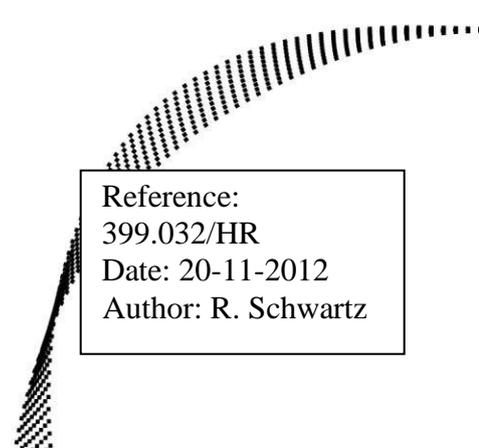
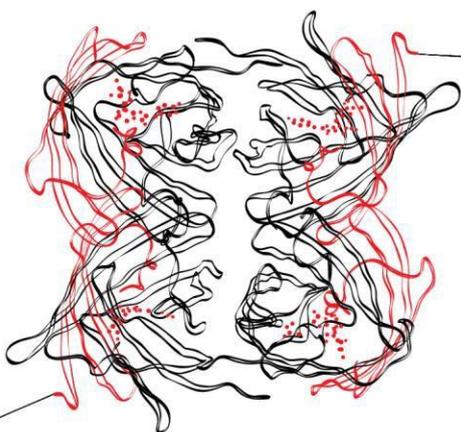
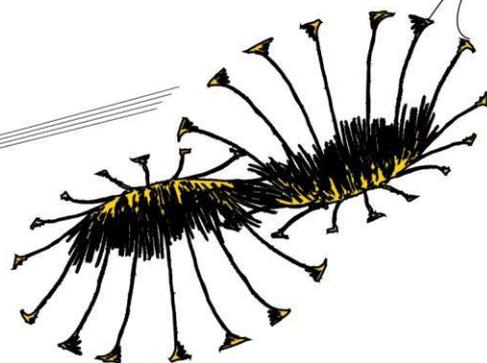




**Tenure Track in practice at the UT**  
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# Talent management: Tenure Track in practice at the UT

## 1. Cause

It is the University of Twente's ambition for our research and education to belong to the top league and for the knowledge and solutions we deliver to make a difference. This requires us to pursue an active talent policy: attracting, developing and retaining talent. Talent attracts new talent. In addition, it is essential that our current staff has the excellence to turn this ambition into reality. This means that our staff must be ambitious, talented and have an entrepreneurial spirit. Excellent performance based on realistic arrangements for top talent is necessary to realise the UT's high ambitions. Mobility and a dynamic organisation are a precondition in this context.

In order to make the UT more attractive as an employer, and to optimally challenge and facilitate talented academics, the UT has decided to implement the Tenure Track system for the career development of academic staff as from 2009.

The Faculty of Science and Technology (TNW) was the first to start the Tenure Track and currently boasts 32 Tenure Trackers (49% of the (senior) lecturer (UD = assistant professor/UHD = associate professor) population). Other faculties followed from 2010 and the Faculty of Behavioural Sciences (GW) organises its first intake moment in the track in 2012.

Preparations for the implementation of Tenure Track were made via policy development and via formulating the frameworks as laid down in the memorandum "Tenure Track" km. 379.146/PA&O dated June 2007 and "Elaboration of the Memorandum Tenure Track Career Perspective for Excellent Young Academic Staff" (reference 382.933/PAO, dated June 2008).

The purpose of this memorandum is the harmonisation of the policy and its frameworks after several years of working with Tenure Track. The Tenure Track system benefits from a clear, uniform and transparent process and uniform UT-wide criteria that safeguard the quality of the Tenure Trackers.

## 2. The central Tenure Track Committee

With the implementation of Tenure Track a central committee was set up that is responsible for the policy development, the creation of frameworks and the monitoring of the Tenure Track system.

The committee currently consists of the following members:

Dr A. Flierman	Chairman Executive Board
Prof Dr K. Van Oudenhoven-van der Zee	Dean Faculty of Behavioural Sciences (GW)
Prof Dr C. Aarts	Scientific Director Institute for Governance Studies (IGS)
Prof Dr G. van der Steenhoven	Dean Faculty of Science and Technology (TNW)
Prof Dr V. Subramaniam	Scientific Director MIRA

The committee is assisted by the Directorate for Human Resources Management in the person of R. Schwartz, senior policy adviser Talent and Management Development.

The quality control of the Tenure Track system and provision of advice on individual dossiers is performed by a committee consisting of deans and scientific directors under the direction of the rector magnificus.

Via this memorandum, the central Tenure Track committee presents the proposal to harmonise the frameworks for working with the Tenure Track on the following subjects:

1. Selection: procedure on intake and composition appointment advisory committee
2. UT-wide Tenure Track criteria
3. Assessment: procedure and composition Tenure Track Committee at faculty level
4. Quality control: case histories and monitoring of results

These points will be discussed in more detail below. As a kick-off, the will first discuss the Tenure Track trajectory in a nutshell.

### **3. The UT Tenure Track in a nutshell**

The Tenure Track position is open to highly talented academics who are expected (by the appointment advisory committee) to develop into the position of professor. The end point of the Tenure Track is the appointment of the Tenure Tracker as Professor-2. The strategic objective of the Tenure Track is the appointment of excellently performing academics with an independent, autonomous academic profile.

The UT's Tenure Trackers contribute to our High Tech, Human Touch profile. They are able to look beyond the boundaries of their own discipline and make connections within and outside of our organisation. With their top-quality performance, Tenure Trackers contribute to the ambition of the department/organisation. They distinguish themselves because of their cooperation, vision and leadership in each phase of their career, befitting the position they hold.

The UT sets store by an academic staff that distinguishes itself by the collaborative partnerships they enter into and by staff equipped to create, for the tasks they are required to perform, coalitions at the interface of High Tech, Human Touch. For Tenure Trackers, initiating and maintaining these partnerships and coalitions is inherent to their talent.

A Tenure Track is characterised by clearly formulated individual performance agreements per career move, attuned to the academic's own area of activity.

On commencement, a Tenure Track position involves a temporary appointment of a maximum of 6 years. On intake as a UD-2, this is either followed by a permanent appointment to UHD-2 after a maximum of 5 years, or termination of the employment after the 6<sup>th</sup> year.

A Tenure Track has a duration of (indicatively) 10 years in case of intake at level UD-2 to ultimately a promotion to professor-2. Exceptional talent can move on more rapidly than the period mentioned in the overview if he/she meets the criteria more rapidly. The period of 10 years can only be extended on account of personal reasons, such as illness or pregnancy or parental/maternal leave.

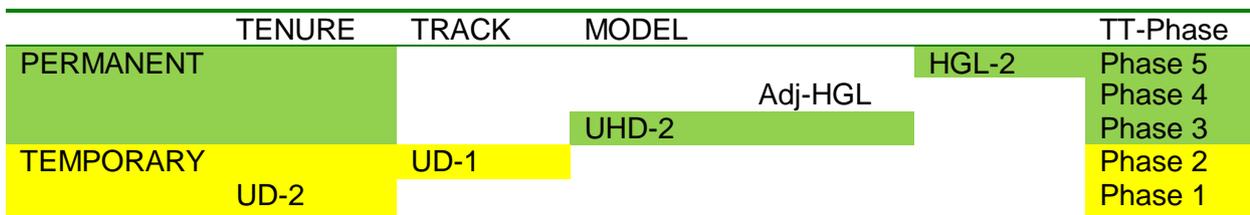
It is possible for a Tenure Tracker to commence in this trajectory at different moments (depending on experience and performance in previous positions). Essential is that there will be an assessment after about 2-3 years (and if the assessment is positive, a promotion) and

subsequently 5 years after commencement of the Tenure Track, a definitive assessment for the permanent appointment. A positive assessment is immediately followed by a permanent appointment and promotion. In case of a negative assessment, the Tenure Tracker will have one year to find another position (with the help of outplacement) and to complete the activities.

The Tenure Track does not end with the obtaining of tenure (permanent appointment to UHD). The aim of the Tenure Track is the appointment of excellently performing academics who have the potential to develop into the position of professor. The UT Tenure Track is successfully completed when the Tenure Tracker is promoted from Adjunct Professor (Adj-HGL) to Professor-2 (HGL-2).

In principle, all academic vacancies, UD and UHD positions, are filled in accordance with the Tenure Track system. The starting point is that UD and UHD positions show a proper equilibrium in education and research as regards the investment made. Ideally, in a 50/50 ratio with 60/40 as a bottom line.

**The career path of a Tenure Tracker looks as follows:**



In the overview below the Tenure Track phases have been worked out to scale level, average duration in position, assessment moments and the goal.

Phase	Position	Scale	Duration (indicative)	Assessment	Goal
1	UD-2	11	2 years, temporary appointment	End of year 2	Promotion to UD-1 or termination of appointment and outplacement
2	UD-1	12	3 years, temporary appointment	End of year 5	Promotion to UHD-2 and permanent appointment (immediately after assessment after year 5) <u>Or</u> Negative assessment, Immediate start of outplacement with termination of the appointment at end of year 6
3	UHD-2	13	2 years, permanent appointment	2 years after start UHD-2,	Promotion to Adj-HGL

4	Adj-HGL <sup>1</sup>	14	Between 2 and 4 years On average 10 years after start TT in phase 1	No later than 4 years after start Adj-HGL (right to grant a doctorate is maximised at 5 yrs)	Appointment to HGL-2
5	HGL-2	16	n.a.; falls outside scope of Tenure Track system		

## 4. Selection of Tenure Trackers

By attracting Tenure Trackers the UT can steer on the quality of its academic staff. The intake in the Tenure Track provides the opportunity to make critical and well-considered choices with regard to the chair profile to be developed that fits in with the UT profile High Tech, Human Touch and that has an added value in relation to adjoining chairs.

### 4.1 Composition of the appointment advisory committee

In the selection procedure an important role is reserved for the appointment advisory committee (BAC). Important, because it involves the selection of persons who are considered to be eligible for a professorship.

The committee consists of a maximum of seven members including:

- Dean
- Scientific director
- Department chairman (superior/vacancy holder)
- Programme director
- Peer from outside the faculty or university
- HR adviser (as adviser and secretary)

At least one of the BAC members is also a member of the Tenure Track Committee at faculty level.

Because of the desired diversity of these members, the BAC must have at least one female member (with the exception of HR).

### 4.2 The role of participation

Making available a Tenure Track position is a strategic decision that the dean makes in close cooperation with the scientific director. The faculty council has no role (assent or advice) in the appointment of the Tenure Tracker. There is however a connection with the faculty council as far as the domain plan of the faculty is concerned. A successful Tenure Track ultimately can result in the appointment of a professor. The faculty council has the right to endorse the domain plan<sup>2</sup> of the faculty. If a Tenure Track position comes available that falls outside the domains in the domain plan, the faculty council has the right to prior consultation with regard to inviting people to apply for the Tenure Track position (prior to recruitment).

<sup>1</sup> With the implementation of the Tenure Track the professorate (appointment) policy has been adjusted and the UTwente now has the Adjunct Professor (UHD-1 with right to grant a doctorate)

<sup>2</sup> Definition of domain plan and procedure for formation are described in the memorandum on steering of the research (Name/ Date?).

See also the procedure on the promotion of a Adjunct Professor to Professor-2, p.6.

### **4.3 Internal intake**

On implementing the Tenure Track system the faculties scout the talents they already have for intake in the system. After the initial scouting, periodic intake for internal staff is possible based on visible/proven talent.

The difference with regard to internal intake is that staff are already in a permanent appointment most of the time. Therefore the assessment for promotion to phase 3, after year 5, is not about a permanent appointment, but on whether the candidate can be promoted to UHD.

Nomination for intake in the Tenure Track takes place by the superior of the intended Tenure Tracker. A nomination consists of at least a CV, a list of publications, a self-assessment and motivation plus an accompanying letter of motivation of the superior. Also two (foreign) sponsors will be designated who will be approached by the faculty. The BAC assesses the nomination and advises the dean on whether to admit the candidate to the Tenure Track system.

### **4.4 Selection procedure**

The various steps in the selection procedure of Tenure Trackers have been worked out in detail in annexe 1 "The Tenure Track process".

## **5. The UT-wide Tenure Track criteria**

As mentioned, the Tenure Track is characterised by clearly formulated individual performance agreements tailored to the Tenure Tracker's own area of activity. These performance agreements are an elaboration of a number of assessment aspects on which each Tenure Tracker at the UTwente is assessed. The purpose of the Tenure Track criteria is to formulate a uniform quality standard. The translation into individual performance agreements does justice to the huge diversity of the areas of activity in the faculties and enables the necessary tailoring to the individual experience/situation.

After a selection procedure with a positive outcome the superior and the Tenure Tracker together formulate performance agreements with a view to the next promotion after two to three years. The performance agreements are submitted for confirmation to the dean, a scientific director and a programme director who are a member of the Tenure Track Committee at faculty level that assesses the nominations for promotion. The purpose of this is to calibrate the quality standard we set to Tenure Trackers.

Agreements are made in three areas, namely:

1. Research
2. Education
3. Organisation

We set great store by a balanced investment in time between research and education. The performance agreements with the Tenure Tracker should provide for this.

The performance agreements lead to a qualitative and quantitative development of the Tenure Tracker. Agreements can manifest themselves in hard output (e.g. with regard to publications), but may also be described in terms of quality of development.

For the Tenure Tracker it should be clear how he/she is to make visible the result to the Tenure Track Committee at faculty level.

The progress in the performance agreements and the development of the Tenure Tracker are a subject of discussion in the day-to-day activities and will be explicitly dealt with during the annual performance appraisal between the Tenure Tracker and the immediate superior. Guiding, monitoring and supporting the Tenure Tracker are all part of the regular line responsibility. The immediate superior of the Tenure Tracker is therefore an important partner in the Tenure Tracker's development.

In case of a positive assessment of the performance agreements after two to three years by the Tenure Track Committee at faculty level, the Tenure Tracker will be promoted to the following phase of the track.

In annexe 2 the UT-wide criteria per Tenure Track phase have been worked out in detail. At each following step it is assumed that the criteria set in the previous phase have been satisfied. For this reason there is also a total overview of the Tenure Track criteria to set out clearly the upward line in development. (*Overview will be made after criteria in annexe 2 are definitive.*)

## **6. Assessment**

The nomination for promotion to the next Tenure Track phase is assessed by the Tenure Track Committee at faculty level. The basis for the assessment are the performance agreements made. It will be clear to the Tenure Tracker in advance how he/she is to demonstrate his/her performance to the committee. In addition to this submission of 'proof', the Tenure Tracker is to present himself/herself to the Committee.

### **6.1. Composition Tenure Track Committee at faculty level**

The Tenure Track Committee at faculty level is a broadly composed committee of prominent academics. Per faculty there is one Tenure Track Committee that meets at least twice a year.

The Tenure Track Committee at faculty level consists of:

- Dean (chairman)
- Dean of other faculty (rotating)
- Scientific director(s) of the institute(s) involved or the research portfolio holder
- Department chairpersons, at least 2
- Programme director(s)
- Peer from outside the faculty or university (peer in the gamma or beta, non-specific to the Tenure Tracker in question)
- HR manager (as adviser and secretary)

With a view to the desired diversity among the assessors, the Tenure Track Committee should have at least one woman on board (with the exception of HR).

With a view to the necessary reporting of the Committee it is recommended to have secretarial support available during the committee meeting.

## 6.2 Decision on promotion

The Tenure Track Committee at faculty level advises the dean about the promotion. The dean takes the decision on promotion to the next phase. If the dean cannot reach a decision, there is the possibility of scaling up to the rector via the regular route. The rector and dean subsequently reach a joint decision with regard to the promotion. If desired, the Promotions Board can be consulted. The individual dossier can be submitted and discussed in the Promotions Board. The Promotions Board advises the rector and dean charged with the dossier.

The various steps in the assessment procedure of Tenure Trackers have been worked out in detail in annexe 1 "The Tenure Track process".

## 7. Appointment to Adjunct Professor

### 7.1 Arrangement Adjunct Professors

With the implementation of Tenure Track, in its professorate (appointment) policy the University of Twente has introduced a new professor: the Adjunct Professor. This has been laid down in the arrangement Adjunct Professors University of Twente 2011 (reference 394.121/HR).

If a Tenure Tracker meets the performance agreements as stated in the Tenure Track phase 2, he/she can be promoted to Adjunct Professor.

The position of Adjunct Professor is, in accordance with the Collective Labour Agreement of Dutch Universities (CAO NU), a career step following a position as associate professor (UHD 2, without the right to grant a doctorate) and prior to the position of full professor (Professor 2). It should be noted that the CAO-NU defines the end of the Tenure Track at the moment the transfer is made to a permanent appointment to UHD-2.

The Adjunct Professor is a professor in the sense of Section 9.19 of the Higher Education and Research Act (WHW) has the *ius promovendi*. The *ius promovendi* is only performed by the Adjunct Professor for those PhD candidates who fall directly under the Adjunct Professor.

The Adjunct Professor holds a permanent position at the UT and is appointed for a maximum period of 5 years. He/she is given 5 years to further develop his/her own line of research. The transfer moment to professor-2 is determined by the dean. This moment should lie between 2 and 4 years after the appointment to Adjunct Professor. In case of a positive assessment, the candidate is nominated for a position as full-professor.

In case of a negative assessment, the Adjunct Professor returns to the position of UHD-1 and the person concerned will retain the *ius promovendi* for those PhD candidates that he/she is supervising at that moment. If the Adjunct Professor is unable to make the step to professor 2 and returns to the position of UHD-1, the consequences of this for his/her career at the UT will be discussed with him/her. In principle a possible departure will be explicitly discussed in this context, of course with due observance of the Collective Labour Agreement and the other aspects in the context of legal status.

## **7.2 The role of the Promotions Board in appointment procedure Adjunct Professor**

In the regular appointment to professor, the Promotions Board advises the Executive Board on the proposed appointment. It is suggested to also use this advisory role for the appointment of the Adjunct Professor.

## **8. Appointment to Professor-2**

As mentioned, a UT-Tenure Track is successfully completed when the Tenure Tracker is promoted from Adjunct Professor to Professor-2, because the purpose of the Tenure Track is the appointment of excellently performing scientists who develop themselves to the position of professor.

The appointment of a Tenure Tracker to Professor-2 takes place as much as possible analogously to the regular appointment to professor. An important difference however is that the nomination of a Tenure Tracker always involves a closed appointment procedure (as opposed to open recruitment/competition), because in the context of succession planning there is one pre-sorted candidate. Another factor is that with the development of the academic profile of the Tenure Tracker, the shaping of the (sometimes new) domain has also been pre-sorted.

### **8.1 The role of participation**

The above differences with the non-Tenure Track nominations lead to the conclusion that the influence of the participation council on an appointment to professor in the context of the Tenure Track is different.

As mentioned, the faculty council has the right to endorse the faculty's domain plan. This way the faculty council has influence on the strategic choices made with regard to the knowledge domains. If a Tenure Track position comes available that falls outside the domains laid down in the domain plan, the faculty council has the right to prior consultation with regard to inviting people to apply for the Tenure Track position (prior to recruitment).

In case of a promotion of a Tenure Tracker from Adjunct Professor to Professor-2, the structure report is no longer involved and consequently this also applies to the advice from the faculty council with regard to the structure report for the appointment to Professor-2. Naturally, the faculty council will be informed about giving substance to the professor positions after the decision-making process in the appointment procedure.

### **8.2. Advice from sister faculties**

For the appointment of a Tenure Tracker to Professor-2 the advice from the sister faculties will no longer be requested. The purpose of consultation in the regular appointment to professor is the quality control of the professorate community in the Netherlands. In case of the appointment of a Tenure Tracker to Professor-2, the quality of the Tenure Track has already been demonstrated via a careful assessment process. In the assessment process of the Tenure Track, professors from other universities have already provided their input. In case of the appointment of a Adjunct Professor to Professor-2, the intended candidate will himself or herself name two sponsors from outside the UT and if desired the employer will

additionally name external sponsors. In the appointment procedure of a Tenure Tracker to Professor-2, the sister faculties no longer have any added value.

### **8.3 Conditions for nomination appointment Professor-2**

- The candidate is already a Adjunct Professor.
- Performance agreements have been made with the candidate for promotion to Professor-2 and in the dean's opinion these have been satisfied.
- At least two years have lapsed since the appointment to Adjunct Professor
- Nomination no more than four years after appointment to Adjunct Professor (right to grant a doctorate applies during a five-year period)

If these conditions have been met, the regular procedure for Professors will be followed (see annexe 3: reference 398.840/PA&O, April 2010).

## **9. Quality control: case histories and monitoring of results**

The purpose of the Tenure Track is to create a body of high-quality academic staff for the UT organisation. Offering a transparent and guaranteed career track (under conditions) increases our attraction as an employer and allows us to attract talented academics, both nationally and internationally. With the introduction of the Tenure Track we expect and intend to allow a higher degree of mobility of our academic staff.

Essential for the success of the Tenure Track system are the following factors:

- Tailoring it to UT objectives (HTHT, strategic policy)
- Clear and consistent procedure surrounding recruitment and selection for the intake in the Tenure Track system
- Clear and consistent assessment criteria and procedure for the transfer into the Tenure Track system
- Commitment and responsibility to be assumed by superiors
- Concrete and honest feedback
- Excellent facilities for Tenure Trackers

To guard the quality of the Tenure Track system it is important to properly safeguard the above aspects. We suggest doing this in several ways:

1. The central Tenure Track Committee monitors and evaluates the implementation of the UT policy and the effect on the results and the staff.
2. In a consultation under the direction of the rector with deans and scientific directors, often considered together with meetings of the strategic consultation, current Tenure Track issues (dilemmas in practice) are discussed.
3. Twice a year the body of deans and scientific directors under the direction of the rector meet to review individual dossiers with the purpose of quality control of the Tenure Track process in the faculties.
4. The communication surrounding the Tenure Track is aimed at target groups, on a just-in-time basis and is easily accessible via the HR site.
5. We identify and list the needs for development of Tenure Trackers and where necessary extend the services of the Career Development Centre.

Sub 1. The Tenure Track system increases the attraction of the UT as an employer and is expected to lead to a greater mobility within the academic staff. In combination with the

educational reforms, the strategic choices related to knowledge/research domains and the ageing population, we expect effects in the volume of staff with regard to volume (fewer academic staff), the ratios (fewer assistant professors/associate professors and more teaching staff) and the mobility (transfer and exits). Strategic staff planning is an effective form for steering on the UT's staff and supports a successful Tenure Track system. The central tenure Track committee will give shape to the strategic staff planning for the Tenure Track system.

<b>RECRUITMENT &amp; SELECTION</b>	
1	In consultation with the scientific director the dean takes the strategic decision to make available a Tenure Track position. Criteria are the financeability of the sustainable use of a certain discipline and safeguarding of the correlation within a chair, faculty and institute.
2	Together with the dean the vacancy holder (superior/department chairperson) sets up a BAC.
3	Together with the scientific director the vacancy holder draws up a (job) profile for the Tenure Track position. The (job) profile is sent to the programme director for information and is submitted to the dean for approval.
4	Start of recruitment. The BAC draws up a text for an advertisement for recruitment via media or job fairs, or recruits in its networks. The UT-wide Tenure Track criteria serve as input.
5	The BAC makes a selection from the candidates and conducts the interviews. Based on the interview, the CV, sponsors and possibly a trial lecture and/or an academic presentation, a choice is made.
6	<p>The BAC issues an advice to the dean after which the dean takes a decision on the appointment.</p> <p>If the dean decides that none of the candidates meets the expectations regarding a successful performance of the Tenure Track position, there will be no appointment and (an alternative form of) recruitment will start (step 4)</p>
<b>INTAKE IN TENURE TRACK</b>	
7	Written arrangements are made with the candidate (certificate of appointment which contains at any rate the tenure track process agreements such as the assessment moments and agreements on strict requirements such as recruitment power and Basic Training Qualification).
8	<p>Together with the Tenure Tracker individual the superior draws up performance agreements for the next promotion step after two to three years. The performance agreements are submitted for confirmation to the dean, a scientific director and a programme director who have a seat in the Tenure Track Committee at faculty level which assesses the nominations for promotion.</p> <p>It is agreed how the Tenure Tracker will carry out and demonstrate the performance agreements and when and how he/she provides the information to the Tenure Track</p>

	Committee at faculty level.
9	<p>Annually, the superior has an appraisal interview with the Tenure Tracker (FJUT). During this interview, the progress with regard to the performance(s) agrees is discussed. Also in this interview arrangements are made about the facilities required to support the Tenure Tracker in his or her development (training, schooling, coaching, etc.).</p>
10	<p>The performance of the Tenure Tracker is assessed at a previously set moment by the Tenure Track Committee at faculty level.</p> <p>If the performance agreements at an earlier stage have been satisfied, the superior and the Tenure Tracker can submit a joint request to the dean for an assessment at an earlier point in time.</p> <p>The Tenure Track Committee at faculty level meets twice a year.</p> <p>The assessment takes place on the basis of previously provided information and a presentation of the Tenure Tracker in the Tenure Track Committee at faculty level.</p>
11	<p>Decision on promotion:</p> <p>The Tenure Track Committee at faculty level advises the dean on promotion to the next phase.</p> <p>The dean decides about the promotion.</p> <p>If the dean is unable to take a decision, it is possible to scale up to the rector via the regular route.</p> <p>If desired, the other deans and scientific directors can be consulted. The individual dossier is then submitted and discussed at a meeting chaired by the rector with deans and scientific directors, often simultaneously with meetings of strategic consultation. This body subsequently advises the rector and dean coordinating the dossier.</p>
12	<p>In case of a positive assessment, the Tenure Tracker can further continue the track and he/she will be promoted to the following phase. The Tenure Track Committee at faculty level advises the Tenure Tracker if necessary about the required focus in performances or development for the next phase. The Tenure Tracker continues the track via step 8.</p> <p>The appointment of a Tenure Tracker to senior lecturer (UHD) in permanent employment falls within power of the faculty.</p> <p>In case of a negative assessment, the track stops and arrangements are made with the Tenure Tracker about termination of the activities and the search for another position (making use of outplacement).</p>
<b>APPOINTMENT ADJUNCT-PROFESSOR</b>	

If a Tenure Tracker satisfies the performance agreements as laid down in the Tenure Track phase 2, the dean, after advice of the Tenure Track Committee at faculty level, decides that he/she will be promoted to Adjunct Professor (see step 11 and 12).

The Adjunct Professor is a professor as referred to in Section 9.19 of the WHW and has the *ius promovendi*. The *ius promovendi* is only exercised by the Adjunct Professor with regard to those PhD candidates who have been directly assigned to the Adjunct Professor.

The Adjunct Professor has a permanent appointment with the UT and is appointed for a maximum period of 5 years.

See also the Regulation on Adjunct Professors University of Twente 2011 (reference 394.121/HR)

## APPOINTMENT PROFESSOR-2

If a Tenure Tracker satisfies the performance agreements as laid down in the Tenure Track phase 1, the dean decides that he/she will be nominated for promotion to professor 2.

Procedure is analogous to the regular procedure for Professors (reference 398.840/PA&O, April 2010). This always concerns a request for a closed procedure (exemption from obligation to advertise).

Participation: The faculty council has the right to endorse with regard to the faculty's domain plan. Via this way they have influence on the strategic choices that can be made with regard to the knowledge domains. In case of the promotion of a Tenure Tracker from Adjunct Professor to Professor-2, the structure report is no longer involved and consequently the same applies to the advice from the faculty council with regard to the structure report for the appointment to Professor-2. Naturally, the faculty council will be informed about giving substance to the professor positions after the decision-making process in the appointment procedure.

Sponsors : For the appointment of a Tenure Tracker to Professor-2 no advice from sister faculties is sought. For the appointment of a Adjunct Professor to Professor-2 the intended candidate appoints two sponsors from outside the UT and if desired the employer in addition consults with external sponsors.

**Introduction**

Below, you will find the set of general UT criteria that we use for the assessment of Tenure Trackers.

**The purpose of Tenure Track**

The University of Twente has set itself the objective that its research and education is of the highest level and that the knowledge and the solutions it delivers make a difference. This forces us to pursue an active talent policy: attracting, developing and retaining talent. We believe that the talents we have attract new talent from outside. In addition, it is essential that our current staff shows an excellent performance in order to fulfil this ambition. This means that our staff members are ambitious, talented and have an entrepreneurial spirit. Excellent performance based on realistic agreements is necessary to realise the high ambitions of the UTwente.

The Tenure Track position is open to very talented scientists who are expected (in the opinion of the BAC) to develop into the position of professor. The final phase of a Tenure Tracker is the appointment of the Tenure Tracker as Professor-2. The strategic ambition of the Tenure Track is the appointment of excellently performing academics with an independent academic profile.

**The talent of the Tenure Tracker**

The UT's Tenure Trackers contribute to our High Tech, Human Touch profile. They are able to look beyond the borders of their own discipline and make connections both within and outside our organisation. With their high-quality performance, the Tenure Trackers contribute to the ambition of their department/organisation. They distinguish themselves by collaboration, having a vision and leadership in each phase of their career fitting with the position they hold.

The UT attaches great value to a body of academic staff that is characterised by entering into collaborative partnerships and that is excellently equipped to create coalitions for the activities on the interface of High Tech, Human Touch. For Tenure Trackers initiating and maintaining these connections are inherent to their talent.

At the intake of Tenure Trackers and at the moments of promotion during the Tenure Track we are constantly aware that in addition to the results of the Tenure Tracker, we also assess the their potential for transfer to the next phase in their career ultimately resulting in a professorship.

**Individual performance agreements are the standard**

A Tenure Track is characterised by clearly formulated individual performance agreements, attuned to the own area of activity. These performance agreements are an elaboration of a number of assessment aspects on which each Tenure Tracker at the UTwente is assessed.

Agreements are made in three areas, namely:

1. Research
2. Education
3. Organisation

We set great store by a balanced investment in time between research and education. Ideally, this should be in a 50/50 ratio with a bottom line of 60/40. The performance agreements with the Tenure Tracker should provide for this.

Performance agreements are concluded for the criteria formulated below with the Tenure Tracker who is starting out. These agreements can manifest themselves in hard output (e.g. with regard to publications), but may also be described in terms of quality of development.

For the Tenure Tracker it should be clear how he/she is to make clear the result to the Tenure Track Committee at faculty level.

The performance agreements lead to a qualitative and quantitative development of the Tenure Tracker.

The progress in the performance agreements and the development of the Tenure Tracker are subject of discussion in the daily work and are explicitly dealt with during the annual appraisal interview between the tenure Tracker and the immediate superior. Guiding, monitoring and supporting the Tenure Tracker are all part of the regular line responsibility. The immediate superior of the Tenure Tracker is therefore an important partner in the development of the Tenure Tracker.

In case of a positive assessment of the performance agreements after two to three years by the Tenure Track Committee at faculty level, the Tenure Tracker will be promoted to the following phase of the track. In addition to this compact set of general criteria in this document, there is a comprehensive overview of the Tenure Track criteria to set out clearly the upward line in development.

In case of an intake as UD-2, the Tenure Track consists of five different phases. Intake at other levels is possible. Irrespective of the level of intake the Tenure Track takes at least five years. The reason for this is assess excellent performances over a longer period.

For the selection of a Tenure Tracker starting out as UD-2 the following criteria are applied.

1. **Research** is assessed on the following points:

- The candidate has obtained a PhD – *a strict requirement*.
- The candidate preferably has international experience as a postgraduate.
- The candidate has demonstrably performed independent research as evidenced by peer-reviewed publications.
- The candidate has at least three publications in his/her name as first author, in reputable journals.
- The candidate has innovative ideas (knowledge, ambition, self-propelling) fitting within the vision of the chair/discipline and is considered capable of developing a distinctive research domain that is important for the faculty.

2. **Education** is assessed on the following points:

- In the past few years, the candidate has supervised bachelor's and/or master's students as first supervisor.
- The candidate has gained initial experience in education as evidenced by ad-hoc lectures, presentations at summer schools, and such.
- The candidate has an innovative vision on education, distinct views and innovative ideas about education.

3. **Organisational tasks** are roughly assessed on the following points:

- The candidate shows initiative in the interest of the team and can contribute to a joint result, also if the candidate does not have a direct personal interest in this.
- The candidate is demonstrably able to collaborate also in an international context.
- The candidate has good command of the English language at least at C-1 level and is (if applicable) willing to learn the Dutch language.

If the Tenure Tracker is appointed, the assessment criteria are translated into individual performance agreements.

In case of promotion of a Tenure Tracker to UD-1, or external intake at this level, the criteria below are applied.

The criteria set in the previous phase have been satisfied.

**1. Research** is assessed on the following points:

- The candidate has demonstrably performed independent research, and demonstrably carried out delineation and structuring of his or her own research, as evidenced by peer-reviewed publications.
- The candidate has an average number, to be established per individual discipline, of publications per year in reputable journals (e.g. 80% of the publications in the top 20% of journals).
- The candidate has innovative ideas (knowledge, ambition, self-propelling), fitting to the vision of the chair/discipline and is capable of developing a distinctive research domain that is important for the faculty.
- The candidate has proven power to attract in the 2nd and 3rd flow of funds. As shown by the VENI or similar grants awarded – *a strict requirement*. In assessing alternative grants the focus is not only on comparability as regards extent, but also the scientific value of the research applied for.
- The candidate has demonstrable experience with supervising PhD candidates and technicians (or research assistants) as regards substance.
- The candidate has demonstrably made substantive contributions to working groups, committees or project teams.

**2. Education** is assessed on the following points:

- The candidate has satisfied the requirements for a Basic Training Qualification – *a strict requirement*.
- The candidate has demonstrable experience in carrying out, developing and maintaining regular modules of educational programmes.
- In the past two years, the candidate has supervised at least two students in their graduation phase as first supervisor.

**3. Organisational tasks** are roughly assessed on the following points:

- The candidate is demonstrably capable of connecting issues on content, process and people. Is capable of initiating, stimulating and supporting commitment and cooperation.
- The candidate demonstrates to be well informed about scientific developments and developments related to his/her discipline. He/she uses this knowledge effectively in his/her own duties and for the organisation.
- The candidate signals opportunities for development of areas of application and acts accordingly.
- The candidate has command of the English language at least at C-1 level and is (if applicable) working at achieving a sufficient command of the Dutch language.
- The candidate makes a demonstrably substantive contribution to working groups, committees or project teams.

For promotion of a Tenure Tracker to UHD-2, or external intake at this level, the criteria below are applied.

The criteria set in the previous phases have been satisfied.

**1. Research** is assessed on the following points:

- The candidate coordinates and realises a research programme, a multi-year specialist research project or at least two related research projects that constitute an essential part of a research programme. Fulfils an independent role in the research line.
- The candidate can boast international recognition and experience, as evidenced by his/her contributions to meetings and networks, publications and projects.
- The candidate has an average number, to be established per individual discipline, of publications per year in reputable journals (e.g. 80% of the publications in the top 20% of journals).
- The candidate has proven power to attract in the 2nd and 3rd flow of funds. As shown by at least one research subsidy secured in external competition. Quality and competition are more important than volume.

**2. Education** is assessed on the following points:

- The candidate has proven experience in initiating, developing and maintaining and implementing a substantial part of the educational programme (design, content, didactics) of the chair.
- The candidate has initiated, developed and improved at least one module within the chair, initiated postgraduate or externally-oriented education, and has used state-of-the-art and varied teaching material.
- In the past few years the candidate has supervised students in their graduating phase (BA and MA) as first supervisor and contributed to the supervising of one or more PhD candidates in the department.
- The candidate is an enthusiastic and effective lecturer as demonstrated by student evaluations and assessments of educational institutes.
- The candidate has made a demonstrable contribution to working groups, committees or project teams in education focusing on content.

**3. Organisational tasks** are roughly assessed on the following points:

- The candidate manages a part of the capacity group, carries out mandated professorial tasks or has administrative and management tasks that exceed the boundary of the (sub)group – *a strict requirement*.
- The candidate is demonstrably able to translate the UT strategy into the own discipline, chair and faculty.
- The candidate demonstrates to be well informed about social, political, scientific and job-related developments, also internationally. The candidate uses this knowledge effectively for his/her own functioning and the organisation.
- The candidate is organisation sensitive
- The candidate has an impact
- The candidate has a vision: Is able to distance himself/herself and to concentrate on main issues and long-term policy.

- The candidate has command of the English language at least at C-1 level, preferably at C-2 level and is (if applicable) working at bringing his/her Dutch to B1 level.

In case of promotion of a Tenure Tracker to Adjunct Professor (UHD-1 with right to grant a doctorate) the criteria below are applied. The criteria set in the previous phases have been satisfied.

**1. Research** is assessed on the following points:

- The candidate has developed a clear and productive research line of his or her own.
- The candidate has international recognition and experience as evidenced by contributions to and proven capacity as puller of international collaborative partnerships. Has experience with several nominations at international conferences. The candidate is invited as a reviewer, an evaluator, an expert, a consultant etc. at regular intervals.
- The candidate has proven power to attract in the 2nd and 3rd flow of funds. As shown by at least one research subsidy (VIDI or equivalent) obtained – *a strict requirement*.

**2. Education** is assessed on the following points:

- The candidate has an initiating and coordinating role in developing and maintaining and implementing a substantial part of the educational programme (set-up, content, didactics) of the chair.
- The candidate has at least two modules within the chair, has initiated, developed and improved postgraduate or externally-oriented education, and uses state-of-the-art and varied teaching material.

**3. Organisational tasks** are roughly assessed on the following points:

- The candidate manages (part of a) capacity group, carries out mandated professorial tasks or has administrative and management tasks that exceed the boundary of the (sub)group.
- The candidate manages (chairmanship) faculty committees and (inter)national research and educational committees on substance/in a content-related manner.
- The candidate is demonstrably able to bring about strategic alliances.
- The candidate has followed the module Academic Leadership or a comparable module.
- The candidate has proper insight into education and research organisation and the (regulatory) frameworks of faculties.

A maximum of 4 years after appointment to Adjunct Professor the nomination of a Tenure Tracker to Professor (HGL-2) starts. The right to promotion of the Adjunct Professor applies up to a maximum of five years.

An adjusted procedure is in place for the appointment of a Professor that is the result of a Tenure Track.

See for this the proposal “procedure for appointment of Adjunct Professor to Professor 2”.

The criteria set in the previous phases have been satisfied.

**1. Research**

- The candidate is an authority in his or her discipline both within and outside the organisation.
- The candidate is internationally recognised in his/her discipline which is evidenced by invitations to speak as a keynote at international conferences, among other things.
- The candidate is responsible for the acquisition and implementation of research within the chair tailored to the research programme of the department or institute.
- The candidate translates developments in the own research area to (inter)national research programmes.
- The candidate realises research results in prominent research contexts.

**2. Education**

- The candidate is responsible for the development, correlation and implementation of the modules within the chair.
- The candidate is responsible for the adequate representation of his or her discipline within one or more educational programmes at the UT and the renewal of these under the influence of developments in the discipline.

**3. Organisation**

- The candidate represents the organisation externally as the figurehead of his or her discipline and the UT.

**The candidate fulfils superior roles (as regards substance, and functionally and hierarchically) both within and outside the organisation in a scientific context (instead of managing staff up to 10 fte).**

## Procedure Appointment Professors<sup>1</sup>

### Introduction

Deans (as referred to in article 18 paragraph 1 BBR UT 2007) and Scientific Directors (as referred to in article 22 paragraph 1 in conjunction with article 5 BBR UT 2007) *in joint consultation* take the initiative to again fill a vacant chair, or to set up a new chair based on an approved chair plan of the faculty and the framework for senior professors as approved by the UMT.

### A. Preparation recruitment

1. The dean appoints a *Structure Committee* that will be charged with preparing: a structure report<sup>2</sup> (including job profile) and an advertisement text. The structure committee reports to the dean.
2. The dean submits the structure report to the *Faculty Council (FR)* for advice.
3. The dean prepares a proposal on the composition of the *Appointment Advice Committee*<sup>3</sup> (BAC).
4. The dean sends all documents to the Executive Board with the request for initiating a recruitment procedure.  
The starting point is open recruitment<sup>4</sup>.
5. The Executive Board decides and reports to the dean about its decision<sup>5</sup>.
6. The dean appoints the members of the BAC in accordance with the decision of the Executive Board.

### B. Recruitment candidates

7. After permission from the Executive Board, the dean starts the recruitment of candidates. The dean invites sister faculties from the BAC to inform the dean of possibly suitable candidates. In addition, the BAC recruits possible candidates among other things by placing an advertisement<sup>6</sup>.
8. The BAC draws up a report of its activities including a substantiated proposal about eligible candidates and including the way in which the search for a female candidate was made, and sends this BAC report to the dean.
9. The dean discusses the candidate with the rector magnificus<sup>7</sup> and subsequently asks the sister faculties for advice on the candidate presented<sup>8</sup>.
10. The dean then requests the Executive Board for permission to invite the candidate for an employment conditions interview. The dean also sends the BAC report and the reaction of the sister faculties together with the request.
11. The Executive Board takes a decision and sends the request to the Promotions Board for advice.
12. After receipt of a positive advice of the Promotions Board, the Executive Board informs the dean that the employment conditions interview with the candidate can take place<sup>9</sup>.

### C. Appointment

13. After the employment conditions interview the dean prepares a proposal to appoint the candidate.
14. The dean sends an appointment proposal together with the report of the employment conditions interview, to the Executive Board.
15. The Executive Board decides on the appointment proposal and sends its decision to the dean. The Executive Board also sends the person involved a letter stating that he/she has been appointed and that the applicable employment conditions will follow separately.

16. HRM confirms to the person involved in writing on behalf of the dean, stating among other things the applicable employment conditions.

<sup>1</sup> This procedure does not apply to so-called tenure trackers with whom only conclusive career agreements have been made with regard to an appointment to Professor. For the appointment to Adjunct Professors a separate procedure is in place (see 389.841/PA&O).

<sup>2</sup> For guidelines, see annexe (reference 389.842/PA&O).

<sup>3</sup> The majority of BAC members are professors. At least one professor works at another university. The BAC committee has at least one student and at least one female scientist. Experts in the relevant area of science, not being professors, can have a seat in the BAC. At least two members of the BAC work outside the UT.

<sup>4</sup> If the candidate is already known, the dean requests the Executive Board to be exempted from the duty to place an advertisement. In this latter case the candidate's CV is also sent.

<sup>5</sup> The decision of the Executive Board is sufficient if it carries the initials of the members of the Executive Board. If the Executive Board and the dean in question do not agree, the Executive Board submits the case to the Promotions Board or UMT.

<sup>6</sup> An advertisement can only be dispensed with with the explicit permission of the Executive Board.

<sup>7</sup> If the rector perceives some reservations with regard to the quality of the candidate and the dean and rector do not reach agreement, the rector, after consultation with the other Executive Board members, calls in the Promotions Board for advice. The Promotions Board consists of the deans and the rector. The latter is the chairperson.

<sup>8</sup> The duty of consultation is not required if the extent of the envisaged appointment is equal or less than 0.2 fte and if at least two sister institutions are represented in the BAC, or if the candidate is already a professor elsewhere, unless there is doubt about the university in question. This to be assessed by the rector.

<sup>9</sup> In case of a positive advice, a decision of the Executive Board suffices, provided it carries the initials of the members of the Executive Board.