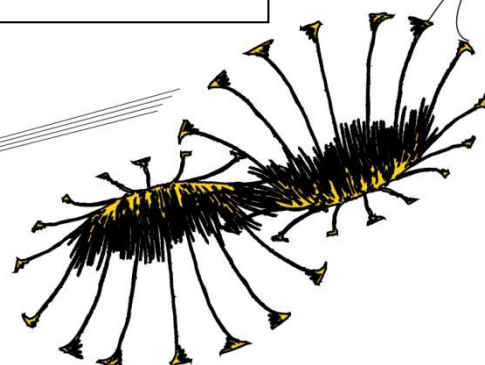




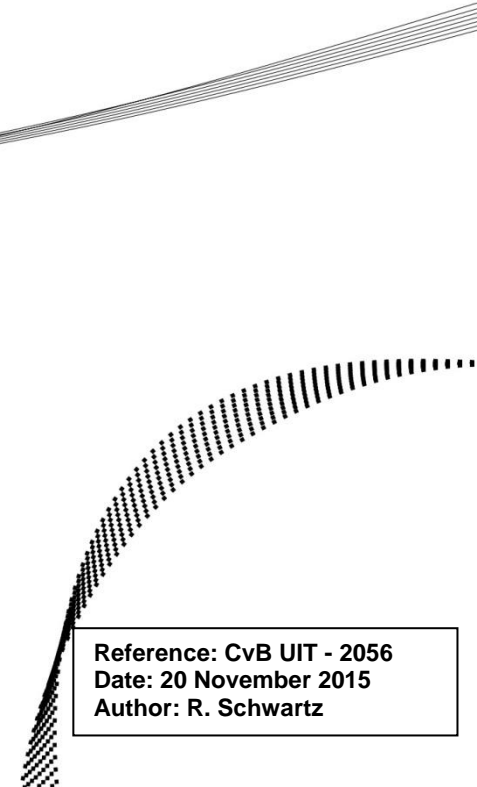
START-UP PACKAGE

TENURE TRACK

2015



UNIVERSITEIT TWENTE.



Reference: CvB UIT - 2056
Date: 20 November 2015
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Background

In August 2015, the Tenure Track Evaluation Committee submitted its recommendation to the Executive Board. The Executive Board recognizes the completed analysis and, after discussing the recommendation with the University Council at the discussion-meeting held on 30 September, the Executive Board has adopted the recommendations in question.

In outline, the Evaluation Committee concluded that:

- The University of Twente should project the Tenure Track's profile more firmly. The Tenure Track is a fast-track for multi-talented scientists in the areas of research, education and organization. They are the future scientific leaders of the University of Twente.
- The University of Twente's Tenure Track must continue to distinguish itself by offering a Professorship as the ultimate goal.
- We want the majority of incoming Tenure Trackers to reach the finishing line. This requires:
 - critical selection at intake;
 - organized support in the form of a Start-up package (money, time and facilities);
 - and a thorough assessment on promotion.
- When setting out its domain plans, the University of Twente should indicate (to a greater extent than is presently the case) where scope arises for Tenure Track Positions. It should also be clear about how this will affect the development of domains, the composition of departments, and the multiannual budget.

Two of the specific recommendations are:

1. Offer a generic package of support (which is fully transparent in advance) to all Tenure Trackers, regardless of their position within the University of Twente. **(new)**
2. At the start of the Tenure Track, reach agreements concerning the available facilities.

In Appendix 1 you will find the Evaluation Committee's explanatory notes concerning these recommendations.

This proposal is intended to ensure that the Executive Board, after having sought the advice of the deans, will reach a decision on a university-wide Start-up package that will apply to all new, incoming Tenure Trackers.

Objective of the Start-up package

- Making the Tenure Track even more attractive, to enable us to sign up committed, high-quality candidates.
- Accelerate the Tenure Track's scientific results, to boost the rate of progression.

Contents of the Start-up package

A functionally robust Start-up package would greatly benefit the Tenure Track. Moreover, it should be clear to all potential candidates, well in advance (at the recruitment stage), that this package will indeed be available to them. Furthermore, there is a desire for university-wide interpretation of/agreement on the Start-up package, to avoid major disparities in the support our Tenure Trackers receive.

The draft evaluation report was discussed in the Strategic Consultation Body on 20 June 2015. This revealed that the deans and scientific directors feel that a Start-up package should, at the very least, involve the recruitment of a PhD student at the start of the Track.

The Start-up package will be activated in phases 1 and 2 of the Track (the Assistant Professor phase).

It is proposed that the university-wide Start-up package should include:

- a. Funds for the recruitment of one PhD student at the start of the Track
- b. Personal budget of €5k for conferences/official trips
- c. Participation in training courses and programmes, as well as individual supervision

Local interpretation

During the evaluation, it was also concluded that specific agreements could be made with Tenure Trackers concerning the use of lab facilities and the like, and the involvement of students. These elements are not included in the generic University of Twente package, because these cases require local interpretations.

In addition to the commitment of financial resources, support for the Tenure Tracker will require the allocation of time. It is important that agreements are reached with the Tenure Tracker, in annual performance appraisals (and during the interim periods), on the required development activities and the amount of time that needs to be allocated to them. It is conceivable that the faculty will partly compensate the department for the time spent by Tenure Trackers on developing their track. In accordance with the ITC's example, an appropriate guideline might be to offer the department 20% compensation, i.e. one day per week. This requires a local judgment by each faculty/department and may vary per period and per situation. Here, too, we have opted for a local interpretation.

Conditions and funding

Objective	Cost	Coverage
Recruitment of one PhD student at the start of the Tenure Track	k€54	Annual cost for the period of the appointment. Based on semi-integrated rate. Coverage from indirect and contract funding, or from the SD's 10% scope for policy planning.
Personal budget for conferences	k€5	Coverage by the department. Budget is earmarked for individual Tenure Tracker in phases 1 and 2 (Assistant Professor).

Training and supervision	k€10	<p>As a guideline, spending on training and development should be 1.2% of the faculty's personnel expenses. The proposed guideline for Tenure Track is 2%. For phases 1 and 2 (Assistant Professor), this amounts to a total of k€10.</p> <p>N.B.: Fifty percent, or one hundred percent, of the cost of training and supervision by the Career Development Centre is usually covered by central funds.</p>
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Before they start recruiting staff for these new Tenure Track positions, the faculties will have to check that they have (or can create) the financial leeway needed to offer this Start-up package. Accordingly, our guiding principle is that, if the Start-up package is not feasible, no new Tenure Tracker will be recruited. The Start-up package requires faculties to use the Tenure Track selectively and strategically.

Attracting talented female scientists

The University of Twente has already taken steps to attract talented female scientists, in the form of the UTwist scheme. The UTwist Tenure Tracks are additional positions that are reserved for female scientists. For the first three years, these positions are partly funded from central funds. The UTwist positions have an immediate impact. In a time of funding shortfalls, this scheme gives faculties the ability to attract new scientists. We know that diverse teams lead to better decision-making and innovation, which in turn generate better operating results. Thus, in terms of the realization of Vision 2020, the achievement of diversity is certainly important. The UTwist Tenure Tracks provide additional control in this regard.

Two more UTwist positions were allocated in the fourth UTwist round, at the start of 2016. For this purpose, funding of K€150 per Track was provided from the university's Central Stimulus Fund (CSF) for a period of 2.5 years. It is proposed that, in the fourth round, this scheme should be expanded from two to four UTwist positions. The two existing UTwist positions in this round have been assigned to Engineering Technology and Science and Technology. It is proposed that the allocation of the two new positions be organized separately from this proposal.

Year	CSF's current budget	CSF's proposal (additional)
2016	2x 60 = k€120	0
2017	2x 60 = k€120	2x 60 = k€120
2018	2x 30 = k€60	2x 60 = k€120
2019		2x 30 = k€60

Impact on current Tenure Trackers

This proposal concerns the contents of the Start-up package for new, incoming Tenure Trackers. It has been agreed with the deans that they will make arrangements with their current Tenure Trackers concerning the support needed. It was further agreed that the form of support provided should reflect the spirit of this proposal. We are fully aware that this will involve local differences and differences in terms of financial leeway. The current Tenure Trackers may not derive any rights from this proposal. The principle remains that the Tenure Tracker's professional and personal development should not be hampered by lack of resources.

APPENDIX 1: RECOMMENDATION OF EVALUATION REPORT

START-UP PACKAGE

The specific recommendations are as follows:

1. Offer a specific package of support (which is fully transparent in advance) to all Tenure Trackers, regardless of their position within the University of Twente. **(new)**
2. At the start of the Tenure Track, reach agreements concerning the available facilities.

Basing its reasoning on the Tenure Track system, the Evaluation Committee recommends that every Tenure Tracker be given a Start-up package. We strongly recommend that this should also include a PhD student. We feel that this is an intrinsic part of an exclusive Track. The committee has not ruled on the question of the circumstances under which an exception to this can be made.

In addition, development activities should be available to all Tenure Trackers, regardless of their position within the University of Twente.

Suggestion for the Start-up package:

- Personal budget for conferences/official trips and the like
- Participation in training courses, programmes and individual supervision
- Push for outstanding students to be linked to Tenure Trackers
- Lab facilities
- Funds for extra capacity (e.g. PhD student)

With the exception of the latter component, these facilities can already be made available to Tenure Trackers, without having any direct impact on costs. However, the committee does note that we do not generally make prior arrangements about available facilities, nor are earmarked budgets always made available to Tenure Trackers. The University of Twente's general principle should be that we will use our available resources for the development of young scientists and of novel scientific domains.

With regard to the involvement of outstanding students, the committee recommends that, where possible, the faculty should push for outstanding students to be linked to Tenure Trackers. The approach to be used should be discussed with the faculties in further detail.

In terms of funding for taking on extra capacity, the Start-up package cannot be realized throughout the University of Twente as a whole. Some faculties have more financial leeway than others, and they vary in terms of their room for manoeuvre. Accordingly, this component can only be interpreted locally.

In essence, when making a Tenure Track position available, the faculty must determine whether or not it has (or can create) the funding resources needed to effectively facilitate a Tenure Tracker.

The committee notes that the success of Tenure Trackers is partly influenced by the availability of facilities that enable them to increase both the quality of their results and the speed with which they generate such results. The committee recommends that new, incoming Tenure Trackers be given detailed information about the available facilities, and that agreements should also be reached in this regard.