

FACULTY OF SOCIAL SCIENCES TENURE TRACK POLICY – as part of the VU Talent Policy framework – March 2017

INDEX

1. Introduction
2. Target group
3. Framework
4. Criteria
5. Tenure Track phases
6. Diversity and phase of life policy
7. Selection of Tenure Trackers
 - 7.1 Decision on commencement of employment/ composition of selection committee
 - 7.2 Decision on promotion/ composition of Tenure Track Committee
8. Tenure Track process
9. *Internal intake*

Appendix 1 Criteria for each phase

1. Introduction

The Faculty of Social Sciences (FSW) strives to conduct high-level research and teaching in order to contribute to the development of knowledge that promotes scientific and social progress. In order to achieve this aim it is essential that our human capital is of a high level. We can only realize our ambitions with staff who perform excellently in teaching, research, valorization and organizational tasks. We are convinced that talent is not only important for high-quality teaching and research but also for our ability to attract further new talent.

This is why we need an active talent policy in order to attract, develop and retain talent. The Faculty's Tenure Track system serves as an instrument for our talent policy and plays a role alongside the current promotion system.

2. Target group

Tenure Track positions are open to highly talented academics who, in the judgement of the selection committee, are expected to have the potential to progress to Associate Professor or Full Professor. The strategic goal of the Tenure Track is to employ excellent academics with an individual academic profile.

The Faculty's Tenure Track policy means that the only path to professorship for academic staff who are not participating in a Tenure Track/ Career Track is through a normal application procedure for a vacant chair. However, the Faculty's Tenure Track policy does not prevent career agreements and/or promotions to academic posts on the Assistant Professor-Associate Professor axis. Normal progression through to Associate Professor 1 remains possible if it fits the department's strategic personnel plan and is financially responsible. Hence there is also no change to existing policy regarding career agreements and/or promotions up to Associate Professor 1. This means that the Promotions Committee advises the Faculty Board on a promotion proposed at the request of the department head. The Promotions Committee applies the salary grading and promotion policy of the Faculty (December 2014) when issuing its recommendations. The same criteria apply to normal career development as described in the Tenure Track policy, with the difference that the duration of phases in the Tenure Track is indeed described but the duration of phases in normal career growth is not.

3. Framework

The following factors are essential to the success of the Tenure Track system:

- Alignment with VU objectives (annual strategic plan);
- Clear and consistent procedures with regard to recruitment and selection for the intake of the Tenure Track system;
- Clear and consistent assessment criteria and procedures with regard to promotion in the Tenure Track system;
- Involvement and active responsibility on the part of supervisors;
- Concrete and honest feedback;
- Good facilities for Tenure Trackers. This includes items such as career development and a genuinely balanced time investment between teaching and research (basic principle here is a 50-50 distribution in the first two years).

NB. In this memorandum "The candidate" and "Tenure Tracker" are intended as gender neutral.

4. Criteria

Individual performance agreements / criteria

A Tenure Track is based on clearly formulated, individual performance agreements tailored to one's own field of work. These performance agreements set out in more detail a number of assessment aspects as applied to each Tenure Tracker at the Faculty of Social Sciences.

Performance agreements are made with the new Tenure Tracker with regard to the criteria formulated below. Agreements may become visible in hard output (e.g. with regard to publications), or can also be described in terms of qualitative indicators (such as the quality of someone's leadership). It must be clear to the Tenure Tracker how he/she can make the result visible for the Faculty's Tenure Track Committee.

The performance agreements are focused on a qualitative and quantitative development in the track record of the Tenure Tracker in the domains of teaching, research, valorization and organization. Progress in the performance agreements and the Tenure Tracker's development are discussed in day-to-day work and are dealt with explicitly during the Tenure Tracker's annual interview with his/her direct supervisor. Directing, supervising and supporting the Tenure Tracker form part of regular line responsibilities. Hence the direct supervisor of the Tenure Tracker plays an important role during the Tenure Tracker's career development.

The Tenure Track Committee assesses any submitted promotion proposals. If the Tenure Track Committee makes a positive assessment of the performance agreements, the Tenure Tracker is promoted to the following phase of the track ('up'). In the event of a negative assessment by the Tenure Track Committee, the track is stopped ('out'). In this case the Tenure Tracker also has an interview with the HR consultant and the department head about an alternative route at or outside VU.

5. Tenure Track phases

A Tenure Tracker may enter the process at various points (depending on experience and performance in previous positions). Essentially, each completed phase is followed by an assessment (a promotion in response to a positive assessment and an 'out' in response to a negative assessment) and subsequently, at the latest 5 years after beginning the Tenure Track, a definitive assessment with regard to the tenured position.

This means that a new Tenure Tracker who enters at the level of Assistant Professor 2 receives an employment contract for a term of 6 years. In the event of a negative verdict after the 5th year he/she has one year to find another position (by means of replacement) and to complete ongoing tasks before employment is ended after Year 6. In the event of a positive assessment, a tenured appointment as Associate Professor 2 follows after a maximum of 6 years. See overview on page 3.

A Tenure Track has a duration of 10 years (this figure is indicative) if the candidate enters at the level of Assistant Professor 2 and is ultimately promoted to Full Professor 2. Exceptional talents can progress faster than the period cited in the overview if they meet the set criteria earlier. The 10-year period can only be extended due to personal circumstances such as illness or maternity and parental leave; see Section 6 for more details. The Tenure Track is successfully completed when the Tenure Tracker is promoted from Associate Professor 1 to Full Professor 2. (Also see chart on page 4).

The career path of a Tenure Tracker (assuming intake as new Assistant Professor 2):

TT Phase						Salary scale	Duration of the phase	Type of employment contract at end of phase (depending on intake)	Assessment	Goal
Phase 5					Full Prof. 2	H2	Not part of TT	n/a	n/a	n/a
Phase 4				Assoc. Prof. 1		14	Between 2 and 4 years ¹ On average 10 years after start of TT in Phase 1	Tenured	Maximum of 4 years after start of Associate Professor 1	Appointment as Full Professor 2
Phase 3			Assoc. Prof. 2			13	2 years	Tenured	1 year after start of Associate Professor 2	Promotion to Associate Professor 1 and tenured post
Phase 2		Assis. Prof. 1				12	2 years	Temporary	End of year 4	Promotion to Associate Professor 2
Phase 1	Assis. Prof. 2					11	2 years	Temporary	End of year 2	Promotion to Assistant Professor 1

¹ Duration of the phase is fixed in principle, but the period can vary because individuals may follow different routes in this phase (e.g. take on an administrative role).

6. Diversity and phase of life policy

The Faculty's diversity policy aims, among other things, to enable more talented women and cultural minorities to progress to (higher) academic posts. Both the Tenure Track Committee and the Appointment Advisory Committee will need to devote extra attention to this issue, meaning that they ensure that committees have diverse members (sufficient representation of female academics and academics with diverse cultural backgrounds) and that there is an awareness of possible biases in the assessment of candidates.

If the Tenure Tracker incurs a delay due to pregnancy or a longer-term illness, for instance, then a solution will be sought. This may involve taking account of the length of absence of a Tenure Tracker with respect to the performance obligation with respect to the expected career development time.

7. Selection of Tenure Trackers

By recruiting Tenure Trackers the Faculty can influence the quality of its academic staff. Making a Tenure Track position available is a strategic decision which requires the department head to submit a request to the Faculty Board; for further information see Faculty of Social Sciences Procedures, dated 09.11.2015).

7.1 Decision on commencement of employment / composition of selection committee

The selection committee plays an important role in selecting candidates for the Tenure Track. They assess whether candidates are able to progress through the various phases in the track within the target period and whether they have a good chance of achieving professor status in the future.

The selection committee for a Tenure Track position should include at least two members who are members of the Tenure Track Committee; these must in any case include the Dean and the department head.

The selection committee then submits a proposal to the Faculty Board, which decides on the matter.

7.2 Decision on promotion/ composition of Tenure Track Committee

The Tenure Track Committee advises the Faculty Board on the promotion / granting of tenure. The FB decides on promotion to the following phase. The Tenure Track Committee comprises the following members: Chair: 1 Full Professor (department head of another department than the TT post), Members: 1 Full Professor from the Faculty (department head), 1 external member (e.g. Full Professor of a sister faculty), Dean, HR consultant.

Rotating members: relevant Director of Studies and ISR theme leader.

If the decision concerns promotion to the position of Full Professor, the procedure to be followed must be the procedure for establishing chairs and appointing VU professors and will involve an Appointment Advisory Committee (for this procedure also see '*Stroomschema (B)HGL, FSW*').

8. Tenure Track process

Intake

0. Vacancy text is formulated in consultation with HRM.
The selection committee is convened and proposes the candidate.
1. The selection committee includes at least two members of the Tenure Track Committee, including the Dean and the department head.
2. Written agreements are made with the candidate (deed of appointment containing in any case the Tenure Track process agreements, such as the points of assessment and agreements on all hard requirements). These agreements are made together with the Dean, the supervisor, the department head and the HRM consultant.
3. On the basis of the above, the supervisor draws up individual performance agreements together with the Tenure Tracker to facilitate the next promotion step after two years. The performance agreements are submitted to the Dean for confirmation.
4. It is then agreed how and when the Tenure Tracker will demonstrate fulfilment of the performance agreements and in what way he/she will submit the information to the Tenure Track Committee.
5. The supervisor will then conduct an annual evaluation interview with the Tenure Tracker in conformity with the normal annual assessment cycle. This will enable discussion of progress with regard to the agreed performance and it will be ascertained whether improvement is necessary. Agreements will also be made in this interview about the facilitation needed to support the Tenure Tracker in his/her development (training, teaching, coaching, etc.).

Assessment of following phase

6. The performance of the Tenure Tracker is assessed at a previously specified point in time by the Tenure Track Committee. In principle, the Tenure Track Committee convenes twice a year, in April and October.
7. If the performance agreements are fulfilled at an earlier point in time, then the supervisor and the Tenure Tracker may submit a joint request to the Dean for an assessment at an earlier time.
8. The assessment is conducted on the basis of previously submitted information, a self-assessment and a presentation² by the Tenure Tracker to the Tenure Track Committee.
9. Decision on promotion: the Tenure Track Committee advises the Faculty Board on promotion to the following phase. The Faculty Board decides on the promotion.
10. In the event of a positive assessment and a positive decision by the FB, the Tenure Tracker can continue along the track and he/she is promoted to the following phase. If necessary, the Tenure Track Committee advises the Tenure Tracker on the required focus of performance or development for the phase in question.
11. In the event of a negative assessment by the Tenure Track Committee and/or a negative decision by the FB, the track is halted and agreements are made with the Tenure Tracker about ending his/her tasks (in the case of a temporary appointment). In the event that a permanent employment contract already exists, a support process is started to facilitate another post/ work environment outside the Faculty.

² The presentation involves a mini-lecture that sets out the candidate's contribution to both research and the teaching programme, as well as the connection with the rest of the section.

Appointment as Full Professor – AAC

12. If a Tenure Tracker complies with the performance agreements as set out in the Tenure Track Phase 1, then the Dean will decide to propose a promotion to Full Professor 2.
13. The procedure is analogous to the regular procedure for Professors. This always involves a request for a closed procedure (dispensation).

9. Career Track

Two rounds take place at the Faculty of Social Sciences in which departments can propose existing staff for intake in an equivalent career process: the Career Track system. These rounds are held in December 2015 and March/April 2017. Following these two rounds, this possibility ends for existing staff. This internal intake differs in that staff usually already have a permanent employment contract. Hence the assessment relating to a following phase does not involve a decision about a permanent employment contract, but only a decision on promotion to a higher job level (in the event of a positive assessment) or on leaving the track (in the event of a negative assessment).

Procedure for Career Track

Proposals for internal intake in the Career Track are made in principle by the supervisor of the intended Career Tracker. The Career Track Committee consists of all department heads, the Dean and the HRM consultant. The committee is chaired by one of the department heads (one that does not have any candidates in the process).

The proposal comprises as a minimum the following elements: a CV, a list of publications, a completed self-assessment, a letter of motivation from the member of staff and a covering letter from the supervisor. The candidate also presents two (foreign) referees who will be approached by the Career Track Committee / presents two references from international referees. The Career Track Committee assesses the presentation and advises the Faculty Board on whether the candidate should enter the Career Track system or not.

APPENDIX 1 Criteria for each phase

Tenure Track criteria Phase 1

The following criteria are applied in the selection of a new Tenure Tracker as Assistant Professor 2:

1. Research is assessed on the following points:

- The candidate holds a PhD – hard requirement.
- The candidate preferably has international experience as a postdoc.
- The candidate has demonstrably conducted independent research as indicated by peer-reviewed publications.
- The candidate has at least three publications as first author in high-quality international journals (or comparable such as a monograph at an academic publisher, depending on the publication culture in the field in question).
- The candidate has innovative ideas (knowledge, ambition, self-propelling) that fit the vision of the chair/discipline and is considered able to develop a research domain that will be important and distinctive for the Faculty.

2. Teaching is assessed on the following points:

- In recent years, the candidate has supervised Bachelor's and/or Master's students as first supervisor.
- The candidate has gained initial experience with teaching as indicated by incidental lectures, presentations at summer schools, etc.
- The candidate has an innovative vision of teaching, clear opinions and innovative ideas about teaching.
- Characteristics of Middle Lecturer from the VU Framework for Teaching Performances, in particular:
 - Has expertise in the discipline of the taught field at graduate Master's level and has in-depth expertise in subdomains of the field.
 - Can substantiate the decisions he/she makes when designing the teaching in terms of the various working contexts.
 - Understands the relationship between a change in teaching and its effect on the current curriculum.
 - Is familiar with the latest developments in his/her own field.

3. Academic Services (organization) are assessed on the following points:

- The candidate shows initiative on behalf of the team and can contribute to a joint result, even when this is not in his/her direct personal interest.
- The candidate is demonstrably able to work on a collaborative basis, also in an international context.
- The candidate has a command of English at a minimum of level C-1 and is (if applicable) prepared to learn Dutch.
- The candidate makes a demonstrable substantive contribution to seminars, committees or project teams.
 - This can include: member of teaching seminars at programme level, member of Programme Committee, member of Examination Board, member of Faculty Research Committee.

Tenure Track criteria Phase 2

The following criteria are applied in the promotion of a Tenure Tracker to Assistant Professor 1. The criteria defined for the previous phase have been met.

1. Research is assessed on the following points:

- The candidate has demonstrably conducted independent research, and has demonstrably and independently achieved delineation and structuring of his/her own research, as indicated by peer-reviewed publications.
- The candidate has at least 6 publications as first author in high-quality international journals (80% of the publications in the first quartile (top 25% of journals) (or comparable such as a monograph at an academic publisher, depending on the publication culture in the field in question).
- The candidate has innovative ideas (knowledge, ambition, self-propelling) that fit the vision of the chair/discipline and is considered able to develop a research domain that will be important and distinctive for the Faculty.
- The candidate has demonstrated an ability to acquire funds from government agencies and through contract funding. This as indicated by awarded VENI or comparable grants – hard requirement. Assessment of whether grants are indeed comparable involves not only comparability in terms of size but also a critical examination of the academic value of the proposed research. Indicative sum: 150,000 euros (75,000 euros per year).
- The candidate has demonstrable experience in content-related supervision of PhD students as a daily supervisor or as a co-supervisor.
- Valorization: The candidate visibly engages in work on behalf of social issues. This becomes visible through, among other things:
 - Demonstrable use by professionals (citations in journals, guidelines, textbooks, etc.).
 - Demonstrable use by politicians and policymakers (parliamentary questions and answers, citations in Lower House documents and policy memoranda, citations by EU forums and international organizations, evidence-based policy).
 - Demonstrable contribution to social issues (citations, references, use of knowledge in public media, including scientific/academic programmes).
 - Awards by society.
 - Membership of national organizations such as the Netherlands Scientific Council for Government Policy, the Health Council of the Netherlands, the Dutch Safety Board, and of international organizations.
 - Membership of scientific advisory councils of social organizations (patient associations, NGOs, cultural bodies, etc.).

2. Teaching is assessed on the following points:

- The candidate meets the requirements for the University Teaching Qualification (BKO) – hard requirement.
- The candidate has demonstrable experience in providing, developing and maintaining regular programme components of a teaching programme.
- Over the last two years the candidate has supervised at least two graduates as first supervisor.
- Characteristics of Senior Lecturer from the VU Framework for Teaching Performances, in particular:
 - Has in-depth knowledge of the entire field and/or specialist knowledge in subdomains.
 - Is able to formulate a vision for his/her own field and its context.

- Keeps abreast of new developments in his/her own field and translates these into improvements and/or innovations in teaching.
- Monitors systematic effects of existing and new teaching applications.
- Is able to provide co-leadership of initiatives resulting from the aforementioned points.
- Substantiates and justifies the decisions affecting multiple courses.
- Oversees cohesion and necessary coordination between teaching activities in various teams.
- Can contribute actively to the writing of a critical reflection.

3. Academic Services (organization) are broadly assessed on the following points:

- The candidate is demonstrably able to connect issues in terms of content, process and people. Is able to initiate, encourage and support a sense of involvement and collaboration.
- The candidate shows that he/she is well-informed about academic and specialist developments. Uses this knowledge effectively for his/her own tasks and for the organization.
- The candidate identifies opportunities for developing new knowledge and areas of application, and acts accordingly.
- The candidate has a command of English at a minimum of level C-1 and is (if applicable) prepared to bring his/her Dutch up the requisite level within two years.
- The candidate makes a demonstrable and substantive contribution to seminars, committees or project teams.
 - This can include: chair of teaching seminars at Faculty level, member of education working groups at Faculty level, chair of Programme Committee, minors coordinator, etc.

Tenure Track criteria Phase 3

The following criteria are applied in the promotion of a Tenure Tracker to Associate Professor 2, or for external intake at this level. The criteria defined for the previous phase have already been met.

1. Research is assessed on the following points:

- The candidate coordinates and runs a research group, multi-year specialist research project or at least two related research projects that form an important part of a research programme. Plays an independent role in the line of research.
- The candidate has gained international recognition and experience, as demonstrated by contributions to gatherings and networks, publications and projects.
- The candidate has at least 10 publications as first author in high-quality international journals (80% of the publications in the first quartile (top 25% of journals) (or comparable such as a monograph at an academic publisher, depending on the publication culture in the field in question).
- The candidate has demonstrated an ability to acquire funds from government agencies and through contract funding. This as indicated by at least one acquired research grant in external competition. Quality and competition are more important than size. Indicative sum: 300,000 euros (150,000 euros per year).
- The candidate has contributed to the supervision of one or more PhD students.
- Valorization: The candidate visibly engages in work on behalf of social issues – hard requirement. This becomes visible through, among other things:
 - Demonstrable use by professionals (citations in journals, guidelines, textbooks, etc.).
 - Demonstrable use by politicians and policymakers (parliamentary questions and answers, citations in Lower House documents and policy memoranda, citations by EU forums and international organizations, evidence-based policy).
 - Demonstrable contribution to solving social issues (citations, references, use of knowledge in public media, including scientific/academic programmes).
 - Awards by society.
 - Membership of national organizations such as the Netherlands Scientific Council for Government Policy, the Health Council of the Netherlands, the Dutch Safety Board, and of international organizations.
 - Membership of scientific advisory councils of social organizations (patient associations, NGOs, cultural bodies, etc.)

2. Teaching is assessed on the following points:

- The candidate has demonstrable experience in initiating, developing, maintaining and implementing a substantial part of the teaching programme (design, content, teaching methodology) of the Programme.
- The candidate has initiated, developed and improved at least one programme component within the Programme, post-academic or externally oriented teaching and uses state-of-the-art and varied teaching material.
- In recent years, the candidate has supervised graduates (BA and MA) as first supervisor.
- The candidate is an enthusiastic and effective lecturer, as indicated by student evaluations and assessments of programme(s).

3. Academic Services (organization) are broadly assessed on the following points:

- The candidate provides leadership to a part of the research sub-programme, carries out mandated tasks at the level of Full Professor and/or carries out management and administrative tasks over the boundaries of the (sub)group – hard requirement.
- The candidate is demonstrably able to translate the VU Strategic Plan to his/her own discipline, chair and faculty.
- The candidate shows that he/she is well-informed about social, political, academic and specialist developments. This also at the international level. Uses this knowledge effectively for his/her own tasks and for the organization.
- The candidate is organization-sensitive: is sensitive to the developments within the organization and considers these in his/her own decision-making. Is aware of the effects of (his/her own) decisions on the organization.
- The candidate has impact: is authoritative in formulating ideas and making proposals, and in implementing policy.
- The candidate has vision: is able to put things in perspective and to concentrate on key issues and on long-term policy.
- The candidate has a command of English at a minimum of level C-1, preferably at C-2, and is (if applicable) prepared to bring his/her Dutch up to B-1 level.
- The candidate makes a demonstrable substantive contribution to seminars, committees or project teams.
 - This can include: member or chair of education working groups at Faculty level, chair of Programme Committee, member or chair of core Examination Board, etc.

Tenure Track criteria Phase 4

The following criteria are applied in the promotion of a Tenure Tracker to Associate Professor 1. The criteria defined for the previous phase have already been met.

1. Research is assessed on the following points:

- The candidate has developed his/her own clear and productive line of research.
- The candidate has gained international recognition and experience, as demonstrated by contributions to and heading up of international alliances. Has experience with multiple presentations at international conferences (lecture invitations from national or international congresses). Is regularly invited as a reviewer, evaluator, expert, consultant, etc.
- The candidate has demonstrated an ability to acquire funds from government agencies and through contract funding. This as indicated by at least one acquired research grant (VIDI or equal status). Indicative sum: 500,000 euros (250,000 euros per year) – hard requirement.
- The candidate has at least 15 publications as first author in high-quality international journals (80% of the publications in the first quartile (top 25% of journals) (or comparable such as a monograph at an academic publisher, depending on the publication culture in the field in question).

2. Teaching is assessed on the following points:

- The candidate has an initiating and coordinating role in the development, maintenance and implementation of a substantial part of the teaching programme (design, content, teaching methodology) of the Programme.
- The candidate has initiated, developed and improved at least two programme components within the Programme, post-academic or externally oriented teaching and uses state-of-the-art and varied teaching material.
- The candidate holds the Senior University Teaching Qualification (SKO).
- Characteristics of Expert Lecturer from the VU Framework for Teaching Performances, in particular:
 - Has comprehensive knowledge of the Programme and specialist knowledge in one's own subdomain and is able to relate this knowledge in an interdisciplinary context to other fields and/or programmes.
 - Is a recognized expert in the field of education development (specialist content and teaching methodology).
 - Is able to make an effective analysis of complex educational problems.
 - Recognizes the effects of existing and new teaching applications at both the internal and external levels and on this basis initiates policy developments at the level of the programme, faculty or the university as a whole, and provides leadership for this process.

3. Academic Services (organization) are broadly assessed on the following points:

- The candidate is demonstrably able to create strategic alliances.
- The candidate has taken a course in Academic Leadership or a comparable course.
- The candidate has a good understanding of how to organize teaching and research, and of the frameworks and rules of faculties.
- The candidate provides substantive leadership (chairmanship) of faculty, national or international research and education committees.
 - This can include: chair of education working groups at Faculty and/or university level, chair of Programme Committee, chair of Examination Board, Director of Studies, etc.

Tenure Track criteria Phase 5

No later than 4 years after appointment as Associate Professor 1, a Tenure Tracker is proposed for promotion to Full Professor 2. The appointment of a Full Professor as the result of a Tenure Track is subject to a modified procedure (see Policy on Professors, VUnet). The criteria defined for the previous phases have been met.

1. Research is assessed on the following points:

- The candidate is an authority in his/her field within and outside the organization.
- The candidate has gained international recognition in his/her field, as demonstrated among other things by invitations as a keynote speaker at international conferences.
- The candidate is responsible for acquiring and conducting research within the chair that is congruent with the research programme of the department or institute.
- The candidate translates developments in his/her own area of research into national or international research programmes.
- The candidate achieves research results in leading research collaborations.
- The candidate has at least 20 publications as first author in high-quality international journals (80% of the publications in the first quartile (top 25% of journals) (or comparable such as a monograph at an academic publisher, depending on the publication culture in the field in question).

2. Teaching is assessed on the following points:

- The candidate is responsible for the quality, cohesion and implementation of the programme components provided by the chair.
- The candidate is responsible for appropriately representing his/her field within one or more teaching programmes in the Faculty and for renewing these in response to developments in the field.

3. Academic Services (organization) are broadly assessed on the following points:

- The candidate externally represents the organization as a figurehead for his/her field and for the Faculty.
- The candidate carries out supervisory roles (substantive, functional, hierarchical) both inside and outside the organization in an academic context.
 - This can include: chair of education working groups at Faculty and/or university level, chair of Programme Committee, chair of Examination Board, Director of Studies, portfolio holder for teaching/research, etc.