



Professorial appointments at the EUR

Policy and procedures

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Disclaimer: The English version of the document is for information purposes only. In the event of a difference of interpretation, the Dutch version of this document is binding.

Preamble

Creating positive societal impact is at the core of the 2019-2024 strategy of the Erasmus University Rotterdam. Erasmian values such as engagement with society, world citizenship, social connectedness, entrepreneurship and open mindedness are at its basis. Full professors, as key representatives of the university community, fulfil an essential role in bringing the strategy to life. The updated professorial policy, as outlined in this document, reflects the shifts in scholarly practice that invite and enable academic leaders at the EUR to achieve the desired strategic missions.

The shifts in scholarly practice involve fostering cooperative work, sharing findings, methods and tools, crossing disciplinary borders, public engagement, and inclusivity for all. They also recognize a diversification of academic profiles (research, teaching, inclusive team leadership, and/or societal impact), which will be further elaborated by the "Recognition and rewards committee" (led by Prof. dr. Victor Bekkers) and the "Impact committee" (led by Prof. dr. Arwin van Buuren). A new type of chair, the **Erasmus chair**, epitomizes the kind of scholarship that the EUR wishes to embrace.

The updated professorial policy has brought together various rules and regulations regarding full professorships in a single document. Moreover, there is a broad, uniform, framework for all faculties (Woudestein and Erasmus MC) with procedures that are transparent, explicit and clear. Faculty strategic talent management plans (FSTMPs) define the priorities in hiring and promoting academic staff. The updated professorial policy is the

result of cooperation among representatives from Academic Affairs, Human Resources and each faculty, ensuring that it is supported and in line with faculty aspirations.

The EUR strives to create an open and inclusive organizational culture, where diversity is valued, recognized and rewarded. It is by being inclusive, that all the diversity of talents can flourish. The updated professorial policy explicates how to give ownership and accountability for expanding the diversity of talents at every step of the procedure of recruiting and selecting professors.

This is a living document, a document that will be periodically evaluated, updated and adjusted if necessary.

Frank van der Duijn Schouten
Rector Magnificus

Professorial appointments at the EUR

Policy and procedures



Background

The professorial policy emphasizes

collaborative and multidisciplinary accomplishment

and is in line with the principles of

'Recognition and rewards'.



Diversity and inclusivity

In the appointments advisory committee

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Selection and decision making process

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Monitoring

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The EUR strives to achieve **diversity** at the top levels of the organization that include, and go beyond, **gender** and **migration/ethnic** minority background.

Types of professors



Full professor

The full professor's academic profile has a focus on teaching, research, inclusive team leadership, and/or societal impact.

- Key domain
- Personal
- Rotating
- Erasmus professor

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Professor by special appointment

External legal entities can request the establishment of chairs by special appointment.

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Visiting professor

The purpose of visiting professors is to bring to the EUR leading academics to help advance the community's intellectual, research, teaching and public endeavors.

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The faculty **strategic talent management plan** is part of the broader **faculty strategic plan**.

Procedure



Overview types of procedures

- Externally open
- Internally open
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Overview stakeholders involved

- Rector Magnificus Executive Board
- Doctorate Board
- Dean / Faculty level
- Appointments advisory committee (AAC)
- (External legal entity)

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Policy



Erasmus professor

The Erasmus professor is a distinguished professor who heads a multidisciplinary team enabling the implementation of the EUR's crucial strategic initiatives.

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Faculty Strategic Management Plan



The faculty strategic management plans provide an overview of current and envisioned talent needed to achieve faculty strategic goals.

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1. Background

1. Background



The mission of Erasmus University Rotterdam (EUR) is to create positive societal impact¹. EUR professors help understand the roots of, and develop solutions, for the world's most pressing societal problems. They hold frontline strategic positions within the university, and are the inspirers, team- and bridge-builders and communicators in their respective faculties.

They embody 'Erasmian' values: **open mindedness, engagement with society, world citizenship, entrepreneurship and social connectedness.** It is crucial that the hiring, nurturing and recognition of researchers and teachers align with these values. With its focus on openness and transparency, the EUR professorial policy and procedures, embedded in the broader university talent policy, aim to achieve that goal. In revising its professorial policy², the EUR demonstrates that it is committed to realizing a new kind of scholarly practice, one that recognizes and encourages team accomplishments, multidisciplinary, sharing, and excellence³ in a range of academic profiles. Faculty boards and their professors⁴ have an active role in embracing this

new scholarly practice. The EUR is committed to being a powerful force for systemic change, seeking to uphold the principles of diversity and inclusivity and working towards fair representation in academia.

1.1 New scholarly practice

The last decades have witnessed increasing calls to change scholarly practices, in particular those related to evaluation practices⁵ and wider accessibility of scientific results and data. Initiatives include the publication of the San Francisco Declaration on Research Assessment (DORA) guidelines for evaluating research output (2012)⁶ with emphasis on shifting practices towards a new balance of qualitative and quantitative indicators for assessing

- 1 EUR (2019). *Creating positive societal impact: Strategy 2024*. Retrieved from: https://www.eur.nl/sites/corporate/files/2019-09/eur-strategy-2020-2024_creating-positive-societal-impact_the-erasmian-way.pdf
- 2 The EUR professorial policy approved by the EUR Executive Board on 15 December 2020 replaces the EUR professorial policy dated 2019.
- 3 In this document excellence is defined in terms of soundness, credibility, thoroughness, and completeness of the academic work as opposed to 'excellence' as defined in comparison to others. See Moore, S., Neylon, C., Eve, M. P., O'Donnell, D. P., & Pattinson, D. (2017). "Excellence R Us": University research and the fetishization of excellence. *Palgrave Communications*, 3(1), 1-13.
- 4 In this document the term 'professor' pertains to full professors (NL: *hoogleraar*) unless specified otherwise.
- 5 Science Europe (2020). *Position statement and recommendations on research assessment processes*. Retrieved from <https://www.scienceeurope.org/media/3twjxim0/se-position-statement-research-assessment-processes.pdf>
- 6 San Francisco declaration on research assessment (2012). Retrieved from: <https://sf-dora.org/read/>



scientific quality (of output, outcome, societal impact), the scholarly movement towards open science⁷ including open access⁸ and citizen science⁹, as well as the creation of a research infrastructure based on shared knowledge by 2030¹⁰, and greater attention for academic research integrity¹¹. The United Nations Sustainable Development Goals (SDGs) promote, amongst others, quality in education and training programs (SDG 4) and gender equality (SDG 5)¹².

The Social and Economic Council (SER) has called for a balanced composition of the working population in terms of gender and migration/ethnic minority background

Current academic reward systems favor individual research accomplishments, focusing on quantitative indicators such as the number of publications, citations and the amount of external funding. The quality of teaching, although one of the crucial activities of the university, receives limited credit points, despite the time and efforts that academics devote to educational tasks¹³.

The pressure to achieve ever increasing research output, together with the extensive time investments in teaching without receiving sufficient recognition, are among the reasons for high workload and stress at Dutch universities¹⁴. Academic incentives also work against researchers who transgress boundaries of single disciplines¹⁵. Career, funding and publishing structures encourage research into small, narrow questions, when society faces big, complex challenges.

The recent 'Recognition and rewards of academics' position paper, jointly produced by the Association of Universities in the Netherlands (VSNU), the Netherlands Federation of University Medical Centers (NFU), the Netherlands Royal Academy of Arts and Sciences (KNAW), the Netherlands Organization for Research (NWO) and the Netherlands Organization for Health Research and Development (ZonMw) (2019)¹⁶ marks a watershed in the way the accomplishments of academics will be evaluated. A new system of recognition and rewards of academics and research is announced which:

1. Enables the diversification of career paths, thereby promoting excellence in each of the key areas (education, research, impact, leadership; and for university medical centers patient care);
2. Acknowledges the independence and individual qualities and ambitions of academics as well as recognizing team performances;
3. Emphasizes quality of work over quantitative results (such as number of publications);
4. Encourages all aspects of open science; and
5. Encourages high-quality academic leadership.

The EUR professorial policy and procedures embrace the principles of the 'Recognition and rewards of academics' position paper. In addition, they favor collaborative and multidisciplinary accomplishments. It is through collaboration that individual qualities come to the fore.

1.2 Diversity and inclusivity

The Social and Economic Council (SER) has called for a balanced composition of the working population in terms of gender and migration/ethnic minority background¹⁷ at the top of Dutch universities, to ensure better connections with society and to provide role models for new generations¹⁸.

The EUR, when compared to other Dutch Universities, had the least gender diversity at the professorial level of all Dutch Universities in 2018; 85.5% of full professors were male¹⁹. In 2019, 79% of full professors were male²⁰. The EUR strives to achieve diversity at the top levels of the organization that include, and go beyond, gender and migration/ethnic minority background. It is also working hard on defining and implementing new diversity and inclusion policies²¹ to increase diversity among and inclusivity of all its staff members across all positions.

7 Nationaal Programma Open Science (2020). *Open science*. Retrieved from <https://www.openscience.nl/en/open-science>

8 Plan S (2020). *Making full and immediate open access a reality*. Retrieved from: <https://www.coalition-s.org/>

9 Nationaal Programma Open Science (2020). *Citizen science*. Retrieved from <https://www.openscience.nl/en/themes/citizen-science>

10 European Commission (2020). *Progress on open science: Towards a shared knowledge system*. Retrieved from https://ec.europa.eu/research/openscience/pdf/ec_rtd_ospp-final-report.pdf#view=fit&pagemode=none

11 KNAW (2018). *Netherlands code of conduct for research integrity*. Retrieved from: <https://www.knaw.nl/shared/resources/actueel/bestanden/netherlands-code-of-conduct-for-research-integrity-2018-uk>

12 United Nations (2020). *About the sustainable development goals*. Retrieved from <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

13 SER (2019). *Strategische agenda hoger onderwijs [Strategic agenda for higher education]*, Advies 19/15, 1-28. Retrieved from: <https://www.ser.nl/-/media/ser/downloads/adviezen/2019/agenda-hoger-onderwijs.pdf>

14 Jongasma M., Sanders W., & Weeda, C (2020). *Inventory of extent and consequences of structural overtime at Dutch universities [Inventarisatie omvang en gevolgen van structureel overwerk aan de Nederlandse universiteiten]*. WO in Actie AOb, WO&O, FNV overheid.

15 Coyle, D. (2020). *Economists must collaborate courageously*. *Nature*, 582 (9). doi: 10.1038/d41586-020-01505-3.

16 VSNU, NFU, KNAW, NWO & ZonMw (2019). *Room for everyone's talent: Towards a new balance in the recognition and rewards of academics*. The Hague. Retrieved from: <http://www.vsnul.nl/files/documenten/Domeinen/Onderzoek/Position%20paper%20Room%20for%20everyone's%20talent.pdf>.

17 According to the Central Bureau of Statistics, persons with a migration background are defined in the following terms: 'Someone has a western migration background if he/she or at least one of the parents was born in Europe (excluding Turkey), North America or Oceania. Indonesia and Japan are also considered western countries. Someone who was born, or whose parent(s) was/were born, in any other country is considered as having a non-western migration background according to the CBS definition'. Retrieved from: <https://www.cbs.nl/en-gb/over-ons/innovation/project/cbs-experimenting-with-dot-maps/migration-background>

Persons with the ethnic minority background are those whose families may be living in the Netherlands for a long time, yet their language, culture, beliefs or style of life differ from the persons with a non-migration background. See full definition of ethnic minorities as provided by the Council of Europe Parliamentary Assembly. (1995). *Recommendation 1255 (1995): Protection of the rights of national minorities*. Retrieved from <http://www.assembly.coe.int/nw/xml/XRef/Xref-XML2HTML-en.asp?fileid=15289&lang=en>

18 SER (2019). *Strategische agenda hoger onderwijs [Strategic agenda for higher education]*, Advies 19/15, 1-28.

19 LNVH (2019). *Women professors monitor 2019*. Utrecht: LNVH.

20 VSNU (2020). *Female academic staff*. Retrieved from https://www.vsnul.nl/en_GB/f_c_ontwikkeling_aandeel_vrouwen.html

21 Examples of the policies include the 25/25 policy measure: <https://www.eur.nl/en/about-eur/vision/diversity-inclusion/policy/2525-policy>; Inclusive recruitment and selection toolkit: <https://my.eur.nl/en/eur-employee/hr/diversity-and-inclusion-0/inclusive-recruitment-and-selection>; policy on exemption from teaching or research following pregnancy: <https://my.eur.nl/en/eur-employee/hr/diversity-and-inclusion-0/exemption-teaching-or-research-activities-following-pregnancy>

There is a need to adapt the system of appointments at the EUR to ensure **equal opportunity to full professorship for all academic scholars**, regardless of their backgrounds

There is a need to adapt the system of appointments at the EUR to ensure equal opportunity to full professorship for all academic scholars, regardless of their backgrounds. The professorial policy and procedures support the creation of conditions for an inclusive work environment, an environment where individuals with both visible (e.g. gender, age, migration/ethnic minority background) and invisible (e.g. personality, work experience, sexual orientation, functional impairment, academic profile) diversity characteristics²² can thrive and where diversity in perspectives is a distinguishing asset of the university. Having a diversity in perspectives and making use of them is an opportunity to strengthen the quality of research and to help the EUR better serve society²³.

Furthermore, fair representation serves as a sign to the student population that at the EUR diversity in experiences and perspectives is valued. To academic scholars, it serves as a sign that they are joining an organization that not only welcomes diversity in talents but also supports and encourages staff to realize their full potential. Both visible and invisible diversity will be the outcome, while inclusivity will be the driving force.



2. Policy

22 Ellemers, N., Sahin, O., Jansen, W. S., & van der Toorn, J. (2018). Naar effectief diversiteitsbeleid: Het bouwen van bruggen tussen wetenschap en praktijk [Towards effective diversity policy: Building bridges between research and practice]. *Gedrag en Organisatie*, 31(4), 409-428.

LERU (2019). *Equality, diversity and inclusion at universities: The power of a systemic approach*. Leuven: LERU

23 SER (2019). *Diversity in the boardroom*. Retrieved from: <https://www.ser.nl/-/media/ser/downloads/engels/2019/diversity-boardroom.pdf>

2. Policy

The EUR professorial policy and procedures outlined in the current document acknowledge the initiatives aimed at modernizing academia. In short, they aim to provide clarity and accountability for how promising scholarly talent is selected, for encouraging and recognizing diversity in teams and academic profiles, and for rewarding academic leadership that strengthens team performance. The starting point lies in the link between strategy and talent management, as defined in a faculty strategic talent management plan.

2.1 Faculty strategic talent management plan (FSTMP)

The EUR strategic plan defines the priorities for the university for the coming years. Faculties should translate and incorporate these priorities into their own strategic plan, taking into account, where applicable, any recommendations by recent Standard Evaluation Protocol (SEP) committees. The faculty strategic talent management plan²⁴ is part of the broader faculty strategic plan. Given the scope of this document, the focus lies on the faculty strategic talent management plan.

Developing the FSTMP helps faculties be transparent and explicit about future substantive directions and required skills and expertise for meeting faculty objectives. The FSTMP provides an overview of talent resources, anticipated promotions (academic staff and support staff), retirements expected within the timeframe of the strategy document and budgetary implications. The FSTMP contains not only information on

talent present within the faculty now and for the foreseeable future, but also specifically addresses specialist knowledge and expertise that is currently not available, yet needed to fulfill the faculty's strategic goals. Over time, faculty course and strategy may change, which will lead to adjustments in the faculty strategic talent management plan and might also have implications for academic focus of the existing staff.

Ample attention should be devoted to diversity, both regarding academic profile (varying focus in each of the domains of research, teaching, social impact, and inclusive team leadership) and people (visible and invisible characteristics). Newly appointed academic staff should be complementary to the team composition, adding to the diversity of experiences, skills and knowledge in the team.

The Dean of the faculty and the *Rector Magnificus* discuss the FSTMP at least once a year. The plan is regularly updated by the faculty.

²⁴ Please note that this is not to be equated with what in the past was called a 'chair plan' (NL: 'leerstoelplan').

The FSTMP²⁵ contains in any case the following information:

- Current composition of academic staff (assistant, associate and full professors) and support staff, followed by the desired situation for the coming few years, explicating the relation between the staff and faculty strategy;
- Desired expertise and academic profiles that are currently insufficiently represented;
- Plans for filling chairs (closed recruitment, internally vs externally- open recruitment).

2.2 Types of professors

Erasmus University Rotterdam distinguishes the following types of professors: full professor, professor by special appointment²⁶ and visiting professor (see Table 1).

2.2.1 Full professor Profile

The full professor's academic profile has a focus on teaching, research²⁷, inclusive team leadership, and/or societal impact (in line with the diversification of academic profiles, exact profiles to be developed as part of the recognition and rewards initiative).

There are four categories of full professors: key domain chairs (also known as core chairs), personal chairs, rotating chairs and Erasmus chairs. Full professors can be employed on a full-time or part-time basis. The Full Time Equivalent (FTE) of the chair needs to match that of the appointment.

Key domain chairs

Key domain chairs are permanent chairs usually defined in terms of a substantive field that gives expression to the faculty's long-term strategic course (as part of the broader EUR strategy). Several professors can jointly cover

a key domain. If the chair becomes vacant (e.g. the holder of a key domain chair leaves or retires), a replacement is sought. The replacement can bring a specific focus to the substantive field of the key domain chair. Key domain chairs can be occupied by professor level 1 or professor level 2, dependent on the responsibilities and achievements of the professor and the faculty criteria for promotion.

Personal chairs

Personal chairs are established based on faculty priorities and decisions to develop dedicated research/education areas. Chair titles should not be too specific as to hinder academic freedom but should not be so broad that colleagues in related areas are hampered from promotion to professor. Personal chairs are thus unique and can only be assigned to an individual; they are discontinued upon that professor's departure or retirement. Personal chairs can be occupied by professor level 1 or professor level 2, dependent on the responsibilities and achievements of the professor and the faculty criteria for promotion.

Chair titles should not be too specific as to hinder academic freedom but should not be so broad that colleagues in related areas are hampered from promotion to professor

Rotating chairs

Rotating chairs (NL: *wisselleerstoel*) have a specific and variable thematic focus and are created to emphasize the prestige of a discipline and to enhance a faculty's academic and public standing. The chair is filled for a limited period, between six months and up to

²⁵ For Erasmus MC, the FSTMP can be written at the level of smaller units within the faculty.

²⁶ In the EUR (2019) document 'Procedure chairs and professors', this category was referred to as 'Endowed professor'.

²⁷ Including patient care, if applicable.





two years, by a different, prominent professor each time. The general rule is that professors occupying rotating chairs are employed by the EUR and already have full professorship status elsewhere, although there may be exceptions at the faculty level. The rotating chairs are generally named in honor of an individual or to reflect a particular strategic initiative. The holder of a rotating chair therefore has a high international standing. By changing the holder of the chair frequently, rotating chairs expand a faculty's (inter)national network and cooperation.

In contrast to other full professorships, a holder of a rotating chair cannot be appointed as primary doctoral supervisor. Rotating chairs can be occupied by professor level 1 or professor level 2, dependent on the responsibilities and achievements of the professor and the applicable faculty criteria for promotion.

In contrast to other full professorships, a holder of a rotating chair cannot be appointed as primary doctoral supervisor

Erasmus chair

This is a new chair type at the EUR. Full professors (excluding rotating chairs) may be appointed as Erasmus professors. The Erasmus professor is a distinguished professor; it represents a top position for professors who each head a multidisciplinary team enabling the implementation of the EUR's crucial strategic initiatives (e.g. Leiden-Delft-Erasmus collaboration, exploiting opportunities of the digital age, accelerating transitions to sustainability, creating societal impact). Erasmus professors will have a proven

track record of having given an impulse to scholarly developments that transcend disciplinary boundaries, of being team players, of having created diversity in the composition, methodological expertise and nature of decision making in teams, and of having contributed significantly to enhancing the university's societal impact profile. Erasmus chairs are generally appointed for the duration of up to five years. Additional resources are made available to support the work of the Erasmus professor in helping to implement (one of) the strategically relevant topics of the EUR.

2.2.2 Professor by special appointment Profile

External legal entities can request the establishment of chairs by special appointment (NL: **bijzondere leerstoel**). If the Executive Board approves the request, the legal entity establishes the chair and appoints the chair holder (for details of the appointment process, see model agreement for chairs by special appointment as referred to in Appendix 4). Erasmus Trustfonds Foundation can be involved in the establishment of the chairs by special appointment in cases when the external organization requesting the establishment of the chair is not a legal entity (e.g. ministry). In such cases the Trusfonds acts as an external legal entity that establishes the chair.

Chairs by special appointment are established to (i) give a boost to a teaching and/or research discipline, (ii) to incorporate idealistic, societally relevant and beneficent disciplines within the academic teaching and research of the EUR and/or (iii) to create or maintain networks with bodies/organizations outside the university, attracting individuals with exceptional practical knowledge to the EUR²⁸.

Professors by special appointment have freedom of inquiry without censorship concerning their research findings

The holder of the chair by special appointment excels in academic teaching, research and/or societal impact. The field of teaching and research carried out by the professor by special appointment complements and enriches existing teaching and research of the faculty. Both the EUR and the legal entity requesting the establishment of the chair must have an interest in developing the field in question²⁹.

Professors by special appointment have freedom of inquiry without censorship concerning their research findings. Professors by special appointment, like all other professors within the Erasmus University Rotterdam, are obligated to abide by standard scientific practices, research and integrity codes. The external legal entity covers the costs associated with the chair beyond the salary costs, in the form of an annual fee, usually 50,000 Euro per year. In specific cases, with explicit approval from the Executive Board, this condition may be (partially) waived. The budget for the chair must be clearly described in a signed contract between the EUR and the external legal entity establishing the chair. Should an external legal entity wish to contribute significantly more than 50,000 Euro per year for a particular chair, this extra contribution could be arranged in the form of grants for research projects.

Appointments are usually on a part-time basis with a minimum of 0.2 FTE. Chairs by special appointment are established for a period of five years with the option of one five-year extension after suitable evaluation of the output and the future strategic relevance of the chair for the hosting faculty. Exceptions at the faculty level allowing for more than one five-year extension are possible. In general, professors by special appointment are not EUR employees as they are not paid by the EUR.

2.2.3 Visiting professor Profile

The purpose of visiting professors³⁰ (NL: **gasthoogleraar**) is to bring to the EUR leading academics (who already have a chair elsewhere) to help advance the community's intellectual, research, teaching and public endeavors. They also play an important role in network creation for the faculty members, in particular for the more junior academics, by opening doors to new research groups.

The visiting professors cannot be appointed in the position of a primary supervisor (NL: **eerste promotor**) of a doctoral candidate. The duration of the visiting professorship is in principle for maximum 4 years.

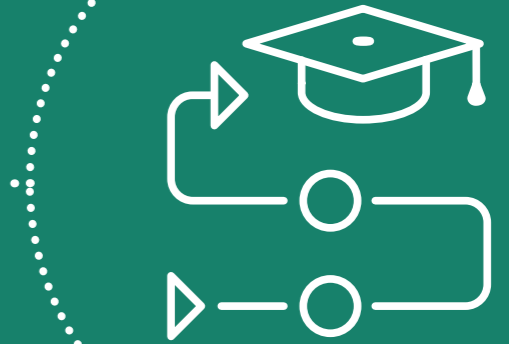
28 NOTE: Starting January 31, 2019, nomination for a Professor by special appointment in the category '(internal) personnel policy' is no longer possible, as this category has been abolished. Employees who previously qualified for this position now follow the procedure for appointment of full professors. A new element in the procedure is the possibility to appoint a full professor for a temporary period of five years. For full information see <https://my.eur.nl/en/eur-employee/hr/your-employment/special-employment-relationships/chairs-professors>.

29 From 31st January 2019 until publication of this document, the EUR distinguished three types of chairs by special appointment: discipline development, altruistic discipline and network development. From this point on, no such distinctions between the types of chairs by special appointment will be made.

30 Visiting professors differ from rotating chairs. First, visiting professors do not occupy a chair at the EUR and are not EUR employees. Moreover, the topic of the rotating chair is clearly defined and is fulfilled by a different professor every six months to two years, while visiting professors' specialties vary.

Table 1. **Overview of professors**

Type	Category	Recruitment	Term of professorship appointment	Establishing body	Funding	Employee of the EUR / Erasmus MC
Full professor						
	i) Key domain	Externally-open ³¹	5 years or permanent	Executive Board	Faculty	Yes
	ii) Personal	Internally - open/closed	5 years or permanent	Executive Board	Faculty	Yes
	iii) Rotating	Closed	2 years	Executive Board	Faculty	Yes ³²
	iv) Erasmus professor	Externally-open	5 years	Executive Board	Executive Board (CvB)	Yes
Professor by special appointment						
	N/A	Externally-open/closed	5+5 years ³³	External legal entity establishes the chair	External legal entity and/or faculty	No ³⁴
Visiting professor						
	N/A	Closed	Maximum 4 years	Executive Board	External legal entity and/or faculty ³⁵	No



3. Procedure

31 Open recruitment can be externally, or internally-open. Externally- open recruitment targets external and internal candidates. Internally-open recruitment targets only internal candidates.

32 There may be exceptions at the faculty level.

33 There may be exceptions at the faculty level.

34 There may be exceptions at the faculty level.

35 For more details on reimbursement of visiting professors see: <https://my.eur.nl/en/eur-employee/hr/terms-employment/financial-matters-and-allowances/payroll-tax/regulation-visiting-professorship>. Check for updates of this webpage, as it is in the process of revision.

3. Procedure



3.1 General procedure

A general overview of the procedure for establishing a chair and nominating and selecting a candidate is provided below. For an overview of the decision makers involved from the moment of initiating the establishment of the chair, up to, and including the appointment of the chair holder see Appendix 1. For an overview of an externally open procedure, see Figure 1 and for an overview of a closed procedure see Figure 2³⁶.

3.1.1 Establishment of a chair

The Executive Board of the EUR (NL: **College van Bestuur, CvB**) is the decision-making body for all full professor (re)appointments and (re)naming of chair titles. For professors employed by the Erasmus MC, the Executive Board of the EUR decides on the chair appointment, but the professor is employed by the Erasmus MC.

The Dean discusses with the *Rector Magnificus* annually the faculty strategic talent management plan where envisaged professorial appointments for the coming years are stipulated. This bilateral discussion provides the general basis for professorial nominations.

3.1.2 Initiation and appointment procedure

Key domain chairs, personal chairs, rotating chairs and chairs by special appointment

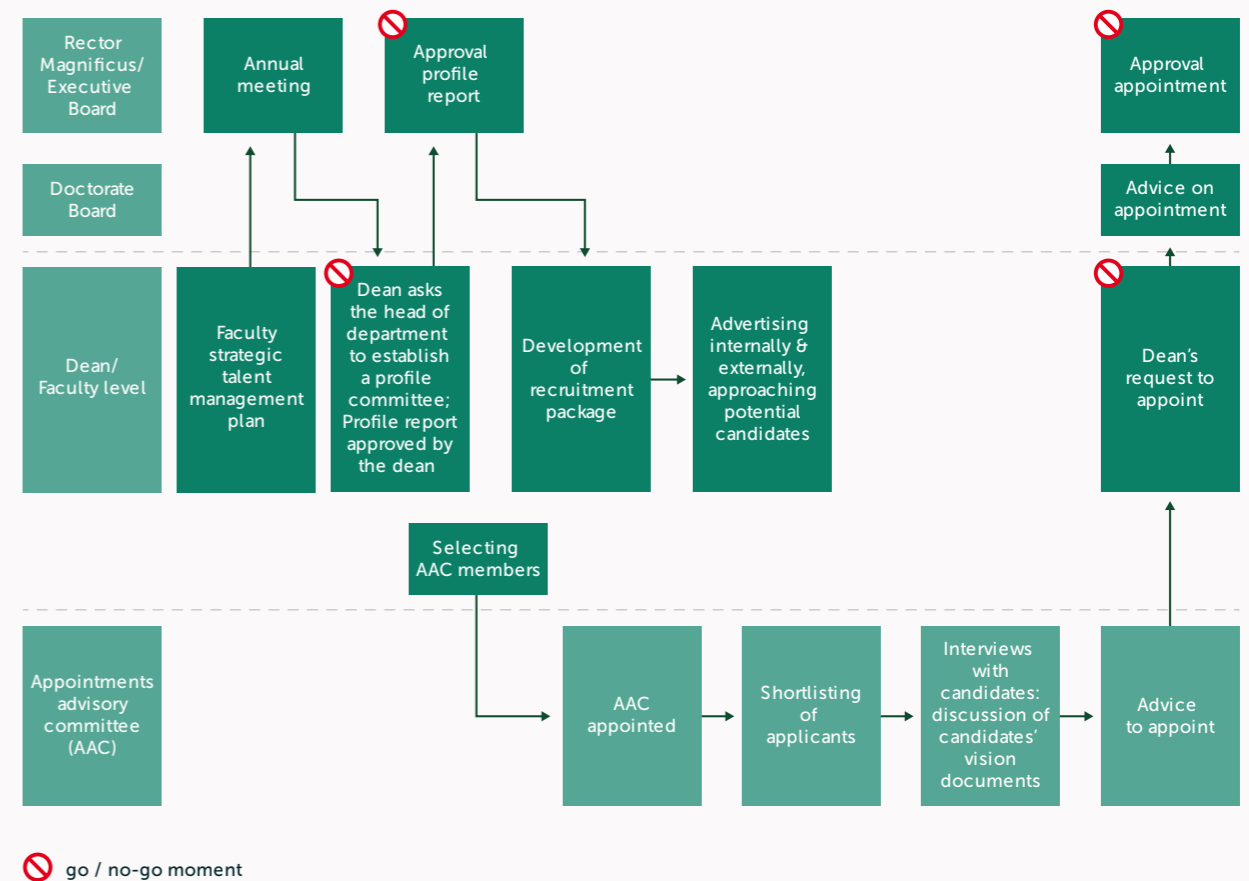
1. When the envisaged chair and planning thereof differs from the faculty strategic talent management plan, the Dean informs the *Rector Magnificus* about it.
2. The Dean submits a request to install the new chair referred to in point one above to the *Rector Magnificus*. Accompanying this request is the profile report (NL: **structuurrapport**), which provides general information about the academic field to which the chair holder will be appointed, internal positioning of the chair, proposed recruitment and selection method and description of the chair holder's profile and requirements (see Appendix 2). The chair holder's profile and requirements are in line with the faculty-specific criteria for full professorship. In the case of chairs by special appointment, a signed agreement

by the legal entity is required. The *Rector Magnificus*' decision will be based, among others, on the substantive field of the chair, its link with the faculty strategic talent management plan, recruitment method and contribution of the chair profile to the department's diversity in perspectives.

3. After approval by the *Rector Magnificus*, an appointments advisory committee (AAC), in assignment from the Dean and according to the faculty regulations, interviews and proposes a candidate for the chair (see section 3.2.1). The AAC after, interviewing one or more candidates, writes an advisory report to the Dean (see Appendix 3). The Dean submits the request

for appointment of a candidate for a vacant chair to the Doctorate Board for advice and the Executive Board for approval. The Doctorate Board's advice and the Executive Board's decision will be based on transparency of the hiring procedure, adherence to the procedures explicated in this document, examination of the AAC's report including the scientific merit of the candidate and strategic relevance to the faculty. Within 12 months of the appointment, an informal meeting takes place between the Executive Board (or the *Rector Magnificus*) and the newly appointed full professor.

Figure 1. **Overview of decision-making moments and relevant decision makers in the appointment of candidates for the position of the key domain chair, rotating chair, chair by special appointment via externally-open recruitment.**



The Executive Board of the EUR is the decision-making body for all full professor (re)appointments and (re)naming of chair titles

36 The difference between Figure 1 and 2 is that in a closed procedure concerning promotion of an internal candidates, an extra step is added in the process: prior to preparing the profile report, the dean consults an internal advisory council for appointments and promotions (ACAP-or equivalent; NL: *commissie benoemingen en bevorderingen academische staf (CBBA)*) for advice on promotion of the candidate. This committee plays an important role in advising the Dean on faculty promotions. Upholding sensitivity to and attention for diversity in the perspectives of ACAP members together with implementing transparency regarding the procedures for submitting the file for promotion to the ACAP for consideration is crucial but goes beyond the purpose of this document.



Figure 2. Overview of decision-making moments and relevant decision makers in the appointment of candidates for the position of the key domain chair, personal chair, rotating chair and chair by special appointment via closed recruitment.

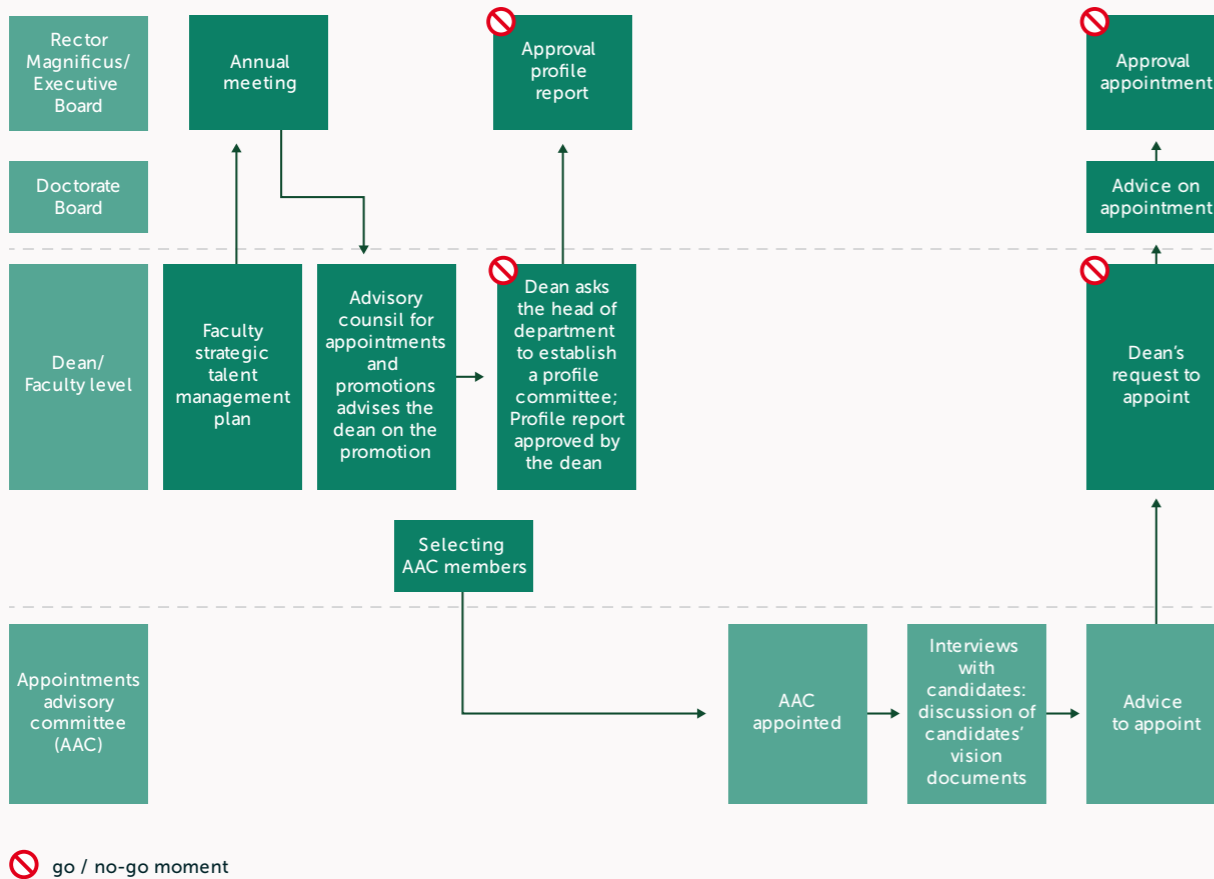
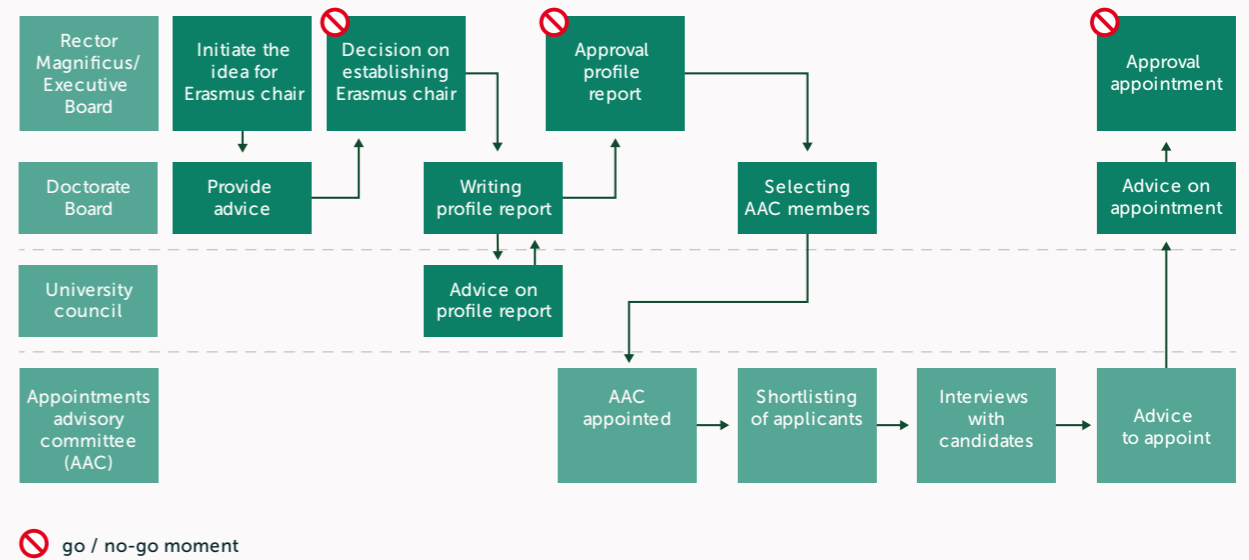


Figure 3. Overview of decision-making moments and relevant decision makers in the appointment of candidates for the position of Erasmus professor.



Erasmus chairs

1. The Executive Board consults the Doctorate Board about establishing an Erasmus chair.
2. Upon positive advice by the Doctorate Board on establishing an Erasmus chair, the Doctorate Board writes the profile report (see Appendix 2). The Doctorate Board submits the profile report to the University Council for advice, to enhance the involvement of the university community in creating the new professorship. The profile report needs approval from the Executive Board.
3. Upon approval of the profile report, the Doctorate Board sets up at the request of the Executive Board an AAC and identifies

the chairperson. The task of the AAC is to propose a nomination to the Doctorate Board for advice and the Executive Board for decision (see Appendix 3). The achievements of the nominated candidate meet the faculty-specific criteria for full professorship of the hosting faculty (or faculties-in the case of a shared appointment). The Doctorate Board's advice and the Executive Board's decision will be based on transparency of the hiring procedure, adherence to the procedures explicated in this document, examination of the AAC's report and the fit to the strategic objectives of the Erasmus professor.

Visiting professors

In a written proposal to the Doctorate Board, the Dean substantiates the importance of the visiting professorship, the choice of the candidate, and the length of the visiting professorship. The Dean provides insight into how the visiting professorship shall be financed. The costs of the visiting professorship can be fully or partly paid by a third party. The Doctorate Board assesses the proposal of the Dean and, in its advice to the Executive Board, also explains the importance of the professorship for the EUR as a whole. The Executive Board makes the decision, taking into consideration the Dean's proposal and the advice of the Doctorate Board. The *Rector Magnificus* sends a written invitation to the visiting professor on behalf of the Executive Board.

3.1.3 Reappointment of professors

Clear evaluation criteria are established at the moment of professorship appointment. For those with a temporary professorship appointment, during the third year of appointment, a mid-term evaluation is

carried out by the hierarchical supervisor of the professor as part of the annual performance and development cycle. The mid-term evaluation is a moment of reflection on progress regarding the goals specified in the professor's vision document. This is also a moment when the desirability and feasibility of modifying the goals can be discussed. The modified goals, however, still need to fit the overall vision of the chair.

Clear evaluation criteria are established at the moment of professorship appointment

Based on the evaluation of performance as recorded in the mid-term review and annual performance and development cycles, the Dean proposes the reappointment (see also 3.3.3 about termination of appointment) and communicates, 6 to 3 months prior to the end of the temporary professorial appointment period, the proposed decision to the professor



and the Executive Board. For chairs by special appointment the findings of the legal entity are taken into account as well. In order to ensure a smooth reappointment process, prior to expiry of the professorship appointment, the Dean sends the substantiated proposal for the reappointment to the Executive Board. The Executive Board needs to approve the reappointment. The proposal includes a complete and current CV of the professor; narrative document describing achievements of the professor in relation to the goals of the chair; letter from the department head.

The appointments advisory committee is responsible for the selection of the candidate

3.1.4 Withdrawal of authorization declaration for the establishment of a chair by special appointment

The authorisation declaration is withdrawn at the request of the legal entity or by the Executive Board if the legal entity no longer complies with that which was agreed or if the chair by special appointment has remained vacant for three years. If the chair by special appointment has remained vacant for three years, the legal entity will be notified in writing of the proposal to withdraw the authorization declaration. The legal entity will be given the opportunity to respond to the proposal.

3.2 Recruitment, selection and monitoring

The inclusive recruitment and selection guidelines are followed during the recruitment and selection process³⁷.

3.2.1 Appointments advisory committee (AAC)

The appointments advisory committee (NL: *benoemingsadviescommissie*) is responsible for the selection of the candidate. Faculty Human Resources (HR) professionals provide advice concerning the recruitment and selection process.

Process overview

The AAC invites shortlisted or pre-selected candidates for one or more interviews. Prior to the interview with the AAC, the candidate draws up a vision document and sends it to the (secretary of the) AAC. This document describes the candidate's vision for the development of the department, and explains how the department will be enhanced through establishment of the given chair and the professor. The vision document contains quantitative and qualitative performance indicators.

Structured interviews are conducted with the candidate(s) and the AAC members score and evaluate each candidate before comparing their evaluations with each other.

Key domain chair, personal chair, rotating chair, chair by special appointment

For these chairs, the Dean sets up an appointments advisory committee. While composing the AAC, the Dean ensures that the various (visible and invisible) diversity characteristics are well-represented by the AAC members, taken together. The Dean reflects on the considerations for the composition in writing to the Doctorate Board (see Appendix 3). The task of the AAC is to prepare a recommendation to the Dean.

In general, the AAC should minimally satisfy the following criteria (additional requirements at the faculty level are possible):

1. The majority of members are full professors;
2. At least one member is from another EUR faculty (or for the Erasmus MC from another substantive field within the faculty);
3. At least one member is an external member (non-EUR/Erasmus MC employee in the last 3 years);
4. One member is a student (optional);
5. The committee is supported by a non-voting member with expertise on procedures who acts as a secretary of the committee. This role can be filled by an HR professional;
6. The composition of the voting committee members represents diversity of perspectives (considering both visible and invisible diversity).

The committee carries collective responsibility for safeguarding that diversity in perspectives is carefully considered in the decision-making process. One of the (voting) members is assigned the role of addressing the importance of collective responsibility for diversity throughout the recruitment, selection and nomination process and shielding against (unintended) bias in the procedure by raising reflective questions in every step of decision-making process. One of the committee members documents the diversity deliberations that take place during the decision-making process³⁸.

Erasmus chair

For Erasmus chairs, the Doctorate Board sets up at the request of the Executive Board an AAC and identifies the chairperson. While composing the AAC, the Doctorate Board ensures that the various (visible and invisible) diversity characteristics are well-represented by the AAC members, taken together. The Doctorate Board reflects on the considerations for the composition in writing to the Executive Board (see Appendix 3). The task of the AAC is to propose a nomination to the Executive Board.

Minimum requirements for the composition of the AAC for Erasmus chairs:

1. The majority of members are full professors;
2. There is one member from each faculty as appointed by the respective deans;
3. The committee is supported by a non-voting member with expertise on procedures who acts as a secretary of the committee. This role can be filled by an HR professional;
4. The composition of the voting committee members represents diversity of perspectives (considering both visible and invisible diversity).

The committee carries collective responsibility for safeguarding that diversity in perspectives is carefully considered in the decision-making process. One of the (voting) members is assigned the responsibility of addressing the importance of collective responsibility for diversity throughout the recruitment, selection and nomination process and shielding against (unintended) bias in the procedure by raising reflective questions in every step of the decision-making process. One of the committee members documents the diversity deliberations that take place during the decision-making process³⁹.

The composition of the voting committee members represents diversity of perspectives (considering both visible and invisible diversity).

3.2.2 Externally-open recruitment

The EUR encourages externally-open recruitment procedures, whereby the vacancy of a chair is advertised broadly with the aim of reaching a diverse pool of best qualified candidates. Active scouting of the candidates is recommended. The procedure is open to external and internal candidates. The shortlist

³⁷ EUR (2021). *Inclusive recruitment and selection toolkit*. Retrieved from: <https://my.eur.nl/en/eur-employee/hr/diversity-and-inclusion-0/inclusive-recruitment-and-selection>

³⁸ Training for the AAC members on how to ensure the collective responsibility is highly recommended.

³⁹ Training for the AAC members on how to ensure the collective responsibility is highly recommended.



Internally-open recruitment implies that only internal candidates apply for the chair position (tenured and non-tenured employees)

of candidates must reflect a diversity in perspectives which can be traced via both visible and invisible characteristics.

Externally-open recruitment is always used for key domain chair and Erasmus chair vacancies. Externally-open recruitment for the key domain chair can also take place at the level of an assistant or associate professor. This is the case for faculties working with a tenure-track system and for faculties who attract promising talent from outside of the EUR at lower positions and wish to offer them prospects for promotion. Paying attention to, and ensuring that there is sufficient diversity is essential at this earlier stage, as this is the pool of talent that is envisaged to develop to the full professor level.

Externally-open recruitment is sometimes used for filling the chairs by special appointment.

3.2.3 Internally-open recruitment

Internally-open recruitment implies that only internal candidates apply for the chair position (tenured and non-tenured employees). This type of recruitment is chosen when the Dean decides, based on the faculty strategic talent management plan, that there is a sufficiently qualified pool of internal talent to draw upon. Faculty HR professionals can be consulted for advice regarding the identification of the internal talent pool. The shortlist of candidates must reflect a diversity in perspectives that can be traced via both visible and invisible characteristics.

3.2.4 Closed recruitment

Closed recruitment implies that the candidate is already known. This procedure should be considered **only** in the following situations:

1. Key domain chairs: the general guideline is that closed recruitment can only be considered if an externally-open recruitment process has not yielded any suitable candidates. In exceptional cases and with very good arguments (e.g. pursuit of promising substantive initiatives, emerging interdisciplinary fields, fortification of departments), external talent can directly be scouted via a closed procedure. Approval from the Executive Board for the closed recruitment of a key domain chair is needed.
2. Rotating chairs: potential candidates are often actively approached.
3. Professors by special appointment are often recruited via a closed procedure.
4. Visiting professors are always actively approached.

3.2.5 Monitoring of the appointment process

An annual evaluation of appointments is conducted by Academic Affairs/Human Resources to assess the effectiveness of the appointment procedure in reaching diversity in teams (in terms of visible and invisible characteristics) and diversity in academic profiles career paths (research, teaching, social impact, and/or inclusive team leadership). The evaluation includes the analysis of the processes leading up to, and including the appointment, and the support documents submitted for nomination. The evaluation also includes an overview of promotions to professor level 1. Findings about these evaluations are shared with the Doctorate Board and Executive Board to determine whether and how appointment processes might be improved.

3.3 Appointment transitions

3.3.1 Promotion from associate professor to full professor

Promotion to full professor can be requested when an EUR or Erasmus MC employee fulfills the faculty criteria for full professor. The internal advisory council for appointments and promotion (or equivalent)

evaluates the request for promotion and shares their advice with the Dean. If the Dean supports the nomination, the AAC committee is established. The AAC interviews the candidate and writes an advisory report to the Dean (see Appendix 3). The dean asks for an advice from the Doctorate Board and for an approval from the Executive Board. The dossiers are in general filed to the internal advisory council for appointments and promotion by heads of department. In exceptional circumstances, a request for evaluation of the dossier can also be submitted to the internal advisory council for appointments and promotion (or equivalent) by the associate professors.

Promotion to full professor is dependent on the extent to which the associate professor fulfills the faculty criteria for promotion, available budget and the FSTMP. For faculties not working with a tenure-track system up to professorship, the Dean can decide against a closed procedure and opt for an internally-open procedure should there be more candidates at the associate professor level who may be eligible for promotion.

3.3.2 Promotion from full professor 2 to full professor 1

In line with the national university job classification system (NL: **universitair functie-ordeningssysteem (UFO) profielen**)⁴⁰ and job grading system of the Association of University Hospitals (NL: **functiewaarderingssysteem Vereniging Academische Ziekenhuizen-FUWAVAZ**) within Erasmus MC, full professors are eligible for promotion from level 2 to level 1. The faculty criteria for full professor 1 are transparent and clearly described. A promotion from professor 2 to professor 1 should not be based only on labor market considerations.

A request for promotion can take place in two ways⁴¹: i) Based on evaluations stemming from the strategic personnel's planning cycle, the department head sends on behalf of the full professor a request for promotion to the Dean. After consulting the advisory council for appointments and promotions (or equivalent), the Dean informs the Executive Board of the promotion; ii) In exceptional circumstances, the full professors level 2 can also submit a request for promotion directly to the Dean. After consulting the advisory council for appointments and promotions (or equivalent), the Dean informs the Executive Board of the promotion.

The termination of appointment is to be conducted in line with the collective labor agreement and national laws

The request for the promotion to the Dean contains the following documents: complete and current CV of the professor; narrative document describing achievements of the professor in relation to the criteria for the professor level 1; letter from the department head (optional).

3.3.3 Termination of appointment

The Executive Board may terminate the professorial appointment at the request of the professor, upon reaching the statutory age of retirement, when the maximum appointment period for a chair has been reached, due to passing away of the professor, or due to dysfunction. The termination of appointment is to be conducted in line with the collective labor agreement (NL: **CAO-NU** for EUR and **CAO-UMC** for Erasmus MC) and national laws. Professors whose appointment ends in good

⁴⁰ Job Classification System provides information on job profiles of Dutch university employees that contains information on the job titles and levels. See: https://www.vsnu.nl/en_GB/job_classification_ufo.html

⁴¹ The Erasmus MC procedure deviates in the sense that professorship level 1 is generally reserved for heads of departments.



standing retain the *ius promovendi* (the right to award a PhD) for five years after the date of their retirement or resignation.

For professors with a temporary professorship appointment who have a permanent employment contract and who do not fulfill the expectations of the full professor, the termination of appointment as a professor implies that the person returns to the earlier position (usually associate professor).

Nurturing and managing talent is not only about those in early and mid-career phases; it also pertains to those nearing the age of statutory retirement

For professors from outside of EUR who are given a temporary contract corresponding to the period of appointment as professor and who do not fulfill the expectations of the full professor, the option for reverting to the previous position is not available.

3.3.4 Emeritus professor

Nurturing and managing talent is not only about those in early and mid-career phases; it also pertains to those nearing the age of statutory retirement. The faculty's strategic talent management plan explicitly addresses the retirement of full professors, including the provision of clarity regarding the continuation of the chair (continuing the chair and replacing the occupant by internal or external talent versus discontinuing the chair).

The issue of stepping down is discussed between the full professor and the department head well in advance of the statutory retirement age of the full professor. The decision on the type of relationship up to and possibly after the statutory retirement age is based on the faculty's strategy of talent management, on whether the continuation of the full professor's work is crucial in order to meet the faculty's strategic goals. In the years prior to reaching retirement, the full professor should start transferring responsibilities to associate professors and actively supporting and guiding them in these tasks.

At least two years prior to reaching the statutory retirement age, there should be clarity between the parties (full professor, department head, Dean) concerning whether there are special circumstances requiring other relation than the regular Emeritus professor between the EUR and the full professor reaching the age of statutory retirement⁴².

The relation between the retiring professor and the EUR can take the following forms:

1) Regular emeritus professor

The most common relation concerns regular emeritus status. The emeritus professor retains access to the University Library (including digital collections) and is invited to university functions such as opening of academic year and Dies Natalis. The emeritus professor does not start any new PhD tracks as primary supervisor, but retains the *ius promovendi* for a period of five years for already registered PhD candidates, as established in the Dutch Higher Education and Research act (art. 9.19 WHW). For these five years, access to workspace, PC, e-mail, reimbursement of travel costs incurred as part of the emeritus professor's tasks for the EUR/ Erasmus MC can be regulated via a hospitality agreement.

2) Zero-hour contract

A limited set of circumstances require that the retired full professor enters into a zero-hour contract with the university, for example as an external advisor to a major project requiring unique expertise tied to the emeritus professor. These include the leadership of major, externally-funded research projects, and the continuation of teaching responsibilities that are uniquely tied to the retiree. Furthermore, it is crucial that the activities involve active engagement with younger members of the academic staff and the transmission of key skills and knowledge to next generations of scholars. Monthly remuneration is dependent on the hours worked. Hourly rate corresponds to the salary scales indicated in the university job classification (UFO) or job grading system of the Association of University Hospitals (FUWAVAZ). A possible extension of the zero hour contract must be conducted in line with the collective labor agreement (NL: CAO-NU for EUR and CAO-UMC for Erasmus MC) and national laws. Local faculty regulations apply.

⁴² For more details on employment after reaching state pension age please see <https://my.eur.nl/en/eur-employee/hr/terms-employment/collective-labour-agreement/working-after-state-pension-age-regulations>

4. Appendices



Appendix 1

Process overview



Table 2. **Process overview of decision makers involved per type of chair**

		Key domain chairs, personal chairs, rotating chairs	Erasmus chair	Chair by special appointment
Profile report				
	Responsible	Dean	Doctorate Board	Dean
	Approval from	Executive Board	Executive Board	Executive Board
AAC				
	Established by	Dean*	Doctorate Board	Dean*
	Recommend nomination to	Dean	Doctorate Board	Dean
Appointment of the chair holder				
	Nomination by	Dean	Doctorate Board	Dean
	Approval from	Executive Board	Executive Board	Executive Board
	Appointment by	Executive Board	Executive Board	External legal entity
Performance & development				
		Department head or Dean (varies per faculty)**	Dean and the Rector Magnificus	Department head or Dean (varies per faculty)

Notes:

* For Erasmus MC, the Executive Board of Erasmus MC establishes the AAC.

** for Erasmus MC, performance and development talks of key domain chairs are conducted by the Executive Board of Erasmus MC.

Profile report template

The template below is used as a guideline for drawing up a profile report

1. General information

- Chair category (Full professor, Professor by special appointment) and type of chair, where applicable
 - For a professor by special appointment include:
 1. financial remuneration,
 2. a request from the legal entity with full legal capacity to establish a chair by special appointment,
 3. a copy of the agreement signed by the legal entity and initialed by the Dean and
 4. the legal entity's articles/statutes/regulations.
- Academic profile of the chair (research, education, inclusive team leadership or societal impact)⁴³
- Substantive domain of the chair
- Term of employment (starting date, duration of appointment) and FTE
- Substantiated proposal for the recruitment method (closed, internally/externally-open)
- Composition of the committee writing the profile report (function, reflection on the diversity of perspectives of committee members)

2. Field of study

- Description of the academic field
- Current developments in the academic field
- Focus in the field to be developed as professor

3. Internal positioning

- Name of the department/section in which the chair is positioned
- Reason to establish the chair in relation to the faculty strategic talent management plan/ or the EUR strategy (for Erasmus chairs)
- Link of the chair with other chairs within the faculty/ EUR (for Erasmus chairs)
- Description of support provisions (secretarial support, budget etc.) (for Erasmus chairs)
- Description of the chair holder's duties and responsibilities
- Organogram specifying internal positioning of the chair (optional)

4. Chair holder profile and requirements

- Description of chair holder's profile and requirements and information on how the chair will contribute to the diversity in perspectives at the university
- Vacancy text

5. Evaluation criteria

- If the professorship appointment is temporary: list of criteria the occupant of the chair should meet during the 5 year period

⁴³ Exact type of profiles to be specified in the 'Recognition and rewards' committee.

AAC report checklist and AAC report template



AAC report checklist

AAC report checklist is to be used as a cover page of the AAC report. AAC report needs to be complete for the nomination to be taken into consideration. Please tick the boxes to indicate that the AAC report contains relevant documents and provide information on the following:

- Dean's consideration (or Doctorate Board's consideration in case of Erasmus professors) of (visible and invisible) diversity characteristics of AAC members in composing the committee
- Document stating approval of the profile report by the *Rector Magnificus* is included
- Profile report is included

Type of recruitment (tick one option and fill in where relevant):

- Closed
- Internally-open
 - Information on recruitment channels provided: yes/no
 - Information on active scouting provided: yes/no
 - Applicants information:
 - Number of applicants: _____
 - Number of female applicants: _____
 - Number of male applicants: _____
 - Other diversity aspects (in numbers)⁴⁴: _____

⁴⁴ Used for monitoring purposes of diversity efforts. For further information, consult the Faculty Diversity Officer or the Chief Diversity Officer.

- Information on scoring and weighting of the candidates' interviews: yes/no
- Information on diversity of perspectives (visible and invisible diversity)⁴⁵ of applicants, as well as selected candidates for the interviews, in relation to team diversity: yes/no
- Information on diversity deliberations included: yes/no

Externally- open

- Information on recruitment channels provided: yes/no
- Information on active scouting provided: yes/no
- Number of internal applicants: _____
- Number of external applicants: _____
- Number of female applicants: _____
- Number of male applicants: _____
- Other diversity aspects (in numbers): _____

- Number of internal candidates invited for the 1st/2nd interview: _____ / _____
- Number of external candidates invited for the 1st/2nd interview: _____ / _____
- Number of female applicants invited for the 1st/2nd interview: _____ / _____
- Number of male applicants invited for the 1st/2nd interview: _____ / _____
- Other diversity aspects (in numbers): _____

- Information on scoring and weighting of the candidates' interviews: yes/no
- Information on diversity of perspectives (visible and invisible diversity) of applicants, as well as selected candidates for the interviews, in relation to the team diversity: yes/no
- Information on diversity deliberations included: yes/no

Nomination information:

- Substantiated nomination of the candidate and reflection how the candidate adds to the diversity of perspectives in the team
- Vision document of the nominated candidate
- CV of the nominated candidate
- UFO profile/ FUWAVAZ profile

⁴⁵ Visible diversity relates to characteristics such as age, gender, ethnicity/migration background, whereas invisible diversity relates to characteristics such as academic profile (research, education, societal impact, inclusive team leadership), personality, work experience etc.



The template below is used as a guideline for drawing up the AAC report

1. General information

- Description of the composition of the AAC:
 - Function of each AAC member (e.h. professor, associate professor etc)
 - Dean's consideration (or **Doctorate Board's consideration in case of Erasmus professors**) on diversity of perspectives of AAC members that includes both visible and invisible diversity characteristics
- Approval of the profile report
- Profile report

2. Recruitment (only relevant for open recruitment)

- Internally-open recruitment
 - Channels of recruitment (publication on the EUR internal vacancy website)
 - Description of active scouting (effort put into attracting a diverse talent pool):
 1. Description of the chair vacancy distributed within the faculty as well as outside of the faculty (other faculty Deans, heads of departments)
 2. Specific candidates approached individually
- Externally-open recruitment:
 - Channels of recruitment (e.g. Academic transfer, LNVH, etc.)
 - Description of active scouting (effort put into attracting a diverse talent pool):
 1. (Inter)national academic authorities in the field consulted
 2. Sister faculties consulted (optional)
 3. Specific candidates approached individually

3. Pre-selection (only relevant for open recruitment)

- Description of the response
 - Internal vs. external candidates (if applicable); gender
 - Information on the diversity of perspectives of applicants (visible and invisible diversity)⁴⁶ in relation to the team diversity
- Candidates invited for the 1st interview. Information on:
 - Internal vs. external candidates (if applicable); gender
 - Scoring and weighting of the candidates' interviews (names of candidates not to be disclosed)
 - Notes on the diversity deliberations
 - Information on the diversity of perspectives of candidates (visible and invisible diversity) in relation to the team diversity
- Candidates invited for the 2nd interview. Information on:
 - Internal vs. external candidates (if applicable)
 - Scoring and weighting of the candidates' interviews (names of candidates not to be disclosed)
 - Diversity deliberations
 - Diversity of perspectives of candidates (visible and invisible diversity) in relation to the team diversity

⁴⁶ Visible diversity relates to characteristics such as age, gender, ethnicity/migration background, whereas invisible diversity relates to characteristics such as academic profile (research, education, societal impact, inclusive team leadership), personality, work experience etc.

4. Nomination

- Substantiated explanation of why this candidate has been nominated and reflection on how the candidate adds to the diversity of perspectives in the team
- CV of the candidate
- Vision document of the candidate with quantitative and qualitative performance indicators on how the candidate would shape the position, how the candidate would support and contribute to a diverse and inclusive environment within the faculty, vision on the academic field in relation to the strategy of the faculty (or the EUR for Erasmus professors)
- Advice from referees
- Advice from sister faculties (when applicable)
- UFO profile/ FUWAVAZ profile

Appendix 4

Chair by special appointment



For the following documents, please visit:
<https://my.eur.nl/en/eur-employee/hr/your-employment/special-employment-relationships/chairs-professors>

1. Model agreement for chairs by special appointment
2. Agreement between the EUR/Erasmus MC with the professor by special appointment
3. Curatorium regulations

These documents are in preparation and will shortly be available on the website.

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