as evident from teaching evaluations (supplemented with the staff member's own pertinent reactions) and manager's assessment.
- Candidate shows a vision on academic teaching in general and within own discipline in particular.
- Candidate has demonstrated the ability to translate this vision into an adequate curriculum: development and improvement of content, teaching methods and testing.
- Candidate has a Basic Teaching Qualification (*BKO*).

Organization

- Candidate performs management and/or administrative duties that stretch beyond the chair group, for example heading a programme committee or coordinating a programme, etc.
- Candidate has insight into the organization of the Faculty and the UT, and is abreast of national and international developments in the field of teaching and research.
- Candidate contributes efficiently and effectively to the smooth running of the teaching and research processes in which he/she is involved. Demonstrates the possession of organizational qualities within the chair group, the department and the Faculty.
- Candidate has demonstrable leadership qualities.
- Candidate contributes to a good atmosphere and team spirit within his/her work contexts.
- Candidate scores at least satisfactory for the competences developing vision, persuasiveness, results orientation, and initiative.
- A non-Dutch staff member has mastered the Dutch language to B2 level (optional); a staff member who is a non-native speaker of English has mastered the English language to C1 level.

Other

- Candidate has been employed at least 2 years as *UHD2* at a university.

3.5 Criteria for promotion to *Hoogleraar 2* (Phase 5)

Research

- Candidate has developed a clear and productive personal line of research. This may be evident, for example, from an outstanding SEP assessment. The line of research fits within or dovetails with an ITC research programme. The research has clear links with (international) research programmes, leading (potentially) to national/international collaborative partnerships.
- In the 5 years preceding the appraisal candidate has had an output of at least 8 publications as 1st author, or an output of 5 publications as 1st author supplemented with 6 publications as co-author, in renowned international journals. Articles that have been "fully accepted" are included.
- Citation index: H-factor 10.
- In the 10 years preceding the appraisal candidate has secured at least 3 substantial grants (for example for a doctoral candidate or postdoc position, or a similar investment grant) in open competition from indirect government funding and/or contract research. This concerns an independently written application, whereby the staff member at least *de facto* acts as 1st applicant; in cases where *pro forma* a different 1st applicant is specified, the latter should confirm that the application was indeed written by the candidate.
- In the 10 years preceding the appraisal candidate has as promotor or 1st supervisor, and/or as co-promotor, successfully guided at least 3 doctoral candidates to the doctoral degree defence (i.e. at least until the manuscript has been approved by the reading committee).
- Candidate enjoys national and international recognition and autonomy, as evident, for example, from participation in international networks and conferences, prizes, paid invitations to be an invited speaker at international congresses, content-related coordinating duties for conferences, membership of editorial board of an international journal, and

citation frequency. These activities must indicate that the staff member has the capability and authority to steer developments in the academic field.

- Candidate has made several contributions to the valorization of own disciplinary field.

Teaching

- For at least 8 years candidate has carried out fully fledged teaching tasks for a minimum of 0.3 fte or for 3.0 fte in total over these years, including sole or joint responsibility for at least 2 courses.
- Candidate provides good teaching, as evident from teaching evaluations (supplemented with the staff member's own pertinent reactions) and manager's assessment.
- Candidate shows vision on academic teaching in general and within own discipline in particular.
- Candidate has demonstrated the ability to translate this vision into an adequate curriculum: development and improvement of content, teaching methods and testing.
- A non-Dutch staff member has mastered the Dutch language to C1 level (optional); a staff member who is a non-native speaker of English has mastered English to C1 level.
- Candidate as a Basic Teaching Qualification (*BKO*).

Organization

- Candidate performs management and/or administrative duties that stretch beyond the chair group, for example heading a programme committee or coordinating a programme, etc.
- Candidate heads or participates in committees or working groups focused on management of the Faculty or institute.
- Candidate has insight into the organization of the Faculty and the UT, and is abreast of national and international developments in the fields of teaching and research.
- Candidate contributes efficiently and effectively to the smooth running of the teaching and research processes in which he/she is involved. Demonstrates the possession of organizational qualities within the chair group, the department and the Faculty.
- Candidate has demonstrable leadership qualities; heads chair, department or institute of up to 10 fte academic staff in size.
- Candidate contributes to a good atmosphere and team spirit within his/her work contexts.
- Candidate scores at least good for the competences developing vision, persuasiveness, results-oriented direction, and initiative.

Other

- Candidate has been employed at least 3 years as *UHD1* at a university.

3.6 Criteria for promotion to *Hoogleraar 1*

Research

- The research programme of the chair group scores in terms of number and quality of publications at VSNU level > 4 or at SEP level 4 or 5, or at a comparable level in the external advice if no (recent) assessment is available within the context of a research visitation.
- Citation index: H-factor 15.
- Candidate makes own substantial contribution to this score, i.e. in principle at least 2 academic publications a year on average as 1st author in a renowned international journal.
- Candidate is a member of the editorial board of a prominent academic journal.
- In the 10 years preceding this appraisal candidate has as promotor or 1st supervisor guided at least 8 doctoral candidates independently to a doctoral degree defence (i.e. at least until the manuscript has been approved by the reading committee).
- In the 5 years preceding the appraisal candidate has as 1st applicant secured at least twice a substantial grant (for example, for a doctoral candidate or postdoc position, or a similar investment grant) in open competition from indirect government funding and/or contract research.
- Candidate enjoys international recognition and autonomy, as evident from participation in international networks and conferences, prizes, paid invitations to be a keynote speaker where the state of the art of the research field is determined, content-related coordinating

duties for conferences, and citation frequency. These activities must indicate that the staff member has the capability and authority to steer developments within the scientific field.

- Candidate has made several contributions to the valorization of own disciplinary field.

Teaching

- Candidate is responsible for the quality of the teaching within own chair.
- For at least 10 years candidate has carried out fully fledged teaching tasks for a minimum of 0.3 fte or for 4.0 fte in total over these years, including sole or joint responsibility for at least 2 courses.
- Candidate provides good teaching, as evident from teaching evaluations (supplemented with the staff member's own pertinent reactions) and manager's assessment.
- Candidate conveys a clear vision on teaching and curriculum development, focused on quality and, where necessary, innovation of the Faculty curriculum and optimization of the pass rate.
- Candidate has demonstrated the ability to translate this vision into an adequate curriculum: development and improvement of content, teaching methods and testing.
- A non-Dutch staff member has mastered the Dutch language to C1 level (optional); a staff member who is a non-native speaker of English has mastered the English language to C1 level.
- Candidate has a Basic Teaching Qualification (*BKO*).

Organization

- Candidate performs management and/or administrative duties within the basic unit, and department or Faculty, for example as chair of basic unit, director of education, research director, dean or vice-dean.
- Candidate has insight into the organization of the Faculty and the UT, and is abreast of national and international developments in the fields of teaching and research.
- Candidate heads a chair, basic unit or institute with ≥ 10 fte academic personnel.
- Candidate heads national or international committees or working groups, thus also positioning the institution.
- Candidate contributes to a good atmosphere and team spirit and to consultation and harmonization of tasks within the basic unit.
- Candidate scores excellent for the competences developing vision, persuasiveness, loyalty leadership and entrepreneurship.

Appendix 1: List of definitions

Adjunct Hoogleraar

Adjunct Hoogleraar is a *UHD1* who has been appointed by the Executive Board as *UHD1* with *ius promovendi* for those doctoral candidates who have been directly assigned to the *Adjunct Hoogleraar* and for a maximum period of five years.

Renowned international journals

Renowned international journals are English language journals that in any event apply a peer-review system and moreover are among the most important academic journals in the disciplinary field, for example as determined by research schools in the relevant fields. The manager is asked to indicate whether the journals in the list of publications of the candidate can be considered renowned.

Postdoc

A postdoc is a member of staff with a PhD with a temporary appointment for 1 to 4 years, classified in the *UFO* job profile of researcher 3 or 4.

Substantial grant

A substantial grant relates to a doctoral candidate or postdoc position or a similar investment grant.

Appendix 2: The Tenure Track process

RECRUITMENT & SELECTION	
1	The dean in consultation with the scientific director takes the strategic decision to make a Tenure Track position available. Criteria are the financeability of the sustainable input into a certain discipline and the guarantee of cohesion within a chair, faculty and institute.
2	The vacancy holder (manager/departmental chairman) together with the dean sets up a BAC.
3	The vacancy holder together with the scientific director draws up a profile for the Tenure Track position. The profile goes to the director of education for information purposes and is submitted to the dean for approval.
4	Recruitment starts. The BAC draws up the text for an advertisement for recruitment via media or job fairs, or recruits through its networks. The UT-wide Tenure Track criteria serve as input.
5	The BAC makes a selection out of the candidates and conducts the interviews. A choice is made on the basis of interview, the CV, references and possibly a trial lecture and/or a scientific presentation.
6	The BAC issues a recommendation to the dean after which the dean makes a decision on nomination. If the dean decides that no candidate satisfies the expectation of successfully fulfilling the Tenure Track position, then no appointment follows and (an alternative form of) recruitment continues (step 4).
INTAKE IN TENURE TRACK	
7	Written agreements are made with the candidate (certificate of appointment that in any event includes the Tenure Track process agreements such as appraisal moments and agreements on concrete demands such as acquisition skills and BKO).
8	The manager together with the Tenure Tracker makes individual performance agreements regarding the next promotion step after 2 to 3 years. The performance agreements are submitted for confirmation to the dean, a scientific director and a director of education who sit on the faculty Tenure Track committee that assesses the nominations for promotion. It is agreed how the Tenure Tracker can provide insight into the performance agreements and when and in what way he/she should deliver the information to the faculty Tenure Track committee.
9	The manager has a talk with the Tenure Tracker (FJUT) each year. Here progress with regard to the performance agreements is discussed. In this interview agreements are also made on facilitating what is required to support the Tenure Tracker in his/her development (training, education, coaching, etc.).
10	The achievements of the Tenure Tracker are assessed by the faculty Tenure Track committee at a predetermined moment. If the performance agreements have been accomplished at an earlier moment, then the manager and the Tenure Tracker can submit a joint request to the dean for an appraisal at an earlier moment. The faculty Tenure Track committee meets together twice a year. The appraisal is based on information provided beforehand and a presentation by the Tenure Tracker to the faculty Tenure Track committee.
11	Decision on promotion: The faculty Tenure Track committee advises the dean on promotion to the following phase. The dean makes a decision on the promotion. If the dean cannot make a decision, it is possible to scale up to the rector via the normal channel. If desired the Board of Promotions can be consulted. The individual file is then submitted to and discussed by the Board of Promotions. The Board of Promotions advises the rector and dean, who retains the file.
12	If an appraisal is positive, the Tenure Tracker can continue with his/her track and he/she is promoted to the following phase. The faculty Tenure Track committee

	<p>advises the Tenure Tracker if necessary on the required focus in performance or development for the phase at hand. The Tenure Tracker continues the track via step 8.</p> <p>The appointment of a Tenure Tracker to <i>UHD</i> falls under the authority of the Faculty.</p> <p>If an appraisal is negative, the track stops and agreements are made with the Tenure Tracker regarding the termination of working activities and the prospect of another position (through outplacement).</p>
<p>APPOINTMENT ADJUNCT HOOGLERAAR</p>	
	<p>If a Tenure Tracker fulfils the performance agreements as set out in Tenure Track phase 4, then the dean decides, after advice from the faculty Tenure Track committee, on promotion to <i>Adjunct Hoogleraar</i> (see steps 11 and 12).</p> <p>The <i>Adjunct Hoogleraar</i> is a <i>hoogleraar</i> as referred to in art. 9.19 of the Higher Education and Research Act and has the <i>ius promovendi</i>. The <i>ius promovendi</i> is only exercised by the <i>Adjunct Hoogleraar</i> for those doctoral candidates that are directly assigned to the <i>Adjunct Hoogleraar</i>.</p> <p>The <i>Adjunct Hoogleraar</i> is in permanent employment of the UT and is appointed for a maximum period of 5 years.</p> <p>See also the "Regulation <i>Adjunct Hoogleraren</i> University of Twente 2011" (ref. 394.121/HR)</p>
<p>APPOINTMENT HOOGLERAAR 2</p>	
	<p>If a Tenure Tracker fulfils the performance agreements as set out in Tenure Track phase 5, then the dean decides to nominate promotion to <i>Hoogleraar 2</i>.</p> <p>Procedure is analogous to regular procedure <i>Hoogleraren</i> (ref. 398.840/PA&O, April 2010). It always involves request for closed procedure (exemption from obligation to advertise).</p>