

# Criteria for appointment as and promotion of Tenured Faculty

Erasmus School of Economics

## 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. By formulating appointment and advancement criteria, Erasmus School of Economics provides a clear HRM policy. The focus of the criteria is on quality and aims to encourage faculty to produce high-quality scholarly research and publications, to provide excellent education and be actively involved in organizational or administrative duties within the department, School or University. The criteria specify *minimum* requirements for considerations and candidates are encouraged to exceed these criteria. At the same time, the criteria are meant to be objective, easy to communicate and unbiased. The criteria for appointment and promotion serve as guidelines and not as hard rules. Just meeting the criteria does not guarantee a successful appointment and/or promotion procedure. The total profile of a candidate will be taken into account. The CBBA can consider compensation of a not fulfilled criterium if there is exceptional performance on another criterium.

Department directors nominate the candidates for appointment or promotion. The Dean, after consultation with the Vice-Deans (hereinafter the Management Team) decides about appointments and promotions. As standard procedure, prior to this decision, the Dean will seek the advice of the CBBA (Advisory Council for the Appointments and Promotions). The CBBA will arrive at a recommendation by evaluating the information provided by the nominating department on behalf of the candidate. This advice is shared with the Management Team, who ultimately decides to approve or deny the appointment or promotion. In evaluating the information and formulating its recommendation, the CBBA may depart from the criteria, stating its reasons.

### 1.1 Process

The process for evaluation of a candidate for appointment as or promotion of Tenured Faculty, is as follows:

1. Nomination by the Department Director<sup>1</sup>;
2. Evaluation by the CBBA, resulting in a recommendation to the Management Team;
3. Decision by the Dean after consultation with the Vice-Deans.

### 1.2 Assessment by the CBBA

The following applies to the assessment by the CBBA:

1. 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.
2. If the CBBA believes that the quantitative and qualitative criteria set out in this memorandum have been satisfied, the CBBA recommends that the Management Team appoints or promotes the candidate.
3. The criteria concern three important aspects: (1) research, (2) teaching and (3) administration & collegiality.
4. In addition to the quantitative criteria, the CBBA also considers the candidate's position in the School. The significance of his/her field of study should be in line with the strategic

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<sup>1</sup> See appendix II

goals of the School. Furthermore, nominations should be supported by the research programme.

5. These requirements are set by the framework of excellence as is required by Erasmus School of Economics. For candidates from Erasmus School of Economics, these criteria are fully applicable. For appointment of candidates from other universities, the CBBA might adapt the criteria if necessary.
6. For Tenure Track positions, the extended assessment period due to special circumstances such as maternity leave, post-natal maternity leave, adoption leave, parental leave, long-term illness or caring for a family member, is only applicable to new appointments from 15 February 2016 onward. For male candidates who become father within their tenure track period, an extension to the assessment period of 6 months shall apply for each child born in the assessment period. For female candidates who give births within their tenure track period, an extension to the assessment period of 18 months for each child born in the assessment period shall apply. This is compliant with the NWO rules for extension of eligibility for Talent Scheme, 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 ten (10) years. For this reason, the appointment will also run for ten (10) years and can be terminated on reasonable grounds if the criteria for the interim evaluation or the final evaluation have not been met. Postponement of the final evaluation must be requested in writing to the dean.
7. Regarding tenure track positions before 15-02-2016, the CBBA will take personal issues into account and will reasonably advice.

The paragraphs below describe the criteria for appointment or promotion in the various job categories.

Following approval by the Personnel Section of the School Council (dated 02 April 2019 reference ese 38379), the criteria for Associate Professors were adopted by the Dean, after consultation with the Vice-Deans on 8 April 2019 (decision 412-1). These criteria replaced all previous CBBA criteria for Associate Professor, went into effect on 1 May 2019 and are incorporated in this document.

Following approval by the Personnel Section of the School Council (dated 30 January 2020 reference ese 39184) the CBBA criteria for all other ranks described in this document were adopted by the Dean, after consultation with the Vice-Deans on 10 February 2020 (decision 443-1) and will go into effect on 01 March 2020 replacing all previous CBBA criteria. These Criteria can be referred to as the "CBBA Criteria 2020".

## 2. Criteria for appointment as / promotion to Associate Professor (UHD)<sup>2</sup>

The tenure track period is six years, with due observance of the provisions in chapter 1, paragraph 1.2 point 6. A candidate is recommended for promotion to Associate Professor between six months and one year prior to the expiration of the tenure track period.<sup>3</sup> 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:

### 2.1 Research

1. The candidate must satisfy the following requirements:
    - A. a *minimum* of **3 P\*** articles has been accepted for publication in a journal included on the ERIM list during a **maximum period of six years** prior to the request;<sup>4</sup>  
*or*  
a score of at least **8** points during a **maximum period of six years** has been achieved prior to the request, **to be achieved with a minimum of two and a maximum of six articles**, based on the AIS system.<sup>5</sup> At least two of these articles should be in journals in the top 5%<sup>6</sup>. The majority of the articles submitted for evaluation of this criteria must have been accepted by journals included in the TI or ERIM list of journals;
    - B. demonstrated research progress and research pipeline during this period, both in quality and quantity.
- If these requirements are not met, revision requests by journal editors in round 2 or higher can contribute to a positive research evaluation by the CBBA. Documents such as a letter from an editor positively indicating the likelihood of publication, and referee reports of a paper that is in an advanced stage of possible acceptance at a top journal (P\* journal of the ERIM list or journal in the top 5% of the AIS) can be submitted for consideration.
2. The candidate is able to further develop and give new direction to his or her field of study in a fully independent manner.
  3. The CBBA assesses the candidate's research of sufficient creativity and importance for the respective promotion compared to the candidate's reference group.
  4. The candidate has submitted at least one substantive research proposals or obtained one substantive research grant 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.
  5. The candidate has an international network relevant to the field of study.

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<sup>2</sup> See Appendix III and IV for the Hay profiles according to the VSNU job classification system.

<sup>3</sup> An unsuccessful tenure evaluation after a maximum of five-and-a-half years means that the candidate does not qualify for promotion or a permanent appointment and constitutes reasonable grounds for early termination of the appointment after six years.

<sup>4</sup> with due observance of the provisions in chapter 1 paragraph 1.2 point 6.

<sup>5</sup> with due observance of the provisions of Appendix 1 'Determining the AIS'.

<sup>6</sup> This corresponds to an AIS of 2.3 or higher.

## **2.2 Education**

1. The candidate has a strong teaching record and can demonstrate experience in teaching a variety of courses. The candidate is able to teach classes of all levels and group sizes, and to provide all types of education for groups of students as well as to perform a personal supervisory role for individual students. As a guideline, an average score in the last two to three years of at least 3.75 for teaching performance in the BSc 1+2 and at least 4.0 for teaching performance in the BSc 3 + MSc is considered to be adequate. Furthermore, peer review has taken place every two years, preferably by one of the senior professors of the candidate's research programme.
2. Where possible, the candidate has initiated and developed the set-up, content and didactics for a substantial portion of the curriculum of one of the degree programmes of the school.
3. The candidate uses state-of-the art and varied teaching materials that explicitly place the subject area within its academic and social context.
4. The candidate contributes efficiently and effectively to the smooth running of educational processes.
5. The candidate has obtained or will obtain the University Teaching Qualification (UTQ/BKO), or is granted an exemption.
6. The candidate's command of English is on C1 level, and in accordance with UTQ/BKO to enable him or her to teach well in this language.

## **2.3 Administration & collegiality**

1. The candidate has been actively involved in organisational or administrative duties, such as organising seminars, taking part in educational marketing activities, membership of a participation body, etc.
2. The candidate performs well in the department and actively participates in activities organised by the department as well as beyond the scope of the department.
3. The candidate is a strong adherent of the EUR's standards of integrity.

### 3. Criteria for appointment as / promotion to Full Professor<sup>7</sup>

Full Professors hold a regular chair at Erasmus School of Economics. These chairs normally have a substantial size of 0.8-1.0 FTEs. Full Professors are supposed to play a leading role in the development and implementation of the educational and research programmes of the School, and to make a contribution to the management of the School.

The School sets high and objective standards for Full Professors, and leaves room for substantiated deviations.

The School acknowledges that the appointments policy should not only be characterized by verifiable requirements, but also be based on (unbiased) confidence in the maturity and qualities of individual researchers. This applies in particular to Associate Professors who have been employed by Erasmus School of Economics for several years already and who have proven to be highly committed to the School. If the potential of such a researcher is clearly apparent but yet not fully realized, the School reserves the possibility to give him or her an appointment with a fixed period of five years instead of a permanent position.

An appointment with a fixed period of five years is given if a candidate does not yet meet all criteria for Full Professor, but if it is expected that this candidate can convincingly fulfill these criteria in reasonable time (within the fixed period of five years)<sup>8</sup>. This appointment is based on trust in the potential of the candidate, and is a stepping stone to a permanent position as Full Professor. Concerning this, the nomination letter will show a motivated request with SMART formulated objectives for the fixed period. At the end of the fixed period the Dean, after consultation with the vice-deans and based upon a request of the department director and report of the candidate that addresses to what extent the objectives are met, decides if the appointment becomes permanent<sup>9</sup>. The Dean has the option to consult the CBBA.

The following guidelines apply to the decision regarding promotion to Full Professor, whereas personal circumstances are taken into account in the same way as described in 1.2.6. Especially for Full Professors, the note in the introduction that the criteria serve as guidelines and not as hard rules, is important. The CBBA considers the maturity of the candidate as well.

#### 3.1 Research

1. The candidate is an authority in his or her field of study. This is recognized by:
  - A. a *minimum* of **3 P\*** articles which have been accepted for publication in a journal included on the ERIM list during a **maximum period of six years** prior to the request;

*or*

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<sup>7</sup> See Appendix III and IV for the Hay profiles according to the VSNU job classification system.

<sup>8</sup> **On the** appointment or promotion to Full Professor with a fixed time period, the criteria for Endowed Professor (as defined in the CBBA Criteria, version of June 2013, amended May 2016) apply during a period of three years after entry into force of the CBBA Criteria 2020.

<sup>9</sup> If the appointment does not become permanent, the employee will return to tenured Associate Professor without loss of salary.

a score of at least 8 points<sup>10</sup> during a **maximum period of six years, to be achieved with a minimum of two and a maximum of six articles**, based on the AIS system.<sup>11</sup> At least two of these articles should be in journals in the top 5%<sup>12</sup>.

The majority of the articles submitted for evaluation of this criteria must have been accepted by journals included in the TI or ERIM list of journals;

- B. demonstrated research progress and research pipeline during this period, both in quality and quantity.

*N.B. Only articles or AIS points obtained since the candidates' previous appointment or promotion are taken into account.*

2. The importance of the candidate's research is recognized by his or her peers, as evidenced by:
  - A. a strong citation record. The H-index based on the Web of Science is used for reference;
  - B. membership of the editorial team of leading international academic journals;
  - C. awards, honours and invitations for research visits, key-note speaker or participation in international committees.
3. The candidate has taken responsibility for the development, organisation and implementation of at least part of any research programme.
4. The candidate has been the daily supervisor, or (co)promotor, or is actively involved in the supervision of a sufficient number of PhD candidates in all phases of their doctoral programme. As a guideline, active involvement in at least three PhD's is expected.
5. The candidate has shown the ability to obtain research funding and to complete the funded research projects successfully. The candidate demonstrably supervises or supports other members of the academic staff in attracting external funding.

### 3.2 Education

1. The candidate has a strong teaching record and can demonstrate experience in teaching a variety of courses. The candidate is able to teach classes of all levels and group sizes, and to provide all types of education for groups of students as well as to perform a personal supervisory role for individual students. As a guideline at Erasmus School of Economics, an average score in the last two to three years of at least 3.75 for teaching performance in the BSc 1+2 and at least 4.0 for teaching performance in the BSc 3 + MSc is considered to be adequate. Furthermore, peer review has taken place every two years, preferably by one of the senior professors of the candidate's research programme.
2. The candidate has initiated and developed the set-up, content and didactics for a substantial portion of the curriculum of a degree programme.
3. The candidate uses state-of-the art and varied teaching materials that explicitly place the subject area within its academic and social context.
4. The candidate plays an inspiring role in the smooth running of educational processes. Examples are: chairing a programme committee, supervising and coaching teaching staff, active contribution to the innovation of education.

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<sup>10</sup>5 points based on the AIS system for an Extraordinary Professor who is appointed in relation to the position of academic/general director of one of the affiliated companies of EUR Holding BV of which ESE has the lead agency status ("penvoerderschap").

<sup>11</sup> with due observance of the provisions of Appendix 1 'Determining the AIS'.

<sup>12</sup> This corresponds to an AIS of 2.3 or higher.

5. The candidate's command of English is on C1 level, and in accordance with UTQ/BKO to enable him or her to teach well in this language.

### **3.3 Administration, collegiality and other requirements**

1. The candidate has demonstrable organizational and management skills. The candidate plays an inspiring role in the department, coaches young colleagues accordingly and actively and visibly participates in activities organized by the department, as well as beyond the scope of the department. Examples are: organization of seminars and conferences, active participation in committees, active role in job markets, daily supervision of staff.
2. The candidate actively contributes to the societal impact of research.
3. The candidate is a strong adherent of the EUR's standards of integrity.
4. The candidate has successfully completed the Management Qualification, or has shown to have obtained the knowledge, skills and experience required for this qualification elsewhere.

The candidate has an international focus. This is evidenced, for instance, by an extensive international network and/or by having worked in an academic position abroad



#### **4. Criteria for appointment as / promotion to Professor of Practice (endowed chair)**

The chair of Professor of Practice allows the School to bridge with society, and it provides the School with opportunities to benefit from expertise of the business community or other societal sectors. The chair is fulfilled by a senior staff member of either the business community, a governmental organization or a non-profit organization. The focus is on cooperation and knowledge exchange between the School and the third-party organization.

A Professor of Practice will be appointed for four years. Reappointment is possible, as long as the criteria for reappointment are met, and there is no limitation to the number of extensions of the appointment. At the end of each appointment, the Dean, after consultation with the vice-deans and based upon a request of the department director and report of the candidate that addresses to what extent the objectives are met, decides if the Professor of Practice will be reappointed. The Dean has the option to consult the CBBA.

The following guidelines apply to the decision regarding the first appointment of a Professor of Practice:

##### **4.1 First Appointment**

1. The candidate will combine a part-time position at the School with a partner/senior partner position at a public or private organization. The position at the School is at most 0.4 FTE. The practical knowledge and experience of the candidate is relevant to the fulfilment of the chair.
2. The candidate is fully qualified as researcher. The candidate holds a doctoral degree and has published at least one article in a journal included in the P or P\* list of ERIM or with a score of at least 1 point based on the AIS system, in the four years prior to the request. The article is published in a journal included in the TI or ERIM list of journals. The candidate must have made a demonstrable and substantial individual contribution to this article.
3. The candidate is aware of current developments and long-term trends in his or her field of study.
4. The candidate has demonstrable teaching skills and has teaching experience. The candidate is an inspiring and enthusiastic lecturer and is able to contribute to the innovation of courses.
5. The candidate has obtained or will obtain the University Teaching Qualification (UTQ/BKO).
6. The candidate's command of English is on C1 level, and in accordance with UTQ/BKO to enable him or her to teach well in this language.
7. The candidate has demonstrable organizational and management skills, excellent communication skills and the ability to work in a team.
8. The candidate actively contributes to the societal impact of research.
9. The candidate has access to a large international network that is relevant to bridge between the field of study and society.
10. The candidate is a strong adherent of the EUR's standards of integrity.

## 4.2 Reappointment

In addition to the guidelines for the first appointment, the following guidelines apply to the decision regarding the reappointment of a Professor of Practice (after the standard four year period):

### 4.2.1 Research

1. The candidate must satisfy the following requirements:
  - A. a *minimum* of **1** article has been accepted for publication in a journal included on the ERIM P or P\* list during a **maximum period of four years** prior to the request for reappointment.;
  - or*  
a score of at least **1** point during a **maximum period of four years** has been achieved prior to the request for reappointment, based on the AIS system.<sup>13</sup>  
The candidate must have made a demonstrable and substantial individual contribution to this article. The article is published in a journal included in the TI or ERIM list of journals. The article has not been considered by the CBBA previously.
  - B. Demonstrated research progress and research pipeline during this period, both in quality and quantity.

If these requirements are not met, revision requests by journal editors in round 2 or higher can contribute to a positive research evaluation. Documents such as a letter from an editor positively indicating the likelihood of publication, and referee reports of a paper that is in an advanced stage of possible acceptance at a journal (journal of the ERIM P or P\* list or journal with a score of at least 1 point based on the AIS system) can be submitted for consideration.

2. The importance of the candidate's research is recognized by his or her peers, as evidenced by, for example:
  - A. membership of the editorial team of a journal in his or her field, *or*
  - B. awards, honors and guest speaker invitations for international conferences or participation in international committees.
3. The candidate has been mentioned in a number of professional publications each year.

### 4.2.2 Education

1. The candidate has good teaching skills. As a guideline, an average score in the last two to three years of at least 3.75 for teaching performance in the BSc 1+2 and at least 4.0 for teaching performance in the BSc 3 + MSc is considered to be adequate. Furthermore, peer review has taken place every two years, preferably by one of the senior professors of the candidate's research programme.
2. The candidate uses state-of-the art and varied teaching materials that explicitly place the subject area within its academic and social context.
3. The candidate contributes efficiently and effectively to the smooth running of educational processes.

### 4.2.3 Administration & collegiality

1. The candidate performs well in the department and actively participates in activities organised by the department as well as beyond the scope of the department.

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<sup>13</sup> with due observance of the provisions of Appendix 1 'Determining the AIS'.

## Appendix I: Determining the AIS points

The AIS points are determined as follows:

1. A minimum of two and a maximum of six articles are used to determine the points. The total points are the sum of the points per article.
2. The majority of articles must have been published in journals included on the TI or ERIM list of journals.
3. The average four-year AIS is used as the unit of account for determining the journal score.
4. The number of publication points depends on the journal's AIS and number of co-authors.
5. The points (P) per article are determined as follows (by which the S is the AIS and the N the number of co-authors):  
$$P = S \times (1.25) \quad \text{if } N = 0$$
$$P = S \quad \text{if } N = 1$$
$$P = S \times (1 - (N-1) \times 0.10) \quad \text{if } 1 < N \leq 10$$
$$P = 0 \quad \text{if } N > 10$$
6. 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 by the highly ranked publishers<sup>14</sup> are included in the calculation. A total of no more than 40% of the total score may consist of book contributions.
7. The CBBA is well aware of the deviating AIS in Operations Research and Accounting and will take the special nature of these fields into account in its assessments of nominations of appointment and promotions. For Accounting, at least 5 AIS points are required.

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<sup>14</sup>As defined in the TI fellowship charter

[https://www.tinbergen.nl/media/research/ti\\_fellowship\\_charter\\_2016\\_update\\_august\\_2019.pdf](https://www.tinbergen.nl/media/research/ti_fellowship_charter_2016_update_august_2019.pdf), page 11.

## Appendix II: Documents to be provided

### A Documents shared with CBBA members

1. Nomination form<sup>15</sup>
2. Nomination letter, written by the candidate's (intended) supervisor. The letter clearly motivates the nomination. If applicable, the letter explains and motivates deviations from the standard CBBA criteria. At least:
  - a. for the nomination of an Associate Professor and a Professor of Practice, the nomination letter is co-signed by (1) by the department director and (2) the programme leaders and (3) the Full Professors of the research programme;
  - b. for the nomination of an internal Full Professor, the nomination letter is co-signed by (1) the department Director and (2) individually endorsed by (2.a) the programme leaders and (2.b) the Full Professors of the research programme, including a clear motivation of the candidates maturity as Full Professor.
  - c. for the nomination of a Full Professor who originates from another academic institution, the nomination letter clearly motivates the added value of the appointment to the group or School and is co-signed by (1) by the department director and (2) the programme leaders and (3) the Full Professors of the research programme.
3. Curriculum Vitae of the candidate
4. 2 letters of reference by external, independent reviewers (e.g. not coauthors, (former) students and supervisors) without potential conflict of interest. At least one of the reviewers is affiliated outside The Netherlands. The letters of reference are requested by the department director using a standardised invitation letter.
5. Publication List (can be combined with the Curriculum Vitae), signed by the department director. Publications should be chronologically ordered.
6. Results publication list (AIS points, citation trajectory), provided by Research Office.
7. Two recent papers (since last promotion).
8. Optional: Revise and Resubmit or rejected papers, including referee reports and editor letter.
9. Teaching evaluations of the two most recent years
10. Peer review document, not older than two years (this does not apply to external candidates).
11. Further information (e.g. describing the development of the nominee, organizational activities, research pipeline), this can also be included in the nomination letter.

### B Other documents

The following information will be gathered by the secretary of the CBBA, but will not be sent for review to the CBBA members (to minimize the review load):

1. Declaration of financial feasibility
2. Request of HR for CBBA advice

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<sup>15</sup> For promotions to or appointment as associate or full professor, the nomination form and letter clearly indicate if the CBBA should assess the candidate on the CBBA Criteria 2020 or on the criteria communicated at the commencement of the candidates' appointment/promotion in their previous position at ESE. On the appointment or promotion to Full Professor with a fixed time period, the criteria for Endowed Professor (as defined in the CBBA Criteria, version of June 2013, amended May 2016) apply during a period of three years after entry into force of the CBBA Criteria 2020.

3. BKO certificate (this does not apply to external candidates coming from non-Dutch universities).

## Appendix III: 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
<b>Ranking criteria</b>		
<b>Teaching</b>	<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>
<b>Research</b>	<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>
<b>Organisation</b>	<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 'aResearch' 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 IV: 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
<b>Ranking criteria</b>		
<b>Teaching</b>	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.
<b>Research</b>	<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"> <li>- 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;</li> <li>- academic publications in authoritative scientific journals, which are regularly quoted by prominent scientists;</li> <li>- member of the editorial board of one of the ten most authoritative scientific journals;</li> <li>- pioneering research results in connection with prominent research;</li> <li>- acting as keynote speaker at seminars where the state of the art in the research field is established.</li> </ul>	<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"> <li>- 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;</li> <li>- academic publications in authoritative scientific journals;</li> <li>- member of the editorial board of scientific journals;</li> <li>- research results in connection with prominent research;</li> <li>- acting as speaker at seminars.</li> </ul>
<b>Organisation</b>	<p>Manages a professorial chair, department or institute with &gt; 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 &lt; 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