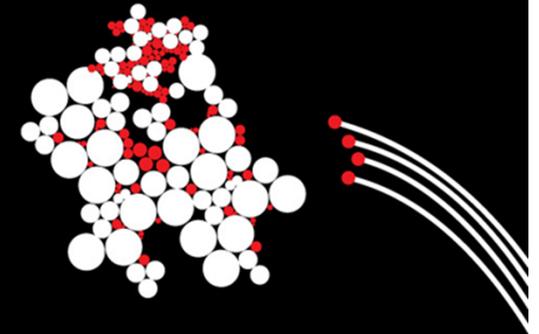
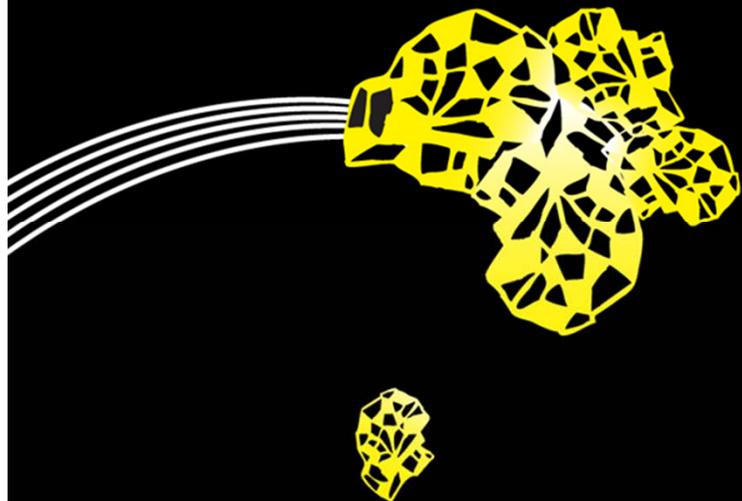


UNIVERSITY OF TWENTE.



Tenure trackers at the University of Twente

...from formal rules to first experiences



TENURE TRACK ON THE AGENDA OF JA@UT

| | |
|--|---|
| November 1, 2012 | Meeting with Anne Flierman on Governance (& Tenure Track) |
| Februari 13, 2013 | Meeting with the Central Tenure Track Committee |
| Januari 16, 2014 | Meeting with Victor vd. Chijs |
| May 1, 2014 until June 27, 2014 | Meetings with all faculty councils and the ad interim Dean of the Faculty of Science and Technology |

BUT NO FLAWLESS IMPLEMENTATION...

ISSUES HEARD FROM THE FACULTY COUNCILS

Different implementation per faculty, but similar problems:

- Unclear roles:
 - Professor versus TT-ers
 - TT-er versus other scientific staff within the research group
- TT-ers are not/hardly facilitated (e.g. no budget for PhD)
- Criteria for judgement are unknown, change continuously or are open for multiple interpretations.
- Education load is not taken into account in the assessments
- Multiple legal issues (length of contract, parental leave, etc.)
- Issues regarding opportunities for development for scientific staff outside the tenure track

CURIOUS CASES (I)

TO ILLUSTRATE SOME OF THE BOTTLENECKS

- Case I

A researcher is working for four years in a temporary contract as a university teacher (UD2), when he gets into the tenure track. He receives a Vidi-grant, which obligates the university to offer him a contract for five years. By law it is mentioned scientific staff can have a temporary contract of max. 6 years.

- Case II

From the tenure tracker is demanded he will receive an ERC Advanced Grant. However, it is already clear that the resume of the tenure tracker does not meet the formal criteria to be eligible for this specific grant.

CURIOUS CASES (II)

TO ILLUSTRATE SOME OF THE BOTTLENECKS

- Case III

A researcher - working for the university for many years already - is allowed to get into a tenure track, provided she gives up her fixed contract.

Even after being a couple of years in the tenure track, she still hasn't received any agreements/criteria regarding the career path.

- Case IV

Starting criteria for getting into the tenure track keep changing. A researcher is promised a tenure track position after getting his BKO. After receiving the BKO, he was obligated to receive a VENI-grant before getting into a tenure track position. After receiving a VENI-grant, again new 'starting criteria' were demanded...

SCIENTIFIC STAFF IN NUMBERS

(EXCL. PROMOENDI EN PDENG)

| | CTW | EWI | GW | ITC | TNW | MB |
|--|------------|------------|-----------|------------|------------|-----------|
| Scientific staff with a TT | 12 | 17 | 8 | 10 | 41 | 16 |
| Total number of professors (HGL1 + 2) | 28 | 45 | 16 | 13 | 45 | 25 |
| Total number of scientific staff | 181 | 237 | 154 | 102 | 221 | 157 |
| | | | | | | |
| ≈ % TT per total number of scientific staff | 7% | 7% | 5% | 10% | 19% | 10% |

Source: OracleHR, via BO universe HRM-CB

Date: June 16, 2014

SUGGESTIONS FOR IMPROVEMENT

JA@UT is an advocate of the tenure track as a career instrument, but there is room for improvement.

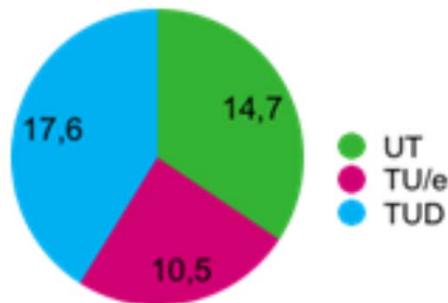


OBSERVATION #1:

WE DO NOT GET STARTING PACKAGES AT THE UT

ERC Starting + Consolidator Grants

**ERC SG,
bedragen M€**



Potential Benefits of a Starting Package :

- Make the UT (at least) as attractive to ambitious researchers as other Universities in Europe (EPFL) and in the Netherlands (ex: TUD, UvA, RUG etc.)
- Show commitment to excellence from the UT side
- Better success rates for ERC Starting and Vidi grants (more papers as corresponding author, preliminary results, proof of independence).

A few financial options are possible :

- make 1st stream money available to hire a PhD per TT ?
- hire less tenure-trackers but support them better ?
- use the Aspasia money to fund one PhD per female TT?
- start with a modest package (postdoc), and implement bonuses for TTs who perform well? In this way we stimulate excellence without increasing internal competition.

OBSERVATION #2:

THERE ARE CURRENTLY NOT MANY DROP-OUTS FROM THE TT SYSTEM

Questions:

- Are there currently too many tenure-trackers – i.e. new talent has currently no opportunity to join?
for example: TNW has 41 TT's and currently 45 professors

Suggestions:

- Not all scientific personnel needs to be a tenure-tracker.
- Vacant positions do not need to be replaced by a tenure-tracker systematically. Tenure-tracks should correspond to profiles that are long term assets for the University.
- Do we need to think about alternatives for TTs who drop out? Or are there enough opportunities during the 6th year?

OBSERVATION #3:

THE TENURE TRACK SYSTEM IS FITTED TO FLAT(TER) ORGANIZATIONS

- Tenure-trackers are expected to demonstrate success and creativity, independently.
- The success of a tenure-tracker should not be determined solely by the support he/she gets from the Chair of the group.

Suggestions:

- Give promotion rights to all UHD's (and maybe even UD's)
- Continue discussions on Governance

OBSERVATION #4: SOME LEGAL

LEGAL ISSUES COULD BE MORE CLEAR

A - Tenure-tracks coincide with the period where people might want to have children

- Use the 6th year in order to compensate?
- Extend the tenure track ?
- Maybe: set clear rules for adjusting the criteria to young parents or in case of long term sickness (what matters is the slope, not the arrival point)
- Support young parents with childcare

B - Tenure-tracks at the UT often start after a post-doc period at the UT

- Do we need a clear policy regarding hiring postdocs as tenure-trackers (starting criteria and length of postdocs) ?
- Do we need to adjust the criteria for tenure-trackers who started as postdocs ?

OBSERVATION #5:

TENURE-TRACKERS ARE ACTIVELY INVOLVED IN IMPLEMENTING TOM



Closing Conference on Sports

Involvement in the TOM requires a lot of personal investment and is often resting on the shoulders of young staff members.

In particular, new university functions have been created/developed considerably, i.e. module coordinator, project coordinator, tutor. These functions are currently not a clear asset for a CV.

Suggestions:

- Ensure research time for starting TTs (setting a max teaching time?).
- Take involvement in TOM into account during the TT evaluations.
- Valorize new academic functions.

EVALUATION OF THE TENURE TRACK

JA@UT IS COMMITTED TO CONTRIBUTE TOWARDS IMPROVEMENTS

Questions:

- How will the tenure track system be evaluated?
- How can we add more checks and balances to the tenure track system?

Suggestions:

- Involve both tenure trackers as well as scientific staff without a tenure track.
- To get a total overview of all the flaws in the implementation, enable anonymous submissions of personal experiences.



TO SUMMARIZE

STATEMENTS OF THE JA@UT

- Provide starting tenure trackers with a 'starting package'
- Not all newly employed scientific personnel needs to be a tenure-tracker.
- Ensure enough research time for tenure trackers
- When evaluating tenure trackers, education tasks, need to be taking into account.
- Legal issues regarding the tenure track should be absolutely clear (such as parental leave, length of contracts)
- Active lobby – for instance in collaboration with the VSNU – on getting promotion rights for UHD's.