

**CRITERIA
FOR THE
APPOINTMENT AND PROMOTION
OF MEMBERS OF THE ACADEMIC STAFF OF
ERASMUS SCHOOL OF ECONOMICS**

The criteria for appointment and promotion are guidelines. Candidates are expected to comply with the standards defined in this memorandum. If these standards are not satisfied, then a clear and well-founded explanation must be given for why an exception should be made to the requirements and what compensatory factors exist.

Version of June 2013, amended May 2016

Criteria for the appointment and promotion of members of academic staff

Erasmus School of Economics

CONTENTS

1. <i>Introduction</i>	1
2. <i>General information</i>	1
3. <i>Criteria for appointing an assistant professor (UD) on a tenure track basis</i>	2
4. <i>Criteria for appointment as / promotion to Associate Professor (UHD) (with recommendations from CBBA)</i>	5
5. <i>Criteria for advancement to Associate Professor (UHD) with cap (endowed professor in relation to personal development)</i>	6
6. <i>Criteria for promoting and appointing full professors</i>	7
7. <i>Criteria for appointment as Professor of Practice (to an endowed chair)</i>	8
8. <i>Requirements to be set for professors by special appointment who are appointed in relation to the position of academic/general director of one of the BVs of which ESE is the secretary</i>	10
9. <i>Promotion from Professor 2 to Professor 1</i>	11
<i>Appendix 1 Determining the AIS</i>	12
<i>Appendix 2 Documents to be provided</i>	13
<i>Appendix 3 Format of teaching peer-review</i>	14
<i>Appendix 4 Hay Profile for Assistant Professor</i>	17
<i>Appendix 5 Hay Profile for Associate Professor</i>	18
<i>Appendix 6 Hay Profile for Professor</i>	19

1. **Introduction**

The recruitment and career development of its academic staff are among an academic institution's most critical success factors. The availability of an excellent external candidate or the retention of an excellent internal candidate is often the reason to initiate an appointment and/or promotion procedure. Of course, this is provided that the list of candidates is in keeping with the school's academic direction and financial framework.

The purpose behind formulating appointment and/or advancement criteria is twofold:

1. providing more substance to the HRM policy with regard to the appointment and promotion of academic staff at ESE;
2. contributing to the quality policy pursued by ESE in its attempts to rank among world-renowned academic institutions.

The first point implies that there must be logic and consistency in the terms of appointment for Assistant Professor - Associate Professor - Associate Professor with 'cap' – full professor. The second point means that this is a process that is being improved in a series of gradual steps and that the job requirements will gradually become more stringent.

Paragraphs 3 to 8 include the criteria established by the dean for all academic positions. Specific attention is devoted to the requirements for professors of practice and professors by special appointment (general or academic director of an institute).¹ These criteria are a further concretisation of the basic criteria for appointments described in the University Function Classification system.

Considering Erasmus School of Economics places importance on facilitating the combination of work and care, the assessment period stated in this memorandum may be adjusted. Regarding Tenure Track appointments before 15-02-2016, the CBBA will take personal issues into account. For new appointments from 15-02-2016 this period can be extended due to special circumstances such as maternity leave, post-natal maternity leave, parental leave, long-term illness, or care for a family member who is ill. For candidates who become parents within this period, an extension to the assessment period of eight months shall apply for each child born in the assessment period. For female employees an additional extension of six months shall apply in connection with the period of statutory maternity leave and post-natal maternity leave and the working hours act. The total assessment period, including these extensions, cannot exceed the maximum of 10 years. For this reason the appointment is also for 10 years and can be terminated on reasonable grounds if the criteria for the interim evaluation or the final evaluation have not been met.

2. **General information**

The set of criteria applied by the School in its appointment and promotion policy must focus on quality and must, in any event, encourage academic staff to produce high-quality academic publications and provide excellent education. The criteria must be established based on objective criteria and be easy to communicate. It should be emphasised that the criteria for the appointment and promotion policy serve as guidelines and not as hard rules. The evaluation is conducted by the CBBA (Committee for the Appointments and Promotions), who make a balanced recommendation based on the information received. The Committee may depart from the criteria, stating reasons, even though these criteria are primarily designed to inform employees of the applicable 'standard'. In addition, the Committee also considers the candidate's position in the School, most notably the significance of his/her field of study. Another factor considered by the Committee is whether the candidate is a valuable member of the School's community. This includes, among other things, positive interaction with colleagues, maintaining a positive attitude towards their work and the University, their visibility within the School and their willingness to perform duties, including providing information. In more formal terms, an important consideration is whether the candidate complies with the requirement specified in Article 1.8, paragraph 2 of the CAO NU has been fulfilled.²

¹ Effective 1 January 2014, the special criteria for accounting no longer apply. For candidates recruited prior to this date, the same agreements remain in force up to and including the moment a decision is made regarding their first subsequent appointment/promotion.

² Article 1.8 CAO University

2. Candidates are required to fulfil their duties to the best of their ability, to conduct themselves as good candidates and to comply with the instructions provided by or on behalf of the employer.

A number of comments relating to the above-mentioned criteria are included below.

The criteria should be viewed as guidelines, i.e. they must form the basis for all assessments. It is also important to note that there are two types of potential deviations. The first type occurs if the candidate fails to meet all the requirements set, in which case a clear explanation must be provided as to why an exception is requested. If the necessity and possibility are there to 'compensate' for the requirement that has not been satisfied, such compensation must be clearly indicated (e.g. if not all research requirements are satisfied, the quality of the education provided must be 'excellent' rather than 'good'). The second type of deviation from the guidelines involves imposing stricter requirements because this is considered appropriate for the candidate's field of study. Evidently, this must be set out in the Tenure Track agreements: SMART Terms.

- While a number of criteria have been quantified (e.g. publication requirements and teaching skills), some of the criteria are more qualitative in nature. It is the duty and responsibility of the CBBA to assess whether these criteria have been satisfied.
- If the Committee believes that the quantitative and qualitative criteria set out in this memorandum have been satisfied and the candidate meets the criteria for good employees, the CBBA will recommend that the dean appoint or promote the candidate.
- The requirements are geared towards candidates from the ESE. With a minor adaptation to the conditions, they can also be used for candidates from other Dutch universities as well as candidates of international origin or from outside the university environment.
- For some years, it was customary to refer in the criteria for appointment and promotion of members of academic staff to 'articles in international peer-reviewed journals included on the TI/ERIM list and/or (as customary for TI/ERIM) of articles appearing in non-economic high-impact journals and/or books or chapters appearing in books that have a recognised academic reputation'. Since the Tinbergen Institute replaced the classification of AA/A/B journals with a list of journals where Article Influence Scores (AIS) are the main focus, the implications of this change have been incorporated into this memorandum.³
- Since the School is home to two research schools (the Tinbergen Institute and ERIM), it has opted for a policy whereby the impact of the publications of a particular candidate can be assessed both based on P*/P publications (ERIM) and based on the AIS system (TI). A journal's P*/P classification is included on the ERIM list of journals. The method used to calculate a publication's AIS value is detailed on the TI site.⁴ In determining the AIS value of publications, the CBBA uses the system established by the Tinbergen Institute. In this process, the Committee shows goodwill in its assessment of cases whereby an assessment based on the AIS for subsequent years would result in a significantly higher evaluation of the candidate's publication record.
- Candidates who are members of the Tinbergen Institute are subject to a transitional scheme that requires that existing terms regarding criteria for promotion be complied with. If the AIS criteria are satisfied, the case can also be submitted for review to the CBBA. In implementing the new policy on 1 August 2013, this means that all cases dating to before 1 August 2013 can be assessed,⁵ using the most recent AA/A/B publication list. However, a candidate can ask to be evaluated using the new system if this is more favourable for him or her.
- The extended assessment period due to special circumstances such as maternity leave, post-natal maternity leave, parental leave, long-term illness or caring for a family member, is for Tenure Track positions only applicable on new appointments from 15 February 2016 onward. For other Tenure Track positions, the CBBA will take personal issues into account.

The paragraphs below detail the criteria for appointment/promotion in the various job categories.

3. Criteria for appointing an assistant professor (UD) on a tenure track basis

Assistant Professors on a Tenure Track basis receive a Tenure Track of six years. ⁶

³ The CBBA is well aware of the deviating AIS scores in Operations Research and, given the special nature of the field, the Committee is willing to take this into account in its assessment of criteria for appointment and promotion.

⁴ See www.tinbergen.nl and the appendix.

⁵ Note that this refers to the TI list of journals that was in effect on 31 July 2012.

⁶ Regarding Tenure Track appointments before 15-02-2016, the CBBA will take personal issues into account. For new appointments from 15-02-2016 this period can be extended due to special circumstances such as maternity leave, post-natal maternity leave, parental leave, long-term illness, or care for a family member who is ill. For candidates who become parents within this period, an extension to the assessment period of eight months shall apply for each child born in the assessment period. For female employees an additional extension of six months shall apply in connection with the period of statutory maternity leave and post-natal maternity leave and the working hours act. The total assessment period, including these extensions, cannot exceed the maximum of 10 years. For this reason the appointment

The following minimum criteria apply to the **appointment** of a UD-2 / assistant professor (tenure track):

Research:

- The candidate has obtained a doctorate and is able to provide depth to the field of study (creativity/innovation);
- The candidate is active and visible internationally (lectures and international projects) or has worked for at least two years at a foreign research or educational institution (for example, via a tenure track position prior to the postdoc appointment).

Education:

- The candidate possesses proven teaching skills, as demonstrated by a trial lecture as part of the application process and/or from teaching evaluations, for which he/she should preferably have received a score of 'Good'.⁷

Management/Administration/Knowledge Valorisation:

- The candidate has proven organisational and communication skills and is willing to contribute to improving the organisation as a whole.

The progress of the Tenure Track is monitored in the annual P&D interviews. If progress does not proceed in accordance with the schedule below, the candidate is given a period of one year to improve his/her performance. If the conclusion of the next P&D interview is that the candidate has not met the criteria, then this constitutes reasonable grounds for early termination of the appointment.⁸

After two-and-a-half years (midterm) the tenure track candidate is expected to meet the following criteria:

Research:

- The candidate has demonstrated sufficient progress in the research performance agreed on his/her appointment.
- The candidate has submitted a proposal for a second or third flow-of-funds project. This proposal must have been approved for submission by the ESE Research Programme Manager.

Education:

- The candidate has carried out the previously agreed teaching duties to satisfaction.
- The candidate is in the possession of a Basic Qualification in Higher Education.
- The candidate has good teaching results and as far as possible can demonstrate experience in teaching on both the BSc and MSc level; in principle, an average score of 3.75 for teaching performance in the BSc 1+2 and 4.0 for teaching performance in the BSc 3 + MSc apply.

Management/Administration/Knowledge Valorisation:

Concrete agreement to be completed by the department.⁹

Other requirements:

- Command of the English language at the C1 level.

For a **promotion to UD-1** (in principle, achieved **within four years** of the appointment as UD-2), the following is expected of the tenure candidate¹⁰:

Research:

is also for 10 years and can be terminated on reasonable grounds if the criteria for the interim evaluation or the final evaluation have not been met. If, during the final evaluation after a term of five years, the CBBA (Committee for Appointments and Promotions) issues a negative recommendation with regard to "promotion to the position of Associate Professor and granting a permanent appointment", this forms reasonable grounds for early termination of the appointment by the dean. An unsuccessful tenure evaluation after a maximum of five-and-a-half years means the candidate does not qualify for promotion or a permanent appointment and constitutes reasonable grounds for early termination of the appointment after six years. Postponement of the final evaluation must be requested in writing from the dean.

⁷ The following scores apply to internal candidates: 3.5-4.0 for BSc 1+2 and/or scores 3.75-4.25 for Bsc 3 +MSc courses.

⁸ The dossier can be presented to the CBBA through the dean for recommendations only under the following terms: in cases where more checks and balances are needed than those already provided in the regular systems, and, for example, when parties have a difference in perception with regard to the next stage in the procedure. A difference in perception could occur between a professor/supervisor and the candidate, or between a professor/supervisor and the director of the department, or between a director of a department and the dean.

⁹ Due to the diversity of administrative positions and the vacancy of these positions, this document does not contain any actual positions; however, specific terms must have been set as part of the tenure track.

¹⁰ Promotion to Assistant Professor 1 proceeds through the regular procedure: approval by the director of the department and subsequently by P&O and the dean.

- Full TI or ERIM membership.
- The candidate has authored five articles in international peer-reviewed journals included on the ESE list of journals and/or (as is customary at TI/ERIM) articles in TI/ERIM-equivalent journals and/or books or chapters in a book with a recognised academic reputation. The TI/ERIM equivalent means that the article is (A) published in an international English-language peer-reviewed journal included in the (Social) Science Citation Index and (B) the impact factor of that journal (on average over the past five years) is such that the journal concerned is ranked in the highest quartile of the ISI Subject Category concerned.
- The candidate has submitted a second/repeat proposal for an NWO/KNAW/KP7 Grant or a third flow-of-funds project. This proposal must have been approved for submission by the ESE Research Programme Manager.

Education:

- The candidate has carried out the previously agreed teaching duties to satisfaction.
- The candidate has good teaching results and as far as possible can demonstrate experience in teaching on the BSc, MSc and PhD levels; in principle, an average score of 3.75 for teaching performance in the BSc 1+2 and 4.0 for teaching performance in the BSc 3 + MSc apply.
- The candidate has been actively involved in formulating improvement proposals for teaching in response to, for example, teaching evaluations.
- The candidates command of English is sufficient to enable him or her to teach well in this language.
- The candidate has spent at least 40% of actual working hours on teaching¹¹.

Management/Administration/Knowledge Valorisation:

- The candidate has demonstrated the ability and willingness to contribute to the valorisation of research results (EconomieOpinie, media contacts, public debate, etc.).
- The candidate has taken on administrative and/or management duties within the organisational unit or within the ESE.

Other requirements:

- The candidate has developed him or herself broadly, which can be demonstrated by the fact that he or she has published articles in general (economic) journals, that he or she has participated in seminars that transcend the department (such as TI/ERIM seminars), that he or she has participated in open days or activities for the Erasmus Academy, etc.
- If the candidate comes from outside the Netherlands, he or she must have completed a basic Dutch-language course and/or mastered the basics of the Dutch language in another manner.

¹¹ This criterion will need to be adjusted if the person concerned is the recipient of an individual multiannual grant based on the condition that he/she spends a substantial amount of time on research (example: Veni). The criterion is designed to allow the person concerned sufficient opportunity to demonstrate that he/she possesses the required teaching skills.

4. **Criteria for appointment as / promotion to Associate Professor (UHD) (with recommendations from CBBA)**

The Tenure Track Period is six years. In principle, an candidate is recommended for promotion to Associate Professor after five years and no later than five-and-a-half years after the Tenure Track has commenced.¹² This means that if a negative decision is rendered, the remaining time of the six-year Tenure Track can be used to search for new employment. The following guidelines apply to the decision regarding promotion:

Research¹³:

- The candidate is a full member of the Tinbergen Institute and/or ERIM.
- The candidate must satisfy the following requirements:
 - A. *either* a minimum of **3 P*** articles must have been accepted for publication in a journal included on the ERIM list during **a maximum period of six¹⁴ years** prior to the request;
or they must have achieved a score of at least **8** points during a **maximum period of six years** prior to the request, **to be achieved with a minimum of 3 and a maximum of 6 articles**, based on the AIS system. The majority of the articles submitted must have been accepted by journals included in the ESE list of journals.
 - and*
 - B. they must demonstrate a consistent output on an annual basis during this period, for example by:
 - (quantitative:) having published, on average, 1.5 peer-reviewed articles or papers in international peer-reviewed journals included on the ESE list of journals and/or of articles in equivalent journals and/or books or chapters of books with a recognised academic reputation.
 - (qualitative:) having published $\frac{3}{4}$ P* articles/papers annually.
- The candidate is able to further develop and give new direction to his or her field of study in a fully independent manner.
- The importance of the candidate's research must be recognised by his or her peers, demonstrated by, for example, participation in international networks, membership in the editorial boards of international academic journals, invitations as keynote speaker and content-related coordination duties for conferences.
- It is preferable that the candidate is experienced in providing guidance as a primary/daily supervisor to at least two PhD students.
- With the approval of the ESE Programme Manager Research, the candidate has submitted two substantive research proposals in the past few years (e.g. for a PhD or postdoc position, or an equivalent investment grant). The application must have been written independently, with the candidate as the main applicant.
- The candidate has an international network relevant to the field of study.

Education:

- The candidate has a strong teaching record and, if possible, can demonstrate experience in teaching at the BSc, MSc and PhD levels. As a rule, an average score of 3.75 for teaching performance in the BSc 1+2 and 4.0 for teaching performance in the BSc 3 + MSc is required.
- Where possible, the candidate has initiated and developed the set-up, content and didactics for a substantial portion of the curriculum for the chair group concerned.
- The candidate uses state-of-the art and varied teaching materials that explicitly place the subject area within its academic and social context. He or she is able to provide all types of education for groups of students, as well as perform a personal supervisory role for individual students. He or she is also able to teach basic subjects during the Bachelor's phase for larger groups of students.
- The candidate contributes efficiently and effectively to the smooth running of educational processes.
- The candidates command of English is sufficient to enable him or her to teach well in this language.
- For foreign candidates who have lived in the Netherlands for more than five years, it would be an asset if they could teach a number of subjects in Dutch.

Management/Administration/Knowledge Valorisation:

¹² See footnote 6.

¹³ In light of the publishing tradition of this field of study, the following condition was mandatory for Accounting up to 1 January 2014: full membership in ERIM (including 1 P* publication) or 3 points based on the AIS system in the past six years. Effective 1 January 2014, these criteria no longer apply for new candidates. These terms will remain in effect for candidates hired prior to this date, up to the time when the decision regarding their appointment as assistant professor is made.

¹⁴ In special circumstances the assessment period can be extended for a number of reasons including pregnancy, parenthood, long-term illness, or caring for a family member who is ill.

- The candidate has successfully completed the management qualifications.¹⁵
- The candidate has run part of the department, performed the mandated duties of professor and/or carried out management and administrative duties beyond the scope of his or her own department (for instance, chairmanship of a programme committee or the role of programme co-ordinator).
- The candidate has demonstrated the ability and willingness to contribute to the valorisation of research results (EconomieOpinie, media contacts, public debate, ESE conference, etc.).
- The candidate performs well in the department and is a strong adherent of the EUR's standards of integrity.
- If the candidate is foreign and has lived in the Netherlands for more than five years, he or she will be expected to be able to communicate in Dutch.

5. **Criteria for advancement to Associate Professor (UHD) with cap (endowed professor in relation to personal development)**

The following criteria have been established for promotion to associate professor 'with cap'. These criteria are based in part on the requirements for full professorship.

Research¹⁶:

- The candidate is a full member of the Tinbergen Institute and/or ERIM.
- The candidate must satisfy the following requirements:
 - A. either a minimum of **3 P*** articles must have been accepted for publication in a journal included on the ERIM list during a **maximum period of six years**¹⁷ prior to the request; or they must have achieved a score of at least **8** points in a **maximum period of six years** prior to the request, **to be achieved with a minimum of three and a maximum of six articles**, based on the AIS system. The majority of the articles submitted must have been accepted by journals included on the ESE list of journals.¹⁸
 - and*
 - B. they must have produced a consistent output during this period, for example by:
 - (quantitative:) having published, on average, 1.5 peer-reviewed articles or papers in international peer-reviewed journals included on the ESE list of journals and/or of articles in equivalent journals and/or books or chapters of books with a recognised academic reputation.
 - (qualitative:) having published ¼ P* articles/papers annually.
- The articles are regularly cited by leading academic practitioners. The H-index based on Article Influence Score or according to the Web of Science is the source of reference here.
- The candidate has developed a high-quality, clear and productive line of personal research within one of the School's research programmes. The importance of the candidate's research is recognised by his or her peers, as evidenced in particular by membership in the editorial team of international academic journals and, for instance, by prizes, distinctions, invitations to act as referee, working visits and/or participation in international committees.
- The candidate has been the daily supervisor for at least two PhD candidates through the completion of their PhDs, as evidenced by a mention in acknowledgements in their theses.
- The candidate has acquired at least one substantial research grant from independent public organisations or private parties, and has kept project records and reported on the results both in respect of finance and content-related matters. The application was written independently, with the candidate as the main applicant.
- The candidate has an international focus. This is evidenced, for instance, by an extensive international network and/or by having worked at another academic institution abroad.

Education:

¹⁵ This requirement has been advanced to promotions starting at the Professor by Special Appointment level for as long as the Academic Leadership course is retained in its current format.

¹⁶ In light of the publishing tradition of this field of study, the following condition was mandatory for Accounting up to 1 January 2014: full membership in ERIM (including **2 P*** publications) or **6** points based on the AIS system in the past six years. An applicable deviating condition was that the score was determined based on a minimum of **2** and a maximum of **5** articles. Effective 1 January 2014, these criteria no longer apply for new candidates. For associate professors hired prior to this date, these alternative criteria will remain in effect until their next appointment or promotion.

¹⁷ In special circumstances the assessment period can be extended for a number of reasons including pregnancy, parenthood, long-term illness, or caring for a family member who is ill. See for guidelines footnote 6.

¹⁸ Note: this does not concern articles with the status of 'fully accepted'. The CBBA may decide to consider such articles only in exceptional circumstances, to be justified in the application.

- In recent years, the candidate has obtained good results in his or her teaching (as evidenced, for instance, by teaching evaluations) and preferably has experience teaching at the BSc, MSc and PhD levels.
- The candidates command of English is sufficient to enable him or her to teach in this language without any problem.
- The candidate uses varied teaching materials that explicitly place the subject area within its academic and social context. He or she is open to educational innovation and pursues initiatives to this end within the context of his or her own teaching.
- The candidate contributes efficiently and effectively to ensuring the smooth running of the educational processes in which he or she is involved (including the supervision of student assistants and less experienced lecturers) and is sufficiently involved in teaching-related activities organised by the programme management (including open days).
- For foreign candidates who have lived in the Netherlands for more than five years, it would be an asset if they could teach a number of subjects in Dutch.

Management/Administration/Knowledge Valorisation:

- The candidate has demonstrated management potential, for instance by running part of the department and/or by carrying out management and administration duties beyond the scope of his or her own department (for instance, chairmanship of a programme committee or the role of bachelor or master programme co-ordinator). He or she also demonstrates commitment and has a visible profile within the faculty community.
- The candidate has contributed to the valorisation of research results (EconomieOpinie, media contacts, social debate, ESE conference, etc.).
- The candidate performs well in the department and is a strong adherent of the EUR's standards of integrity.
- If the candidate is foreign and has lived in the Netherlands for more than five years, he or she will be expected to be able to communicate in Dutch.
- The candidate has successfully completed the management qualification or, based on knowledge and experience, the candidate is eligible for an exemption from this requirement from the dean.

6. **Criteria for promoting and appointing full professors**

The policy for full professorship is based on combined responsibility for both teaching and research. Qualifications in both of these areas must be present and demonstrable as the minimum appointment requirements for full professorship.

To be appointed as a full professor, the following requirements must be met (included in the structure report):

Research:

- The candidate is an authority in a particular academic discipline. This involves, among other things, the following.
- The candidate must satisfy the following requirements:
 - A. *either* a minimum of **3 P*** articles must have been accepted for publication in a journal included on the ERIM list in a **maximum period of six years**¹⁹ prior to the request; *or* he/she must have achieved a score of at least **8** points during a **maximum period of six years** prior to the request, **to be achieved with a minimum of three and a maximum of six articles**, based on the AIS system. The majority of the articles submitted must have been published in journals included on the ESE list of journals.²⁰
 - and*
 - B. he/she has produced a consistent output during a period of six years maximum prior to the application, for example by:
 - (quantitative:) have published, on average, 1.5 peer-reviewed articles or papers in international peer-reviewed journals included on the ESE list of journals and/or of articles in equivalent journals and/or books or chapters of books with a recognised academic reputation.
 - (qualitative:) has achieved $\frac{3}{4}$ P* publications a year.
- The articles are regularly cited by leading academic practitioners. The H-index based on Article Influence Score or according to the Web of Science is the source of reference in this connection.

¹⁹ In special circumstances the assessment period can be extended for a number of reasons including pregnancy, parenthood, long-term illness, or caring for a family member who is ill. See for guidelines footnote 6.

²⁰ Note: this does not concern articles with a status of 'fully accepted'. The CBBA may decide to consider such articles only in exceptional circumstances, to be justified in the application.

- The importance of the candidate's research is recognised by his or her peers, as evidenced in particular by membership in the editorial team of leading international academic journals and, for instance, by prizes, distinctions, invitations to act as referee, working visits and/or participation in international committees.
- In the six years prior to the consideration of appointment/advancement to full professor, the candidate has provided daily supervision to at least three PhD students. At least two of those PhD students must have earned their doctorate and/or had their defence date determined. The important supervisory role of the candidate can be evidenced by a mention in the word of thanks in their dissertation and/or joint publications.
- The candidate has proved that he/she assumes responsibility for the development, organisation and implementation of at least part of any of the research programmes run by the School or on behalf of a research group.
- The candidate demonstrably supervises other members of the academic staff in attracting external funding and has also shown the ability to obtain research funding and complete the projects concerned successfully.

Education:

- In recent years, the candidate has achieved a strong teaching record and has preferably acquired experience in teaching on the BSc, MSc and PhD levels. In addition, his or her teaching performance must have been assessed as 'Good' in the past three years (as evidenced by teaching evaluations and other relevant materials).
- The candidate uses varied teaching materials that explicitly place the subject area within its academic and social context.
- The candidate's command of English is sufficient to enable him or her to teach well in this language.
- The candidate plays an inspiring role in the educational processes of the department, such as through membership in a programme committee, supervising/coaching student assistants and lecturers and/or contributing to educational innovation (teaching materials, methods and/or the programme itself). He or she has clear ideas about the educational organisation.
- For foreign candidates who have lived in the Netherlands for more than five years, it would be an asset if they could teach a number of subjects in Dutch.

Management/Administration/Knowledge Valorisation:

- The candidate has proven leadership qualities, demonstrates commitment and is visible within the school. This implies sufficient presence during activities organised on a school level, as well as the organisation of seminars and conferences. This also involves participation in appointment advisory committees and/or performing an active role in job markets and the daily supervision of staff.
- The candidate has demonstrated the ability and willingness to contribute to the valorisation of research results (EconomieOpinie, media contacts, social debate, ESE conferences, etc.).
- The candidate performs well in the department and is a strong adherent of the EUR's standards of integrity.
- The candidate has successfully completed the management qualification or, based on knowledge and experience, the candidate is eligible for an exemption from this requirement from the dean.

Other requirements:

- The CBBA prefers that the candidate be internationally oriented. This is evidenced, for instance, by an extensive international network and/or by having worked at another academic institution abroad.
- The CBBA prefers that the candidate have worked outside the EUR for a period of time after obtaining his or her Master's degree.
- If the candidate is foreign and has lived in the Netherlands for more than five years, he or she will be expected to also be able to communicate in Dutch.

7. Criteria for appointment as Professor of Practice (to an endowed chair)

This concerns a chair that is intended to allow the school's educational and research programmes to benefit from the expertise and practical experience of senior managers/directors from the business community, the government or non-profit organisations (builds bridges between the university and society in a broad sense). The focus is on cooperation and knowledge exchange between the third-party organisation and the University, in social activities (e.g. giving lectures, media appearances, contributing to the public debate, etc.), as well as on offering academic education with a substantial practical component and/or for raising third-party funds for teaching and research activities.

The following guidelines apply to the appointment of the professor of practice to an endowed chair (a specification that should also be printed on the business card!):

1. A part-time position at the university is preferred (as a rule, no more than 0.4 FTEs), in combination with a partner/senior partner position at a public or private organisation, whose requisite practical knowledge is relevant to the fulfilment of the chair.
2. The candidate is fully qualified as a researcher, as demonstrated by the possession of a doctorate. He or she must have published at least one academic publication in his or her name in a journal included in the ESE list of journals, to which he or she has made a substantial individual contribution.
3. The candidate is aware of current developments and long-term trends in the field of study in question.
4. The candidate is capable of making a contribution to the modernisation of the education within the field of study with regard to both subject matter and organisational structure. The candidate has teaching experience and skills and is an inspiring and enthusiastic lecturer. The candidate speaks both Dutch and English to a sufficient degree to enable teaching in both languages.
5. The candidate has demonstrable organisational and management skills, excellent communication skills and the ability to work in a team.
6. The candidate has access to a network that is relevant to current developments and features relevant figures in society.
7. The candidate has contributed through the media to scientific and/or policy debates within the field of study.
8. The candidate has sufficient support within the school, demonstrated by approval of the appointment by ESE professors in the field of study.

The following guidelines apply to the reappointment of the professor of practice (always after the standard 4-year period):

Teaching

- The professor of practice has good teaching skills, as demonstrated by, among other things, teaching evaluations. The professor of practice is an enthusiastic and effective lecturer and has subject-didactic knowledge.
- The professor of practice efficiently and effectively contributes to the smooth running of the academic processes with which he or she is involved.

Research

- The professor of practice has published at least one academic work with a substantial personal contribution that has been accepted by/published in a **P** journal included on the ERIM list,
or
the professor of practice has scored a minimum of **1** point based on the AIS system. The candidate must have made a substantial contribution to the article.
- The professor of practice has been featured in a number of trade publications each year.
- The professor of practice maintains international contacts and collaborative ventures.
- The importance of the research conducted by the professor of practice is recognised by his or her colleagues in the particular field of study, as demonstrated by, for example, prizes, rewards, membership in the editorial teams of trade journals, guest speaker invitations to international conferences, participation in international committees, etc.

Other

- The professor of practice fulfils a substantial partner/senior partner function at a public/private-sector organisation whose requisite practical knowledge is of importance to the fulfilment of the chair.
- The professor of practice performs well in the department/BV, is a strong adherent of the EUR standards of integrity and contributes to the common result, also when the collaboration involves an area that is not directly related his or her duties and responsibilities.
- The professor of practice has a dual impact (both theoretical and practical) and is a leading voice in the field in question.
- The professor of practice has access to a network that is relevant in terms of current developments and features relevant figures in society.
- The professor of practice has contributed through the media to scientific and/or policy debates within the field of study.
- The professor of practice has sufficient support within the school, as demonstrated by positive reappointment advice from ESE professors in the field of study.
- The professor of practice has successfully completed the management qualification or, based on knowledge and experience, is eligible for an exemption from this requirement from the dean.

8. Requirements to be set for professors by special appointment who are appointed in relation to the position of academic/general director of one of the BVs of which ESE is the secretary

This concerns an academic chair that is linked to the responsibility for the development, implementation and organisation of the research and/or teaching programme of one of the BVs affiliated with ESE. The objective of the BV is to conduct high-quality (applied) research and/or to provide education focused on providing services to external clients (the weighting of each factor can vary between the BVs). In the unexpected event that the professor by special appointment does not satisfy the reappointment requirements upon expiry of the appointment period and if the Supervisory Board does not object, then the person in question can remain in his or her function as manager of the BV (albeit without the title of professor).

The following guidelines apply to the appointment of professors by special appointment in relation to the general or academic directorship of a BV.

1. The candidate is fully qualified as a researcher, as demonstrated by the possession of a doctorate and compliance with the requirements for membership of the ERIM or Tinbergen Institute.
2. The candidate is capable of conducting theoretical, empirical and policy-oriented research and has experience with externally financed and policy-related research.
3. The candidate has access to a proven national and international academic and policy-related network of importance to the fulfilment of the position of academic/general manager of the BV.
4. The candidate has teaching experience and skills and is an inspiring and enthusiastic lecturer. The candidate speaks both Dutch and English to a sufficient degree to enable teaching in both languages.
5. The candidate has demonstrable skills in attracting external funding.
6. The candidate has demonstrable organisational and management skills, excellent communication skills and the ability to work in a team.
7. The candidate has sufficient support within the school, demonstrated by approval of the appointment by ESE professors in the field of study.

The following guidelines apply to the reappointment of professors by special appointment in relation to the directorship of a BV (always after the standard 4-year period).

Teaching

- The professor by special appointment has strong teaching skills, as demonstrated by teaching evaluations and other relevant information.
- The *professor by special appointment* is an enthusiastic and effective teacher and possesses theoretical knowledge of teaching.
- The *professor by special appointment* contributes efficiently and effectively to the smooth running of the teaching processes in which he/she is involved.

Research

- The *professor by special appointment* is a member of the Tinbergen Institute and/or ERIM.
- The importance of the research conducted by the *professor by special appointment* must be recognised by his or her peers, demonstrated by, for example, awards, financial rewards, membership in the editorial boards of academic journals, invitations as guest speaker at international conferences, and membership in international committees.
- The *professor by special appointment* has raised external funds for research, in line with ESE's mission

Other

- The *professor by special appointment* performs well in the department/BV, is a strong adherent of the EUR's standards of integrity, and performs a large share of the organisational duties in the organisational unit.
- The *professor by special appointment* has contributed in the media to the academic and/or policy debate relating to his/her field of study.
- The *professor by special appointment* has fund-raising skills, also in terms of acquiring external funds for teaching and/or research activities that are in line with ESE's mission.
- The *professor by special appointment* has sufficient support within the School, as evidenced by the recommendation by ESE professors in the field of study that he/she be reappointed.
- The *professor by special appointment* has successfully completed the management qualification or, based on knowledge and experience, is eligible for an exemption from this requirement from the dean.

9. Promotion from Professor 2 to Professor 1

For promotion from Professor 2 to Professor 1, the dean renders a decision based on the criteria stated in the Hay Profile (see appendix 4). If so desired, the dean can request a recommendation from the CBBA regarding the promotion.

Appendix 1 Determining the AIS

The AIS is roughly determined²¹ as follows:

- a. A minimum of two and a maximum of five articles are used to determine the score.
- b. The majority of articles must have been published in journals included on the ESE list of journals.
- c. The average four-year AIS score is used as the unit of account for determining the journal score.
- d. The number of publication points depends on the journal's AIS score and number of co-authors.
- e. The number of points (P) is determined as follows (by which the S is the AIS score and the N the number of co-authors):

$$\begin{array}{ll} P = S \times (1.25) & \text{if } N = 0 \\ P = S & \text{if } N = 1 \\ P = S \times (1 - (N-1) \times 0.10) & \text{if } 1 < N \leq 10 \\ P = 0 & \text{if } N > 10 \end{array}$$

- f. The S score for a book is set at 1. The S score for a contribution to a book (e.g. a chapter) is set at 0.5. The candidate's contribution must be at least 15 pages in length in order to qualify as a contribution. Only books published in a limited quantity by highly ranked publishers are included in the calculation. Otherwise, the formula shown under point e is used. A total of no more than 40% of the total score may consist of book contributions.
- g. Publication points can be partially replaced by citations in the Social Science Citation Index. A researcher can contribute citations worth 1½ points. The person concerned must have at least 400 citations according to the SSCI.

²¹ For book contributions and the like, a separate calculation method is used to determine the score. This is not covered in this paragraph, being outside the scope of this publication.

Appendix 2 Documents to be provided

	Documents to be submitted:	Documents submitted:
01	Formal recommendation, including motivation	
02	Curriculum vitae including an approved list of publications	
03	Conclusions of list of publications	
04	Statement of financial feasibility	
05	Results of the last two P&D interviews	
06	Teaching evaluation (and effective 1 January 2016 a confirmation of a peer review of teaching took place during the Tenure Track)	
07	At least two external references	
08	A document expressing the collegiate assessment. The collegiate assessment is sent directly to the CBBA secretariat by the professors of the department in question.	
09	Supplemental information*	
10	Two papers (Promotion to Associate Professor)	

*For example, this could be information related to the Advanced University Teaching Qualification/Educational Sciences Leadership/Academic Leadership/the candidate's Vision document (optional)/Other particulars. Academic Leadership is only mandatory for promotion to the position of Professor by Special Appointment.

**The candidate chooses two papers he/she feels to be important. These could be both published or unpublished papers. An important Revise and Resubmit can also be included here, including Referee Reports and a Letter from the Editor. CBBA members can also request these if so desired.

Appendix 3 Format of teaching peer-review



3.2.2 Template – Lecture observation form

This form will be filled in by the person who observes you during one of your teaching sessions so you don't have to fill in this form yourself. Nevertheless, you can use this form to get an image of the point of attention for the observer. When the observer has filled-in this form, you'll have to put it into your portfolio.

Teacher's name:

Name of the course:

Title of the teaching session / lecture:

Date of the teaching session / lecture:

Number of students attending:

Observer's name:

Attention of the student

	-	±	+
1. makes a clear start, with which the attention of the student group is drawn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. begins speaking after the group has silenced	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. welcomes the students	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. creates a friendly but businesslike atmosphere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. is enthusiastic for this course	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. reacts to students who arrive late	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Explanation:

Aims and Introduction of the subject

	-	±	+
1. gives a clear structure for the teaching session	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. relates the subject to prior knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. explains the relation between this subject and subject(s) of previous teaching session(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. explicitly states the learning objectives for this teaching session	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. explains what activities students are expected to do during this teaching session	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. explains which study material students should use in this teaching session	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Explanation:



Core	-	±	+
1. clearly states the beginning of the next core issue / subject	0	0	0
2. uses a systematic structure of every part of the subject matter	0	0	0
3. makes a distinction between main points and side issues	0	0	0
4. explains the relationship between the different parts of the subject matter	0	0	0

Explanation:

Motivation	-	±	+
1. explains the subject matter in an understanding way	0	0	0
2. relates the subject matter to students' current reality	0	0	0
3. relates the subject matter to students' future reality	0	0	0
4. is enthusiastic about the subject matter	0	0	0

Explanation

Interaction skills	-	±	+
1. looks as often as possible into the room	0	0	0
2. asks clear and well formulated questions	0	0	0
3. asks questions that stimulates students to analyse and reflect on the subject matter	0	0	0
4. encourages students to answer questions	0	0	0
5. gives students time to answer questions	0	0	0
6. repeats and summarizes the answer of a student	0	0	0
7. expresses appreciation for the point of view / contribution of the student	0	0	0
8. adequately answers questions	0	0	0

Explanation:

Communication	-	±	+
1. searches eye contact with students in <i>all</i> parts of the room	0	0	0
2. uses the space of room	0	0	0
3. makes supporting gestures	0	0	0
4. speaks audible	0	0	0
5. emphasises core issues by the use of his voice	0	0	0
6. uses breaks	0	0	0

Explanation:



Teaching activities and learning means

- ± +

- | | | | |
|--|---|---|---|
| 1. switches between different types of teaching activities (explanation, discussion, etc.) | ○ | ○ | ○ |
| 2. checks the learning means at the beginning of the teaching session | ○ | ○ | ○ |
| 3. effectively uses learning means | ○ | ○ | ○ |
| 4. refers to the book/syllabus/literature | ○ | ○ | ○ |

Explanation:

Use of time

- ± +

- | | | | |
|--|---|---|---|
| 1. begins on time | ○ | ○ | ○ |
| 2. demonstrates that a solid preparation preceded the teaching session | ○ | ○ | ○ |
| 3. begins on time with the closing of the teaching session | ○ | ○ | ○ |
| 4. gives students sufficient time to take notes | ○ | ○ | ○ |
| 5. ends the teaching session on time | ○ | ○ | ○ |

Explanation:

Closing

- ± +

- | | | | |
|---|---|---|---|
| 1. repeats the core issues | ○ | ○ | ○ |
| 2. refers to the learning objectives | ○ | ○ | ○ |
| 3. explains the relationship with the next teaching session | ○ | ○ | ○ |
| 4. explains the relationship with the exam / the assignment | ○ | ○ | ○ |
| 5. checks whether or not students understood the discusses subject matter | ○ | ○ | ○ |
| 6. holds students' attention until the end | ○ | ○ | ○ |
| 7. thanks students for their contribution to the teaching session | ○ | ○ | ○ |

Explanation:

Appendix 4 Hay Profile for Assistant Professor

-/-

Ranking criteria Lecturer/ Assistant Professor (A-E)

Function level	Lecturer/ Assistant Professor (A-E) 1	Lecturer/ Assistant Professor (A-E) 2
Ranking criteria		
Teaching	<p>Teaches course components that have already been developed for the curriculum.</p> <p>Takes care of periodical maintenance of the allotted course components.</p> <p>Draws attention to opportunities for improving the allotted course components.</p>	Teaches course components that have already been developed for the curriculum.
Research	<p>Conducts independent research for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world.</p> <p>Contributes to obtaining 2nd (indirect) flow of funds and 3rd (contract research) flow of funds.</p> <p>Supervises academic staff with regard to the content of their research.</p>	Conducts research based on a previously defined and approved research proposal for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world.
Organisation	Chairs working groups, committees or project teams in the department.	Takes part in working groups, committees or project teams in the department.

Ranking Rules Lecturer/ Assistant Professor (A-E)

Lecturer/ Assistant Professor (A-E) 2 applies if all criteria described for Lecturer/ Assistant Professor (A-E) 2 are met

Lecturer/ Assistant Professor (A-E) 1 applies if the criteria 'Teaching' and 'Research' are met as described for Lecturer/ Assistant Professor (A-E) 1 and the criterion 'Organisation' is met as described for Lecturer/ Assistant Professor (A-E) 1 or 2

Universitair docent 1 applies if the criteria 'Teaching' and 'Research' are met as described for Universitair docent 1 and the criterion 'Organisation' is met as described for Universitair docent 1 or 2

Working groups and committees

The working groups and committees referred should always relate to the content of the job description. In other words, this does not concern working groups and committees within the context of employee participation, nor work meetings of the department concerned.

Patient care

The 'Patient Care' result area can apply to specific faculties such as medicine, dentistry, veterinary medicine, health sciences etc. A generic result area was chosen entitled 'Patient Care'. Minor differences and the scope of the 'Patient Care' result area have not been examined. In the interest of recognisability, some differentiation was established for the positions of Professor and Senior Lecturer (Associate Professor A-E) vis-à-vis each other and the other job profiles within this result area.

The 'Patient Care' result area does not carry more weight than the other result areas within the relevant job descriptions.

Appendix 5 Hay Profile for Associate Professor

Ranking criteria Senior Lecturer/ Associate Professor (A-E)

Function level	Senior Lecturer/ Associate Professor (A-E) 1	Senior Lecturer/ Associate Professor (A-E) 2
Ranking criteria		
Teaching	<p>Initiates and develops the plan, content and teaching for a substantial part of the chair's curriculum.</p> <p>Formulates proposals for improvement with reference to the educational evaluation of course components and implements them.</p>	<p>Develops allocated course components based on established framework, content and teaching.</p> <p>Formulates proposals for improvement with reference to the educational evaluation of the allotted course components.</p>
Research	<p>Co-ordinates and bears responsibility for producing a research programme or bears responsibility for planning and developing a specialist research project spread over several years and that is of benefit to academic and scientific advancement, society and - where possible - the government and the corporate world.</p> <p>Acts as assistant doctoral thesis supervisor for doctoral candidates.</p>	<p>Co-ordinates and bears responsibility for producing cohesive research projects that form an important part of a research programme and that is of benefit to academic and scientific advancement, society and - where possible - the government and the corporate world.</p> <p>Supervises academic staff as regards the content of their research.</p>
Organisation	<p>Manages part of the department or carries out mandated management tasks for the Professor, for example, conducting assessment meetings or drafting the budget for the department.</p>	<p>Performs managerial and/or administrative tasks that go beyond the department, for example managing an educational committee or co-ordinating a course, etc.</p>

Ranking Rules Senior Lecturer/ Associate Professor (A-E)

Senior Lecturer/ Associate Professor (A-E) 2 applies if all the criteria described for Senior Lecturer/ Associate Professor (A-E) 2 are met

Senior Lecturer/ Associate Professor (A-E) 1 applies if the criteria 'Teaching' and 'Research' are met as described for Senior Lecturer/ Associate Professor (A-E) 1 and if the criterion 'Organisation' is met as described for Senior Lecturer/ Associate Professor (A-E) 1 or 2

Working groups and committees

The working groups and committees referred should always relate to the content of the job description. In other words, this does not concern working groups and committees within the context of employee participation, nor work meetings of the department concerned.

Patient care

The 'Patient Care' result area can apply to specific faculties such as medicine, dentistry, veterinary medicine, health sciences etc. A generic result area was chosen entitled 'Patient Care'. Minor differences and the scope of the 'Patient Care' result area have not been examined. In the interest of recognisability, some differentiation was established for the positions of Professor and Senior Lecturer (Associate Professor A-E) vis-à-vis each other and the other job profiles within this result area.

The 'Patient Care' result area does not carry more weight than the other result areas within the relevant job descriptions.

Appendix 6 Hay Profile for Professor

Ranking criteria Professor/ Full Professor (A-E)

Function level	Professor/ Full Professor (A-E) 1	Professor/ Full Professor (A-E) 2
Ranking criteria		
Teaching	Propagates a clear and appealing vision of teaching and educational development, focused on the renewal of the faculty's curriculum and on making the best of the educational achievement rate.	Responsible for the quality of teaching under own professorship. Makes strategic proposals and implements the faculty's educational policy.
Research	<p>Translates developments in the research field into international research programmes.</p> <p>National and international authority in one's own research field, which gives the institute its position, demonstrated by:</p> <ul style="list-style-type: none"> - relevance and visibility of one's own research for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world; - academic publications in authoritative scientific journals, which are regularly quoted by prominent scientists; - member of the editorial board of one of the ten most authoritative scientific journals; - pioneering research results in connection with prominent research; - acting as keynote speaker at seminars where the state of the art in the research field is established. 	<p>Translates developments in the research field into national research programmes.</p> <p>Authority in own field of research, with which the faculty positions itself, demonstrated by:</p> <ul style="list-style-type: none"> - relevance and visibility of one's own research for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world; - academic publications in authoritative scientific journals; - member of the editorial board of scientific journals; - research results in connection with prominent research; - acting as speaker at seminars.
Organisation	<p>Manages a professorial chair, department or institute with > 10 FTE academic staff.</p> <p>Chairs national or international committees or working groups, with which the institution positions itself.</p>	<p>Manages a professorial chair, department or institute with < 10 FTE academic staff.</p> <p>Chairs or takes part in committees or working groups, focussing on the management of the faculty or institute.</p>

Ranking Rules Professor/ Full Professor (A-E)

Professor/ Full Professor (A-E) 2 applies if all criteria described for Professor/ Full Professor (A-E) 2 are met

Professor/ Full Professor (A-E) 1 applies if the criterion 'Research' is met or if the criteria 'Teaching' and 'Organisation' as described for Professor/ Full Professor (A-E) 1 are met