

Faculty of Science – Utrecht University

Recruitment, Selection, Promotion and Appointment full professor

This document describes the faculty promotion and appointment procedures for full professor¹. It provides an overview of how to become a full professor at Utrecht University by means of a transparent and fair selection procedure. It pays particular attention to the perspective and procedures that have been designed within the Faculty of Science. These procedures are in line with the University regulations ([Professor policy in brief](#)).

For whom?

This document is meant both for current and future staff members who have the ambition to become a full professor at the Faculty of Science, as well as for boards of departments and research institutes who want to start the procedure for recommending a new (full) professor.

Background on the academic ranks

The academic staff in the Netherlands functions at three different levels: Universitair Docent (UD), Universitair Hoofddocent (UHD) and Hoogleraar. Internationally this is commonly denoted as Assistant, Associate and Full Professor. However, it is good to realise that these titles do not imply the exact same meaning. The job descriptions for these levels are described in the Dutch Universities [UFO-system](#) and the Utrecht University framework [WPFlow III](#), and cover a wide variety of teaching and research assignments, for example. In Utrecht, [appointments](#) to full professorships are for a period of 5 years, in combination with a permanent contract at Utrecht University. A positive evaluation after that period will result in a permanent appointment².

Criteria and qualifications

At the Faculty of Science, we organise the criteria by the TRIPLE-model, using four kinds of evidence and four levels of performance. TRIPLE stands for Team Spirit, Research, Impact, Professional Performance, Leadership and Education. The additional document describes these criteria and how they can be described by types of evidence and levels of performance.

At Utrecht University, you can obtain a University Teaching Qualification (UTQ), Senior University Teaching Qualification (STQ) and Senior Researcher Qualification (SRQ). The conditions and requirements for obtaining a UTQ or STQ have been laid down for the [faculty](#) on the basis of a University Regulations on Teachings Qualifications. The procedure for obtaining a SRQ is organised by the departments. Internal candidates must have both a STQ and a SRQ. We expect external candidates to have equivalent qualifications to SRQ and to obtain a STQ within a few years of receiving an appointment as full professor at Utrecht University.

Pathways to full professor

There are two ways to become a full professor

- Internal promotion (from associate professor to full professor)
- Hiring or active searching/scouting for a vacancy

This document deals with each of these cases. In each case, the Faculty of Science makes an informed decision *based on a standardised portfolio of information*. For the open hiring

¹ The terminology Full Professor is used as a synonym for the Dutch "Hoogleraar", which is not exactly the same as the terminology used in other countries. A full professor holds a Chair ("Leerstoel") with a specific task description specified in the profile report for the chair ("Structuurrapport").

² A negative evaluation will never come as a surprise, and will be communicated carefully well in advance. In the exceptional situation that a negative evaluation is issued, the contract will be continued as an associate professor.

procedure, the information is typically only requested for candidates on a short list; usually fewer than five people.

Internal promotion

At our faculty, we offer every staff member the possibility to climb the academic ladder. Every staff member is therefore invited to follow an individual career path. The annual Assessment and Development interviews are a good moment to discuss the ambitions and mutual expectations of the candidate, the group leader and the head of department³. The list of TRIPLE domains (*link*) for the position of full professor provides a good framework to discuss these ambitions and possibilities.

The candidates will submit their application portfolio to the Faculty Appointment Advisory Committee. Submissions may be made at any time. The Faculty Appointment Advisory Committee strives to issue its recommendations within three months. The information to be provided consists of the following:

- A self-reflection document (max 6 pages) elaborating on the
 - o **In total 7 best past accomplishments;** at least one in the TRIPLE-domain Team Spirit, one in Leadership, one in Research and one in Education; supported by as many possible forms of evidence (possible forms of evidence are indicated in the section with detailed criteria below).
 - o **3 future goals** in at least 2 different TRIPLE-domains, including at least the core domains Education and Research, formulated concretely and SMART.
 - o **Vision** on the candidate's role in, and added value they provide for the department, faculty, university, and academic world at large. Describe how possible promotion will affect commitment and responsibility taken by the candidate.
- An updated CV, including
 - o Top 10 publications and explanation about the importance and role of candidate
 - o (Link to) Full publication list
 - o Evidence of (senior) qualifications in research/teaching
- A list of 3 possible references from people not employed by Utrecht University, with a minimum of 2 international referrals (reference letters should not be sent by the candidate).
- The candidate must grant permission to share the self-reflection document and CV with referrals.
- For portfolio resubmissions, the candidate will be asked to describe the actions taken to address feedback provided following previous unsuccessful applications for promotion.
- Include a recommendation by the department head.

Based on the application portfolio, a 'light' initial assessment will be conducted by the Faculty Appointment Advisory Committee. Following a positive assessment, the committee will ask a total of four referrals to assess the portfolio. Taken together, these should address in detail the candidate's performance, vision, and leadership in all core performance areas (letters do not have to correspond exactly with the areas). The four references will be collected as follows: the committee will contact the referrals directly, providing them with the candidate's portfolio (self-reflection and CV) and a clear overview of the methodology and criteria described in this

³ In some cases, the mutual expectations are written down in "a career track" document. This document includes a plan with development milestones agreed to by the candidate and the head of the department. At the end of the agreed term, the candidate will be invited to submit her/his portfolio to the faculty Appointment Advisory committee.

document. Referrals may be chosen from the list suggested by the candidate, but preference is given to having at least one referral that was not on the candidate's list. Possible further referrals include: internal and external peers, including former students, social partners, educational advisory committees and department board members.

After the referrals' assessments have been received, the Faculty Appointment Advisory Committee will assess the potential candidate(s) using the criteria and based on the information provided above. The committee has the following tasks:

- The committee assesses the portfolio by the criteria, taking into account the department head's view on the embedding of the candidate.
- The committee attends a presentation by the candidate about the candidate's vision on future research and education, and conducts an interview with the candidate.
- The committee assesses the candidate's level of performance on each of the TRIPLE domains and gives its overall assessment on their performance level. For each of the criteria, there are 4 levels of performance (where each next level includes the previous levels). Below is a list of all four levels. In general, full professors perform at Level 3 or 4.
 - Level 1: **effective** (reflective and professional attitude and effective design and delivery)
 - Level 2: **skilled and collegiate** (acquired skills and collaborates)
 - Level 3: **leader** (shows leadership and transforms knowledge)
 - Level 4: **global leader** (exerts national/global influence)
- The committee then writes a substantiated recommendation on the promotion of the candidate(s). The document contains useful feedback for the candidate and is visible to the candidate. The evidence is categorised into forms and attained level, following the framework.

The assessment will consider the candidate's performance along the list of TRIPLE domains ([link](#)). The committee will give an assessment for each of the criteria, supplemented by an overall opinion.

The head of department and dean both receive the committee's application assessment and recommendation. They both then talk with the candidate. The dean is responsible for the final nomination, based on the assessment and in alignment with the head of department. If the candidate is nominated, then the profile committee will write a profile report. Also the dean asks the sister faculties a recommendation about the candidate.

The portfolio, profile report, recommendation of the Faculty Appointment Advisory Committee and the recommendations issued by sister faculties are then send to the Board for the Conferral of Doctoral Degrees. Based on this board's recommendations, the Executive Board makes a decision regarding the candidate's appointment.

External hiring

External hiring typically starts with a vacancy. If a vacancy arises, the dean will establish a Profile Committee which draws up a description of the chair (profile report). Candidate recruitment is based on this profile report. Active scouting for talented and diverse candidates is recommended.

The dean then establishes an Appointment Advisory Committee, which is responsible for recruitment and selection. In the last selection round, candidates on the shortlist (typically less than five people) are asked to submit a portfolio. The information to be provided consists of the following:

- A self-reflection document elaborating on the

- **In total 7 best past accomplishments;** at least one in the TRIPLE-domain Team Spirit, one in Leadership, one in Research and one in Education; supported by as many possible forms of evidence (possible forms of evidence are indicated in the section with detailed criteria below).
- **3 future goals** in at least 2 different TRIPLE-domains, including at least the core domains Education and Research, formulated concretely and SMART.
- **Vision** on the candidate's role in, and added value they provide for the department, faculty, university, and academic world at large. Describe how possible promotion will affect commitment and responsibility taken by the candidate.
- An updated CV, including
 - Top 10 publications and explanation about the importance and role of candidate
 - (Link to) Full publication list
 - evidence of (senior) qualifications in research/teaching
- A list of 3 possible references from people not employed by Utrecht University, with a minimum of 2 international referrals (reference letters should not be sent by the candidate).
- The candidate must grant permission to share the self-reflection document and CV with the referrals.

The committee will ask a total of four referrals to assess the portfolio. Taken together, these should address in detail the candidate's performance, vision, and leadership in all core performance areas (letters do not have to correspond exactly with the areas). The four references will be collected as follows: the committee will contact the referrals directly, providing them with the candidate's portfolio (self-reflection and CV) and a clear overview of the methodology and criteria described in this document. Referrals may be chosen from the list suggested by the candidate, but preference is given to having at least one referral that was not on the candidate's list. Possible further referrals include: internal and external peers, including former students, social partners, educational advisory committees and department board members.

The Appointment Advisory Committee for the position assesses the potential candidate(s) using the criteria and based on the information provided above. The committee has the following tasks:

- The committee assesses the portfolio by the criteria.
- The committee attends a presentation about the candidate's vision on future research and education, and conducts an interview with the candidate.
- The committee assesses the candidates level of performance on each of the TRIPLE domains and gives its overall assessment on their performance level. For each of the domains, there are 4 levels of performance (where each next level includes the previous levels). Below is a list of all four levels. In general, full professors perform at Level 3 or 4.
 - Level 1: **effective** (reflective and professional attitude and effective design and delivery)
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 - Level 4: **global leader** (exerts national/global influence)
- The committee then writes a substantiated recommendation on the hiring of the candidate. The evidence is categorised into forms and attained level, following the framework.

The assessment will consider the candidate's performance along the list of TRIPLE domains (*link*). The committee will give an assessment for each of the criteria, supplemented by an overall opinion.

The department head and the dean both receive a copy of the recommendation. Based on the assessment, the department head may decide to nominate the candidate to the dean. The department head then sends the committee report, CV and profile report to the dean. The dean talks with the candidate before sending the final nomination to the board of the Conferral of Doctoral Degrees and the Executive Board. The portfolio, profile report, recommendation of the Appointment Advisory Committee and the recommendations by sister faculties (if required) are sent to the Board for the Conferral of Doctoral Degrees. Based on this board's recommendations, the Executive Board makes a decision regarding the candidate's appointment.

In exceptional cases the dean and head of department together may decide to deviate from this procedure.

Committees

As part of the procedure for appointment to full professor, candidates will be assessed by an Appointment Advisory Committee. For internal candidates, the Faculty committee consists of three permanent members (including the chair) of the Faculty of Science, complimented by at least 3 experts in the field, including the relevant Director of Education, an external member from outside UU and a Bachelor's, Master's or PhD student. At least two members must be female. The permanent members are appointed for a term of three years, which can be extended with another term of three years.

The Appointment Advisory Committee for open hiring consists of experts in the field, including the relevant Director of Education. At least two members must be female. The committee must also include at least one member from another Utrecht University department, one external member and one student or PhD candidate.

The Unconscious Bias workshop given by the HR department is mandatory for all Appointment Advisory Committees.

More information

- TRIPLE domains for position "hoogleraar" Faculty of Science, Utrecht University ([link](#))
- [UU Recognition and Rewards Vision](#)
- [Professor policy in brief Utrecht University](#)