

Policy on Professorial Appointments

September 2016



**Universiteit
Leiden**
The Netherlands

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Foreword

Our professors are the foundation of our University; they are the image we present to the world. The standards required of our professors have therefore been set very high. Recognised qualities in the areas of research and teaching, academic leadership, maintaining international networks and obtaining grants: we ask a lot of them.

The Executive Board of Leiden University wishes to create conditions that help our professors to fulfil these high expectations. Two important elements in this respect are career policy and leadership development. This brochure describes how these elements are implemented in practice at Leiden University.

An outline is also given of the context within which our professors have to operate. Keywords in relation to this are academic integrity and quality assurance. Finally, the appointment policy and its associated procedures are described.

This brochure was written for the purpose of informing present and future board members and their support staff about all the above-mentioned aspects of the policy on professors.

Prof. C.J.J.M. Stolker, LL.M.

Rector Magnificus and President of the Executive Board

1. Introduction

Leiden University's policy on academic staff is aimed at attracting, developing and retaining talent: quality policy = talent policy. Talent attracts talent. Talent policy requires selectiveness in the recruitment of staff who receive a permanent appointment, and selectiveness in the design of their subsequent academic career.

Leiden University expects all academic staff with a permanent appointment to perform well both in teaching and research. Our professors are additionally expected to display academic leadership. In their positions of leadership within the institutes, they must endeavour to maintain the quality of the teaching and research, to design a good organisation structure for the teaching and research, to provide management and encouragement to fellow researchers, and to build and maintain international networks, in order to strengthen the University's teaching and research function and to contribute to the academic and societal need for highly educated academics. Another task of our professors is to increase the University's ability to attract funding.

The position of professor at Leiden University is an exclusive one. Not every academic fulfils all the requirements that are imposed for professors; not every academic becomes a professor. The University has developed a set of criteria to be used for new appointments. The main focus is on permanent appointments that cover broader domains within the disciplines, and in which authority and leadership skills are important criteria.

2. Types of professors and chairs

The University distinguishes two types of professors: full professors (*gewoon hoogleraar*; often simply referred to in English as ‘professors’) and special professors (*bijzonder hoogleraar*; also sometimes referred to in English as ‘endowed professors’).

Full professor

A full professor is responsible for research and teaching in a specific discipline, and is appointed to the staff of Leiden University. The tasks and responsibilities of a full professor are described in the standard University Job Classification (UFO) profile (Appendix 1). Three subcategories are visiting professors, professors appointed to a rotating chair and professors in a sponsored chair (described at the end of this chapter).

Special professor

A special professor is appointed by and at the request of a legal person from outside Leiden University, with the purpose of promoting academic teaching and research in a specific field. As such, he/she is therefore not employed by the University. Leiden University imposes strict conditions on the legal persons that it authorises to establish a special chair. The legal person is not permitted to interfere in any way with the teaching or research, and recruitment and appointment of the professor must meet the usual academic standards. The period of the appointment as professor is always temporary and of short duration; it is usually for five years and in principle can be renewed only once. The special professor issues a report each year, via the Board of Trustees (*Curatorium*) of the special chair, to the Board of the legal person about the activities in the area of teaching and research. This report is also sent to the Faculty Board and the Executive Board for information.

Although the work of the special professors is greatly appreciated, Leiden University considers that the main emphasis of a faculty should clearly be on the full professors. The University will therefore usually be restrained in granting permission to establish new special chairs. They must provide substantial enrichment and supplementation of the range of teaching and research offered by a faculty, and the special chair must have minimum working hours of 0.2 fte. The basic principle is that the special chair must be embedded in the existing profile of the faculty. From the financial point of view, the faculty concerned will usually require that the legal person bears not only the salary costs but also the overhead costs of the chair. A general estimate of these overhead costs will usually be around €0,000 per 0.2 fte per year, depending on the faculty. For establishing a special chair, model regulations and a model contract between the faculty, the legal person and the special professor are available (Appendixes 2 and 3).

Visiting professor

A visiting professor is a professor from another university (usually in another country), who works at the host university for a short period, often one academic year. Visiting professors are often academics who have taken a sabbatical. Candidates wishing to work as a visiting professor at Leiden University must be a full professor (i.e. not an ‘assistant professor’ or ‘associate professor’) and their work at Leiden University must focus on a clear task. A Faculty Board will decide on the visiting professorship.

Rotating chair

A rotating chair is filled every year or two years, for a period of a few months, by a different professor each time. The intention of a rotating chair is to emphasise the prestige of a discipline, therefore only prominent scholars will be asked to fill a rotating chair. The Executive Board must give permission for establishing a rotating chair. The decision on who will fill a rotating chair is taken by the Dean. A professor in a rotating chair is not usually permitted to act as a PhD supervisor, unless otherwise decided in exceptional cases by the Doctorate Board.

Sponsored chair

A sponsored chair is partially or fully funded by an external party. A contract is signed between the parties, setting down agreements about the fte hours of the appointment and the funding of the chair, and also stipulating that the chair holder is independent of the sponsor. The proposal to establish a sponsored chair must always be discussed in the Board of Deans. Apart from this, the appointment procedure is the same as the procedure laid down for full professors.

3. Staffing policy

3.1 Appointment requirements

The standard University Job Profile (Appendix 1) lists the core activities of a professor. For an individual to be considered for the role of professor, he/she must have a PhD and must possess excellent professional expertise and extensive research experience, as evidenced by publications, prizes and other external recognitions. The external recognitions must also demonstrate experience in the international field, and involvement with conferences and other academic gatherings.

In addition, the candidate must have sufficient teaching experience, and his/her teaching quality must be demonstrated by teaching evaluations. A requirement in this context is that the candidate has the Basic Teaching Qualification (BKO). Leiden University's policy is that all staff members with a teaching role, including professors, must have this certificate. The evaluation covers not only experience with teaching undergraduates, but also experience with supervising PhD candidates.

In addition to excellent research and teaching qualities, professors at Leiden University must have good leadership capacities and management experience, including the ability to correctly implement the staffing policy within his/her own chair. As mentioned above, another task of professors is to increase the University's ability to attract funding. The appointment advisory committee therefore makes its selection on the basis of demonstrable results in terms of acquiring external funding.

3.2 Scaling

All the chairs at Leiden University are in principle classified under the position of Professor 2. For a general description of the activities involved in the position of Professor 2 and Professor 1, please see the relevant standard University Job Profile (Appendix 1).

The promotion of a professor to Professor 1 is a strategic decision. The Executive Board can decide, on the recommendation of a Faculty Board, to promote a professor to Professor 1 if he/she delivers:

1. excellent research performance and also
2. excellent teaching or management performance and
3. at least good performance in the third area.

The specific requirements for promotion to Professor 1 are elaborated on the basis of the following standards and criteria. The University applies stricter criteria in this regard than those listed in the University Job Classification System (UFO):

1. role in the development of the discipline: the individual concerned must have a pioneering role in the discipline concerned, as evidenced by the development of authoritative theories and concepts;
2. earning capacity: acquired grants from competitive or private sector sources of funding, both national and international (2nd and 3rd flow of funds), especially grants for which the academic or scientific quality is a decisive factor;
3. number of PhD candidates: the individual concerned serves quite regularly as a PhD supervisor and has demonstrated that he/she can assist PhD candidates to obtain their doctorate within the designated period;

4. number and content of publications: excellence, to be determined on the basis of his/her position compared with peers, measured according to standards that apply as the norm in the discipline concerned;
5. renown and esteem of the individual concerned, (inter)national recognition: the individual concerned must occupy a prominent position among his/her peers, as evidenced by (board) memberships of (inter)national professional associations and/or journal editorial boards;
6. invitations to address important symposia (as keynote speaker), or the offer of a (visiting) professorship, possibly in another country;
7. fulfilling a central role in the teaching: exceptional performance, such as developing and initiating new teaching methods and providing excellent teaching;
8. substantive management / leadership qualities: the individual concerned is able to motivate the staff within his/her environment to deliver excellent performance and to complete (research) projects within the designated limits of time and resources;
9. management impact, transcending the interests of his/her own discipline: the management activities of the individual concerned extend further than the level and interests of his/her own discipline, and he/she also endeavours to actually promote the interests of the faculty or the University respectively. Management activities in the national and/or international context (boards, committees, NWO [Netherlands Organisation for Scientific Research] visibility).

A request for promotion to Professor 1 must be substantiated with reasons based on the above-mentioned criteria.

3.3 'Coryfee' Fund

The University has a *Coryfee* (figurehead) Fund, aimed at encouraging faculties to attract leading external academics to Leiden University. The focus here is on academics who conduct research that fits within the University's profile areas. Faculties can apply for a contribution from the Coryfee Fund by submitting a reasoned request. An important aspect of this is that the Fund will cover a maximum of half of the costs: the other half must be funded by the faculty itself. Every application submitted to the Coryfee Fund must be discussed in the Board of Deans. More details can be found in the regulations of the Coryfee Fund.

3.4 Leadership development

The day-to-day management of teaching and research demands clarity and frameworks, and clear profiling of the group, department and faculty. Requirements are imposed on academic leaders in different domains: the strategic domain (vision determination and development), the domain of day-to-day management in terms of HR affairs, finance and ICT, and the domain of networks: establishing and maintaining relationships with the external world. HRM Training Courses offers several training courses in which (future) professors receive training in the skills in these areas. These skills relate to leading a research group, coaching researchers and practical management of the department. Professors (and senior lecturers [*UHD*]) with more substantial management tasks can then be recommended by their Faculty Board for the Academic Leadership Course or the Educational Leadership Course.

Academic Leadership Course

This course takes approximately one year and prepares professors for management tasks within a position as Academic Director or Dean. The Executive Board invites participants to follow this course on the recommendation of faculty deans. The course consists of a series of modules, peer feedback and coaching. The focus here is on vision development, strategy, coalitions and collaboration, and external relationships in this context.

Educational Leadership Course

The Educational Leadership Course prepares professors (and senior lecturers) for a position as Teaching Portfolio Holder, Director of Teaching and Learning, or other involvement with educational innovation. This course takes approximately one year and participants are recommended by their faculty dean. Topics in the course are vision on learning, practice at the course level, practice at the curriculum level, and leadership.

3.5 Red Carpet: introductory meeting for professors

Newly appointed professors are invited by the Executive Board to an introductory meeting. The Executive Board considers it highly valuable to meet with all professors to discuss Leiden University's strategy in the context of the (international) academic environment, and dilemmas relating to this. The Executive Board expects all professors to use their leadership position – whenever possible – to disseminate Leiden University's vision and to contribute to realising its strategy.

3.6 Policy on emeritus professors

After retiring, a professor retains the *ius promovendi* (the right to confer doctorates) for a period of five years, so that PhD tracks can be completed. It is not intended that an emeritus professor will start any new PhD tracks. Emeritus professors are registered in SAP as a separate category, and do not have a formal appointment at the University. Emeritus professors retain access to the following basic University facilities for the rest of their life:

- access to the ICT workstations;
- retention of the current email address;
- inclusion in the staff register as emeritus professor;
- physical and digital access to Leiden University Library;
- access to Converis publication management and PhD candidate registration system.

A Faculty Board can decide, if an emeritus professor performs certain tasks (such as finalisation of projects) that make it desirable, to provide him/her with guest staff status. This guest staff status makes it possible, if necessary, to grant authorisations on an individual basis in the area of administration (such as authorisation for the approval of invoices).

In highly exceptional cases, an emeritus professor can be appointed with salary; the Executive Board's permission is always required for this.

4. Quality assurance and academic integrity

4.1 Quality assurance

The University's staff are one of the critical success factors in its aim to hold a leading position in the academic world and in society. The most crucial aspect is the quality of the staff, while the University enhances this quality by offering a stimulating and inspiring work environment and by ensuring regular contact between staff members and their manager to discuss performance and development. In that context, a Performance and Development Interview is held at least once a year, to review the performance and development over the past year, and to rate them in an assessment. Agreements for the forthcoming period are also made and recorded in this interview, concerning both performance and development.

A second quality check is the Basic Teaching Qualification (BKO). This qualification is mandatory for all staff members of Leiden University with a teaching role, and covers the minimum package of teaching skills. All staff members, including professors, must have the certificate. Each faculty has a BKO coordinator and an assessment committee that awards these certificates. If a BKO certificate has already been obtained from another university, it is not necessary to repeat this at Leiden University.

4.2 Academic integrity

All staff members of Leiden University who conduct or are involved with academic research have a personal responsibility to ensure that it takes place according to generally accepted standards of academic practice. The Netherlands Code of Conduct for Academic Practice, to which Leiden University is committed, contains principles that academic practitioners must observe in relation to one another and to society. These principles should be regarded as general principles of good academic practice and include the terms scrupulousness, reliability, verifiability, impartiality and independence. This code of conduct is endorsed by Leiden University, and can be found on the website <http://www.universiteitleiden.nl/onderzoek/kwaliteit-en-integriteit/wetenschappelijke-integriteit>.

Academic integrity when working for and/or with third parties

Various rules and regulations apply to working for and with third parties, such as the Regulations on Working for Third Parties (*werken voor derden*) and the Code of Conduct for Integrity, which can be found on the University's website. These regulations offer academics a procedure / guidelines in situations that may possibly involve a conflict of interest, now or in the future. They also offer a procedure to follow if academics experience an 'integrity dilemma' when conducting contract research, so that the interests of both the academic and the University are protected.

Work for third parties

Work for third parties (*nevenwerkzaamheden*; also sometimes referred to in English as 'ancillary activities') is understood to mean all activities that a Leiden University employee carries out which are not performed in his/her capacity as a Leiden University employee (regardless of how many hours are stipulated in the employment contract with the University and how many hours are spent on the work for third parties). Leiden University has a policy aimed at preventing any conflict of interest that might lead to violation of (academic) integrity. The

procedures for notifying work for third parties, and for obtaining permission to perform such work, are based on the Collective Labour Agreement (CAO) of Dutch Universities, and are elaborated in the University's Framework Regulation on Work for Third Parties (*nevenwerkzaamheden*).

Public Register of work for third parties

Leiden University has created a Public Register of work for third parties (*nevenwerkzaamheden*). Publishing information on work for third parties enables the outside world to form an opinion of the independence of academic research and teaching. In order to achieve the desired transparency, openness with regard to work for third parties is one of the University's conditions for granting permission for such activities. When a professor is appointed, he/she is asked to provide a statement of his/her work for third parties, which is then published in the Register. Each year, all professors are asked to confirm or update their statement.

Intellectual property

Academic research leads to new knowledge. This knowledge forms the basis for future research and teaching. Under Dutch law, the intellectual property rights of new knowledge and discoveries are vested in the employer of the person who generated that knowledge. In this context, employees are obliged to notify a potential discovery to the employer at the earliest possible stage. If knowledge is converted into images or texts, such as books and publications, the copyright on those publications is held by the creator, according to University tradition; however this has no effect on the property rights. For a more detailed explanation of the various property rights, please see the above-mentioned Regulations on Working for Third Parties (*werken voor derden*); in addition, Articles 1.20 to 1.23 of the Collective Labour Agreement of Dutch Universities are applicable.

5. Appointment policy and appointment procedures

5.1 Appointment policy

Leiden University aims to recruit the most talented individuals. Professors will therefore be recruited as far as possible in open competition. This is implemented by means of simultaneous internal and external recruitment, usually both national and international. The Executive Board can occasionally give permission to vary from the principle of open recruitment. The reasons for this can be both the specific job market situation in the discipline concerned and specific reasons relating to the staffing policy.

Consultation on chair policy

Two or three times a year, the Rector Magnificus meets with the individual deans to discuss the chair policy of the faculty concerned and any changes relating to the chairs and current and expected vacancies for professor positions. Although Leiden University no longer uses a professorial plan for each faculty, it is the faculty's duty to maintain a clear view of all its chairs, and to ensure that they are appropriate for its research and teaching profile.

Diversity

Diversity is an important value of Leiden University. We aim for a culture that offers opportunities to all students and staff, regardless of their origin, sexual orientation or gender. This value helps us in our aim for excellence. The Executive Board has made agreements with every faculty about the target percentage of women in higher positions. As long as women are under-represented in these positions, a number of measures are in place for the recruitment and appointment of professors. It is therefore expected that:

- at least one academically qualified woman will be included in the appointment advisory committee;
- the appointment advisory committee will take active steps to recruit and scout female candidates for the chair, and to report on this in its advice. If a male candidate is recommended, the appointment advisory committee will explain in its advice why it did not select a female candidate.

5.2 Appointment procedures

The Executive Board is responsible for and makes decisions on professorial appointments. Decisions on appointments are based on the job description and tasks of professors, as laid down in the specific job profile, which is part of the University Job Classification System (UFO).

Procedure for appointing a full professor

The procedure for appointing a full professor is set down in the Procedural Regulations for Establishing Chairs and Appointing Full Professors and Special Professors (Appendix 4). The procedure starts with formulating a desirability report for establishing the chair. This report is formulated by a broad-based desirability committee, which gives arguments to substantiate the chair's importance. The desirability committee must include at least one member from outside the institute. The Faculty Board submits the desirability report to the Executive Board, which then decides whether the chair will be established.

The appointment advisory committee is tasked with the recruitment and selection of candidates for the professor position. The appointment advisory committee must include at least one academically qualified woman. In addition, it is advisable, where opportune, to include an external member from our partner

universities Delft University of Technology and Erasmus University Rotterdam. The committee uses criteria that pertain in any case to professional expertise, as evidenced by publications and prizes, research and teaching experience, leadership capacities and management experience, demonstrable results in terms of acquiring external funding, experience in the international field, and involvement with conferences and other academic gatherings. The appointment advisory committee recommends a candidate to the Faculty Board. The Faculty Board consults with the sister faculties about the recommendation, unless the recommended candidate is already a (special) professor elsewhere. The Faculty Board can also consult the Research Committee on specific parts of the procedure. Finally, the Faculty Board submits a proposal to the Executive Board, which then decides whether the candidate will be appointed.

Fast-track procedure

In exceptional cases, it can be decided not to use an open recruitment procedure, but what is known as a 'fast-track' procedure. Possible reasons for this are that the candidate has successfully completed a tenure track or is already a professor elsewhere. A fast-track procedure can only be used with the Executive Board's permission.

The fast-track procedure differs from the normal procedure on a number of points. The request to start a fast-track procedure must be accompanied by a statement of the Faculty Board's reasons, the candidate's CV, and letters from at least two external referees. The Executive Board will decide on the basis of this dossier whether or not to give permission for the fast-track procedure. If this permission is given, the Faculty Board can proceed to establish an appointment advisory committee. This committee speaks with the candidate and issues advice to the Faculty Board. The sister faculties are also consulted. On the basis of this, the Faculty Board submits a proposal to the Executive Board, which then decides whether the candidate will be appointed.

Procedure for appointing a special professor

The procedure for appointing a special professor differs from the procedure for appointing a full professor, partly because the professor is appointed by an external legal person, although only after the Executive Board has given its approval. A detailed elaboration of the appointment procedure for a full professor and a special professor is given in step-by-step plans and the Procedural Regulations on Establishing Chairs and Appointing Professors (Appendixes 4, 5 and 6).

Appointment period for full professors

A new full professor is in principle appointed for a fixed period, which is often five years. There are two possible exceptions to this principle; the decision can be made to appoint a professor for an indefinite period if:

1. The candidate is an established academic with a 'track record' as a professor at a similar institution, or
2. The candidate has successfully completed a tenure track or similar track at Leiden University.

If a candidate is proposed for appointment for an indefinite period, reasons for this must always be given in the appointment proposal. All other candidates will be appointed as professor for a fixed period:

- Academics at Leiden University who already have a permanent employment contract with the University are appointed as professor for a fixed period, while retaining their permanent employment status. If the evaluation (see below) reveals that the candidate does not fulfil the expectations, he/she will not be reappointed as professor, and will revert to his/her previous position (usually senior lecturer). In this situation, external mobility may be desirable, but this is not 'enforced' in advance: the main consideration is confidence in the candidate's potential.

- Academics from outside Leiden University are given a temporary employment contract for a period corresponding to the period of appointment as professor. In the case of external candidates, the option of reverting to the previous position is not available.

The appointment for a fixed period is followed by an evaluation conducted by the Faculty Board, which must establish its own procedure for this. If the evaluation has a positive outcome, this can lead to appointment for an indefinite period. The mandate for this appointment for an indefinite period is held by the Faculty Board. It is only in the case of the LUMC that a formal Executive Board decision on renewing the non-salaried appointment as professor at the University is required, after the Faculty Board has made a positive decision. The evaluation of the professor's performance must include the following factors: performance in the areas of research and teaching, management qualities, leadership qualities and earning capacity. The outcomes of the annual Performance and Development Interview also play an important role. The Executive Board and/or the Faculty Board can, if they wish, when appointing the professor, designate specific areas of attention or criteria for the evaluation.

Non-salaried appointment

A non-salaried appointment can be granted to enable professors to work at Leiden University while they already have a salaried appointment elsewhere. All the professors at the LUMC have an non-salaried appointment at Leiden University.

Appendixes:

1. University Job Classification (UFO) profile of Professor
2. Model Regulations of Special Chair
3. Model Contract for Special Chair
4. Procedural Regulations on Establishing Chairs and Appointing Full Professors and Special Professors
5. Step-by-step plan for full chair
6. Step-by-step plan for special chair

APPENDIX 1. University Job Classification (UFO) profile of Professor

Professor/ Full Professor (A-E)

Goal

To ensure the development, cohesion and provision of allotted academic course components within the chair's faculty curriculum, tailored in part to meet societal demand and the needs of students, so that students may meet the course objectives associated with the attainment targets of these course components in terms of knowledge, understanding, skills, competence and attitude.

To ensure the acquisition, implementation and valorisation of scientific research within the institute's research programme, so that recognised scientific knowledge and understanding may be developed and valorised for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world, applied within the remit of a particular chair

Context

Reports to/receives hierarchical guidelines from one of the following officials:

- Executive Board
- Dean
- Chair of the Capacity Group

Supervises:

- Senior Lecturer/ Associate Professor (A-E)
- Lecturer/ Assistant Professor (A-E)
- Researcher
- Teacher
- PhD Candidate

RESULTAREAS			
Main activity	Frame	Result	Activity
1. Faculty Plan/Department Plan			
To provide input from the chair and to collect and record ideas and priorities		Contribution to an institute's research programme and curriculum and department plan	<ul style="list-style-type: none"> - Map out the long-term policy for the chair, both in terms of professional content (research, education) and in light of its social significance and added value (valorisati - Analyse the resources, available both within and outside the institution, for research education in terms of FTE, for the coming academic year - Read professional journals, attend conferences and maintain contact with fellow Researchers
2. Education and Research Board			
To provide leadership and direction to education and research rekenaart to the chair	The institute's curriculum and research programme	Contribution to the accomplishment of these programmes	<ul style="list-style-type: none"> - Maintain and develop contacts within the academic networks - Promote national and international co-operation with other faculties, universities and other partners in society - Hold discussions with the Chairman of the Department with regard to the progress c education and research within the scope of the chair and make adjustments based on t
3. HRM Policy			
To implement the HRM policy laid down by the Dean within the scope of the chair	<p>Department Plan</p> <p>Collective Labour Agreement (CAO)</p> <p>The Institute's central guidelines</p>	Quantitative and qualitative staffing to implement the curriculum and research programmes	<ul style="list-style-type: none"> - Contribute to the recruitment and selection of staff - Conduct performance and appraisal reviews with own staff - Develop employee's talents and professionalism - Coach and guide own staff - Pass on information from the various consultative bodies to own staff
4. Educational Development			
To bear responsibility for developing academic study programmes tailored to meet societal demand and the needs of students	<p>Aims of the faculty's curriculum</p> <p>Relationship with other course components in the curriculum</p>	Content, teaching, testing method(s) and composition of course components assigned to the chair	<ul style="list-style-type: none"> - Keep up to date with rekenaart national and international developments in one's own educational field - Perform or delegate analyses of societal demand in terms of education and the learn needs of students - Bear responsibility for selecting rekenaart literature and educational methods - Bear responsibility for translating rekenaart developments into one or a number of cc components and submitting these to the Departmental Committee for adoption - Bear responsibility for formulating teaching material, assignments, questions for int exams and reviews of academic achievements

RESULTAREAS			
Main activity	Frame	Result	Activity
5. Acquisition of Contract Teaching and Research			
To acquire and develop contract teaching and research and represent the chair	Faculty and Department Plan In consultation with the directors	Contracts with potential national and international partners and financiers for substantive and financial participation	<ul style="list-style-type: none"> - Initiate the development of non-initial degree programmes - Explore the external market for funding and the requirements of potential external partners or financiers - Negotiate with external parties about the requirements placed on contract research a teaching and write and submit proposals to external parties - Develop and maintain contacts with influential Researchers and financiers of education and research - Encourage staff to apply for external funding - Negotiate with external parties on the requirements of contract research and education and draw up and submit proposals to external parties - Develop and maintain contact with eminent researchers and financial backers of research and education - Encourage staff working under the chair to apply for external funding
6. Implementation of Curriculum			
To bear responsibility for the implementation and quality of the course components assigned to the chair	Faculty's curriculum	Achievement of the course objectives with regard to knowledge, understanding, competence, skills and attitudes, as a contribution to the position of the chair	<ul style="list-style-type: none"> - Bear responsibility for preparing and implementing the allotted course components - Bear responsibility for evaluating and, if necessary, adjusting the allotted course components - Bear responsibility for integrating research results into the curriculum - Bear responsibility for applying the quality system - Discuss the staffing required to teach the allotted course components with the Director of the Educational Institute
7. Supervising Students			
To bear responsibility for supervising students, including assessing students' work and progress on their assignments		Enabling students to complete the course within the set time	<ul style="list-style-type: none"> - Discuss possible assignments with students - Discuss the plan, work and progress on the assignment with the students - Assess the students' assignments and submit the assessment to the Examining Board
8. Policy regarding Promovendi			
To appoint, supervise and assess Promovendi in their work and progress on their doctoral research in the role of doctoral thesis supervisor		Contribution to high quality research and the PhD Candidate' ability to complete the doctoral thesis in good time, including maintaining research potential for the chair	<ul style="list-style-type: none"> - Inform Promovendi of possible subjects for doctoral research - Accept Promovendi for doctoral research - Supervise and discuss progress of the research or parts of it with the Promovendi - Assess the PhD Candidate' doctoral thesis - Test the training programme set up by the Promovendi against the requirements of the PhD Candidate policy and, if relevant, the requirements of the national school of research
9. Development of Research			

RESULTAREAS			
Main activity	Frame	Result	Activity
To initiate and develop academic research programmes based on developments in one's own discipline, tailored to societal demand and with the possibility of valorising the knowledge to be developed		Content and methodology of a research programme	<ul style="list-style-type: none"> - Keep up to date with relevant national and international academic developments in chair's research field - Explore and assess societal demand in terms of research and the possibilities for valorisation - Initiate and set up a new research programme based on pertinent consideration of developments (in terms of academic content, social needs, possibilities for valorisation) in consultation with relevant national and international colleagues (and external parties), - Bear responsibility for translating a research programme into research projects
10. Research			
To bear responsibility for research being carried out and for its quality	Department plan	New insights and their dissemination in recognised scientific media and making colleagues partners in this	<ul style="list-style-type: none"> - Carry out research - Direct and guide scientific and research support staff - Bear responsibility for applying the quality system with regard to the research - Publish articles and give lectures at national and international conferences - Have discussions with the Chairman of the Department with regard to the progress (research and, based on these discussions, take action to make adjustments - Discuss the staffing required to conduct research with the Director of the Education Institute
11. Responsibility for Contract Teaching and Research			
To test and guide the way contract teaching and research is done	The requirements of the contract	Research and teaching in line with agreements made with commissioning bodies	<ul style="list-style-type: none"> - Adjust contract research and teaching if there are discrepancies as regards contract requirements in terms of funding, duration, planning and objectives - Give account to the commissioning body regarding work and results - Discuss progress and progress reports with contract Teacher and Researchers
12. Patient Care			
Bear responsibility for setting up and implementing a treatment plan (specialist dental care, specialist veterinary care)	Following referral by an external practitioner (dentist, veterinary surgeon)	Development of treatment skills and/or benefits to patients' health	<ul style="list-style-type: none"> - Supervise specialists/trainee dentists with regard to their skills in patient care in the relevant research field - Take care of implementing and evaluating the methods considered suitable for diagnostics and/or treatment - Provide care - Take part in or lead patient discussions - Keep medical reports up to date
13. Dissemination of academic knowledge and insights			

RESULTAREAS			
Main activity	Frame	Result	Activity
To represent and encourage the dissemination of knowledge in one's own field in various media and insights in one's own field for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world		Scientific knowledge that is transparent, understandable and applicable for a broad audience, as a contribution to the social position of the institute	<ul style="list-style-type: none"> - Initiate and promote networks for the dissemination of knowledge and insights - Encourage and give lectures - Encourage and give interviews to various media - Actively contribute to topical social role and discussions - Initiate national and international opportunities for co-operation with other faculties, universities and other partners in society
14. Working Groups and Committees			
To take part in and/or chair committees or working groups, both internally and externally, including carrying out the assigned administrative and managerial tasks as a representative of the chair		Contribution to the development and/or positioning of the faculty	<ul style="list-style-type: none"> - Prepare the topics to be discussed in the working groups or committees - Take part in or chair committee meetings and working group meetings - Work out the details of certain topics in preparation for a subsequent meeting - Keep staff informed on matters discussed in the working groups

Ranking criteria Professor/ Full Professor (A-E)

Function level	Professor/ Full Professor (A-E) 1	Professor/ Full Professor (A-E) 2
Ranking criteria		
Teaching	<p>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.</p>	<p>Responsible for the quality of teaching under own professorship.</p>
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>Makes strategic proposals and implements the faculty's education:</p> <p>Translates developments in the research field into national research programmes.</p> <p>Authority in own field of research, with which the faculty position is demonstrated by:</p> <ul style="list-style-type: none"> - relevance and visibility of one's own research for the benefit of 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 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

APPENDIX 2: Regulations of the [name of chair] Special Chair

Article 1.

In these regulations, the following terms have the following meanings:

- a. the Act: the Higher Education and Research Act (*Wet op het hoger onderwijs en wetenschappelijk onderzoek*).
- b. Foundation / Association: legal person with full legal competence.
- c. Authorisation: declaration issued by the Executive Board of Leiden University, which states that the [name of Foundation / Association] is authorised to establish a special chair at the University.

Article 2.

The [name of Foundation / Association], having been authorised, decides to establish a [name of chair] special chair at Leiden University in the Faculty of [name of faculty], hereafter referred to as ‘the Faculty’.

Article 3.

The professor to be appointed by reason of the [name of Foundation / Association] will provide teaching and will conduct or encourage research in the area of [discipline], in agreement with the Faculty Board. A new authorisation will be required for any change in the task of the chair.

Article 4.

- a. The authorisation comes into effect at the point in time when the Executive Board makes the decision to grant the authorisation. If no appointment is made within six months, the authorisation will lapse.
- b. The authorisation ends after five years, or on such earlier date as the professor’s retirement. The authorisation can in principle only be renewed once.

Article 5.

- a. The chair is under the supervision of a Board of Trustees (*College van Curatoren*), consisting of four members. The members are appointed by the Board of the [name of Foundation / Association].
- b. Two members of the Board of Trustees, including the chairperson, are appointed on the binding nomination of the Faculty Board. The chairperson is an expert professor working at the Faculty, for example the Head of Department, the chairperson of the Programme Board or the chairperson of the Research Institute concerned.
- c. The Board of the [name of Foundation / Association] appoints the secretary.

Article 6.

The Board of the [name of Foundation / Association] appoints, warns, suspends or dismisses the professor, with due observance of the provisions of the following Articles 7, 8 and 9.

Article 7.

- a. The appointment is made by the Board of the [name of Foundation / Association] for the duration of the authorisation, on the recommendation of an appointment advisory committee, consisting of three members to be appointed by the Faculty Board and two members to be appointed by the Board of the [name of Foundation / Association]. The selection of the candidate takes place by means of open recruitment. If the appointment advisory committee cannot reach a unanimous recommendation, discussion will take place

between the Faculty Board and the Board of the [name of Foundation / Association].

If the Faculty Board has an objection to an appointment, and this objection cannot be eliminated through discussion, the Executive Board of Leiden University will be asked for its advice, and the Board of the [name of Foundation / Association] will comply with this advice.

- b. Before the appointment advisory committee recommends a candidate to the Board of the [name of Foundation / Association] for appointment, it will ask the Executive Board to issue a certificate of no objection regarding the proposed recommendation. If the Executive Board refuses to issue this certificate, the candidate will not be recommended for appointment.
- c. The Board of the [name of Foundation / Association] will notify the Executive Board about the appointment.
- d. Re-appointment will take place in consultation with the Faculty Board and with due observance of Article 11 paragraph a.

Article 8.

- a. For the purpose of the appointment, and subject to the provisions of the Act, a written contract will be drawn up between the [name of Foundation / Association], the professor who is to be appointed, and the dean of the Faculty (as mandated by the University) about the rights, obligations and responsibilities, and the FTE hours of the professor. The [name of Foundation / Association] will notify the Executive Board in writing about the appointment, and will enclose the curriculum vitae, a list of publications of the individual concerned and the contract relating to the tasks and responsibilities.
- b. If the professor fails in his/her duties or is guilty of misconduct, the Board of Trustees will immediately take the necessary steps and, if necessary, will make proposals to the Board of the [name of Foundation / Association] for warning, suspension or dismissal.

Article 9.

- a. When the professor reaches the age limit for the position, as stipulated in the Collective Labour Agreement (CAO) of Dutch Universities, the professor will be given discharge.
- b. Discharge other than at the professor's own request or due to reaching the age limit for the position, as stipulated in the Collective Labour Agreement (CAO) of Dutch Universities, will only be given after the Board of Trustees has notified the individual concerned about the reasons for discharge, and has given him/her the opportunity to contest the validity of those reasons.

Article 10.

- a. The professor's salary and other employment conditions are determined by the Board of the [name of Foundation / Association].
- b. The Faculty and the [name of Foundation / Association] will agree on a reasonable payment for overhead costs, to be paid to the Faculty each year by the [name of Foundation / Association].

Article 11.

- a. The Board of the [name of Foundation / Association], having heard the advice of the Board of Trustees, will discuss with the Faculty Board whether the chair should continue after the end of the period of the authorisation. If the [name of Foundation / Association] and the Faculty wish to continue the chair, the Faculty will produce an evaluation report. The evaluation must in any case review the teaching provided by the professor, the number of contact hours of lectures and seminars, the number of examinations taken, and the number of theses and doctorates that have been successfully completed and are still to be supervised. The

Board of the [name of Foundation / Association] will ask the Executive Board to renew the authorisation and will submit the evaluation report with this request.

- b. The Board of the Foundation / Association, having heard the advice of the Board of Trustees, will discuss with the Faculty Board whether the chair should continue after the professor has been discharged before the end of the period of the authorisation. In such a case, the appointment will be made for the period up to the end of the authorisation.
- c. If the Faculty Board has any objections to a proposal to continue the chair, and these objections cannot be eliminated by the discussion, the Executive Board of Leiden University will be asked for its advice, and the Board of the [name of Foundation / Association] will comply with this advice.

Article 12.

In the month of September, the special professor will produce a report of his/her teaching and research activities over the past academic year and will present this report to the Board of the [name of Foundation / Association] via the Board of Trustees. After the report has been approved, it will be sent to the Faculty Board and the Executive Board for information.

Article 13.

The Board of the [name of Foundation / Association] is entitled to change or supplement these regulations, in agreement with the Faculty Board and with the approval of the Executive Board.

Article 14.

In the event of doubt about the interpretation or application of these regulations, the Board of the [name of Foundation / Association] will decide, in consultation with the Board of Trustees.

City :

Date :

On behalf of the Board of the [name of Foundation / Association]

Signature :

Name :

APPENDIX 3: Contract implementing Article 8 of the Regulations of the [name of chair] Special Chair

In the context of the special chair for [task of chair], established by the [name of Foundation / Association] in the Faculty of [name of faculty], in order to implement Article 8a of the Regulations of the Special Chair, the [name of Foundation / Association], [name of special professor] and the Faculty of [name of faculty] have agreed the following. The contract below is an elaboration of the Regulations of the Special Chair, and in the event that the following provisions lead to conflict in practice with these Regulations, the Regulations will prevail.

Inclusion within the organisation, support for special professor

1. For his/her teaching, the special professor belongs to the [name of study programme] study programme. This study programme offers the special professor the same administrative and organisational support in the performance of his/her teaching tasks as it offers the staff appointed to the study programme itself. The special professor is not a member of the permanent Board of Examiners, but is authorised to act as an examiner during the period of the professorship.
2. For his/her research, the special professor is a member of the research institute [name of institute]. The research institute makes a proposal for this, stating the reasons.

Teaching

3. The special professor provides teaching in the area of the remit of his/her chair. The specific teaching provided by the professor will be established each year in consultation between him/her and the Programme Board of the study programme to which he/she belongs. The special professor can participate in teaching programmes that transcend the boundaries of individual study programmes. The Programme Board concerned is responsible for appropriately integrating the professor's teaching. In performing his/her teaching tasks, the same regulations apply for the special professor as for the teaching staff appointed to the study programme. These are laid down in the Act, the Course and Examination Regulations and the regulations derived therefrom.
4. In performing his/her tasks as a PhD supervisor, the same regulations apply for the special professor as for the professors appointed by reason of Leiden University. These are laid down in the Act, the PhD Regulations of Leiden University and in other regulations and guidelines of the University and the Faculty regarding this matter.

Research

5. The special professor conducts his/her research tasks pursuant to his/her appointment as special professor within the terms of the research programme of the institute of which he/she is a member. In this context, he/she will observe the formal and other regulations that ensure scrupulous academic practice. The special professor will notify the results of this research (publications, etc.) via the designated procedures for the Faculty's listing of research results.
6. The Faculty Board decides, having heard the advice of the special professor and after consulting the research institute of which he/she is a member, whether there is cause to nominate him/her for membership of one of the (national) research schools or institutes in which the Faculty participates. If the Faculty Board reaches a positive judgement about this, it will nominate the special professor as a member of such a school.

Management

7. The special professor will be given the opportunity, within the applicable management regulations, to fulfil management tasks in the Faculty and within the study programme and/or research institute to which he/she belongs.

Financial aspects

8. The special professor will receive each year from the [name of Foundation / Association] a salary of € [amount]. [If applicable, state what funding of the Foundation or Association can additionally be available to the special professor]
9. The Faculty Board will receive each year from the [name of Foundation / Association] a payment for the overhead costs of the chair of € [amount].
10. The special professor will not receive any financial remunerations from the Faculty Board other than those that he/she can claim by reason of participation in the study programme and/or research institute.
11. If funding is provided for teaching and/or research by institutions other than the University or Faculty or the [name of Foundation / Association], then [name of professor], the [name of Foundation / Association] and the Faculty of [name] will make agreements about the spending and management of this funding. They will set down these agreements in writing.

Final provisions

12. The special professor is responsible for producing the report of his/her work, as referred to in Article 12 of the Regulations of the Special Chair.
13. The [name of Foundation / Association], [name of professor] and the Faculty of [name] can change or supplement this contract in mutual consultation. These changes and supplementations must not conflict with the terms of the authorisation for establishing the special chair and the Regulations of this chair.
14. The [name of Foundation / Association] and the Faculty of [name] will inform the Executive Board about this contract and about changes or supplementations thereto.
15. The [name of Foundation / Association], [name of professor] and the Faculty of [name] enter into this contract for the period from [starting date of appointment of special professor] to [ending date of appointment of special professor], on the understanding that, if the appointment is prematurely terminated by voluntary resignation of the professor or his/her dismissal, this contract will be terminated at the same moment.

Leiden, [date]

The Board of the [name of Foundation / Association],
[name]
[position]

The professor,
[name]

The Faculty Board,
[name], Dean

Appendix 4: Procedural Regulations on Establishing Chairs and Appointing Full Professors and Special Professors

The Executive Board,

having heard the advice of the Deans,

decides to lay down the following regulations for the procedure for establishing chairs and appointing full professors and special professors:

Article 1. Definitions

- The Act: the Higher Education and Research Act (*Wet op het hoger onderwijs en wetenschappelijk onderzoek*).
- Professor:
 - Full professor: a professor appointed at Leiden University, who is responsible for the development of his/her designated discipline and for the content of the teaching to be provided in that area (Article 9.19 of the Act).
 - Special professor: the Executive Board can, after consultation with the Doctorate Board, authorise a legal person with full legal competence to establish a special chair at that university and appoint a professor to provide academic teaching and, in conjunction with this, to encourage the academic research in a specific field (Article 9.53 of the Act).
- Chair:
 - Full chair: a chair established by virtue of the Act, Article 9.19.
 - Special chair: a chair established with due observance of Article 9.53 of the Act.
 - Sponsored chair: a chair that is not (fully) funded by Leiden University.
 - Rotating chair: a chair that is filled for a specific period by a different prominent scholar each time.

Article 2. Establishing a new chair

1. Before establishing a new chair, the Faculty Board will obtain the advice of the board or director of the research institute concerned, the board or director of the study programme(s) concerned and the desirability committee, which is to be set up by the Faculty Board.

2. When submitting the proposal for a new chair to the Executive Board, the Faculty Board will give a description of that chair, and will also state the reasons for establishing the chair and how it fits in with the totality of the Faculty's chairs. The Faculty Board will also send to the Executive Board all the advice issued regarding this matter.

3. In the case of a new special chair, the Faculty Board will also ask the Executive Board to declare that the external legal person or foundation is authorised to establish a special chair. Together with the request, the Faculty Board will send the statutes and regulations of the legal person. Before making a decision about granting this authorisation, the Executive Board will ask the Doctorate Board for advice.

4. The new chair is established with effect from the day on which its approval by the Executive Board is notified to the Faculty Board.

5. If the Faculty Board wishes to establish a new sponsored chair, then before the chair is established, in accordance with Article 2, fourth paragraph, the Faculty Board will make written agreements with the person or organisation that is funding the chair, about the fte hours of the appointment of the professor who is to be appointed, and about the costs associated with this. The Faculty Board will notify the Executive Board about these agreements.

Article 3. (Re-)filling of a chair

1. With the exception of the provisions of the second paragraph, a professor can only be appointed to a chair that has been released by the Executive Board for filling or re-filling.

2. If, in an exceptional case, the Faculty Board takes the view that it is desirable to appoint someone as professor without a chair being available as a permanent staff position, this Faculty Board will request the Executive Board's approval for this. The service record of the individual concerned will be appended to the request, together with the recommendations of at least two external (international) referees.

3. After the Executive Board has released a chair for filling or re-filling, or has given the approval referred to in the second paragraph, the following articles of these procedural regulations are applicable.

Article 4. Proposal and advice

1. For the appointment of a professor, the Faculty Board will draw up a proposal for the Executive Board. In the case of a rotating chair, the Dean will decide on who will fill the chair.

2. The proposal will only be adopted after a recommendation has been made to the Faculty Board in the form of a draft proposal by an appointment advisory committee, which is to be set up by the Faculty Board, and after the Faculty Board has obtained advice on the draft proposal from the sister faculties and, if so wished, in the case of a full professor, from two external (international) referees. Consultation of external referees is not mandatory if the candidate has been recruited using an open procedure.

3. Advice does not have to be obtained from the sister faculties if the candidate concerned is already a professor, or if the proposal relates to a professor who is going to fill a rotating chair.

4. As a rule, only candidates who have a PhD can be proposed by the Faculty Board. In exceptional cases, as an exception to this rule, a candidate without a PhD can be proposed, provided that the Doctorate Board has issued positive advice on this, at the request of the Faculty Board.

Article 5. Composition of appointment advisory committee

1. The appointment advisory committee consists of at least five members, including the Dean. The majority of the members must be professors. As a rule, the majority of the members do not also belong to the research institute or the study programme in which the professor concerned will be working. In exceptional cases, however, the Faculty Board can vary from the rule referred to in the last sentence. In such cases, it must state the reasons for this. At least one member must come from outside Leiden University and at least one member must

be an academically qualified woman. These two requirements can be combined in one person. A student will also preferably be included in the appointment advisory committee.

2. Apart from the Dean and the student referred to in the last sentence of the first paragraph, the appointment advisory committee will only have members who are among the best experts in the discipline concerned, or in disciplines related thereto. If possible, one or more international experts in the discipline concerned, or in disciplines related thereto, will be included in the appointment advisory committee.

3. In the case of a special chair, the Faculty Board will set up an appointment advisory committee. In addition, the Faculty Board will ask the organisation that is establishing the special chair to appoint a Board of Curators (*Curatorium*), in accordance with the regulations for special professors.

Article 6. Tasks of appointment advisory committee

1. The appointment advisory committee has, with due observance of the provisions of Articles 7 and 8, the task of recruiting and selecting candidates for the appointment of a professor to the chair concerned.

2. The appointment advisory committee will issue its advice to the Faculty Board in the form of a draft proposal.

3. The appointment advisory committee will append to its advice to the Faculty Board a report of its work, which in any case covers the selection criteria, referred to Article 8, that it applied, and which presents the view of the board or director of the institute or study programme in which the professor concerned will be working and, where appropriate, if this was stipulated by the Faculty Board, the view of the person who previously filled the chair. The committee will also append to its advice the curriculum vitae and publications list of the candidates.

4. The appointment advisory committee's report must also contain information about the method of recruiting and scouting potential female candidates and, if applicable, the reason why the committee did not choose a female candidate.

5. The appointment advisory committee's advice and the associated documents, referred to in the third paragraph, are confidential.

Article 7. Recruitment

1. For the appointment of a professor, open recruitment must take place, where possible also internationally. The appointment advisory committee will ask the sister faculties to nominate candidates. The provisions of the first sentence are also applicable if candidates are asked to apply.

2. If the approval referred to in Article 3, second paragraph, is given, then, in variation from the provisions of the first paragraph of this article, a fast-track procedure will be followed, in which open recruitment does not take place. – A fast-track procedure of this kind can also be followed in other exceptional cases – including the case where a new chair is established in a discipline in which teaching is provided by a special professor. In such cases the Executive Board's approval must be obtained for following this fast-track procedure. The Faculty Board's request for this, stating the reasons, must be accompanied by the service record of the candidate envisaged by the Faculty Board. Except in the case referred to in Article 3, second paragraph, a fast-track procedure will be avoided as far as possible in the case of an internal candidate.

Article 8. Selection

1. The criteria to be used by the appointment advisory committee will, without prejudice to the provisions of Article 4, third paragraph, in any case relate to professional expertise, as evidenced by publications and prizes, research and teaching experience, leadership capacities and management experience, demonstrable results with regard to acquiring external funding, experience in the international field and involvement with conferences and other academic gatherings.
2. The appointment advisory committee will determine which selection criteria have greater or lesser weight, as necessary.

Article 9. Appointment and scaling

1. After the Executive Board has received the Faculty Board's proposal, and all the relevant advice and other associated documents, the Executive Board will decide whether the candidate is eligible for appointment.
2. After the Executive Board has made its decision, a proposal for appointment will be made to the individual concerned. As soon as the individual concerned has given written notification that he/she accepts the appointment, the appointment decision will be drawn up.
3. In the case of a special professorship, the professor will be appointed by the legal person, after the Executive Board has issued a certificate of no objection. A copy of the appointment will be sent to the Executive Board.
4. As a rule, professors are scaled in the salary scale Professor 2. In exceptional cases, in variation from this rule, a professor can be scaled in the salary scale Professor 1. The proposal concerned must state the reasons for this.

Article 10. The inaugural lecture

1. An agreement is made as soon as possible with the appointed professor about the date of the inaugural lecture.
2. A professor who fills a rotating chair, with the exception of the Cleveringa chair, is not expected to give an inaugural lecture.

Article 11. Effective date

1. These regulations enter into effect on 01-09-2016, and replace the former Procedural Regulations for Establishing Chairs and Appointing Full Professors and Special Professors.

Article 12. Official title

1. These regulations may be cited as: Procedural Regulations for Establishing Chairs and Appointing Full Professors and Special Professors.

These regulations were adopted by the Executive Board on 05-07-2016.

APPENDIX 5: Step-by-step plan for establishing chair and appointing full professor

	ACTION	BY WHOM	TO WHOM
1	Faculty Board obtains advice from research institute concerned about desirability of chair that would be established.	Faculty Board	Institute
DESIRABILITY			
2	Set up desirability committee. Members on the recommendation of Academic Director or department chairperson; at least one member from outside the institute.	Faculty Board	Desirability committee
3	Desirability report for decision-making in Faculty Board.	Desirability committee	Faculty Board
4	Send desirability report to Executive Board for decision-making: request for approval for establishing new chair or releasing existing chair.	Faculty Board	Executive Board
4a.	In the case of fast-track procedure: request to Executive Board to establish chair, accompanied by: - candidate's CV and publications list - teaching evaluations (if available) - at least two letters from external (international) referees	Faculty Board	Executive Board
5	Executive Board decides on whether to establish or release chair and gives permission to follow an open recruitment procedure or fast-track procedure.	Executive Board	Faculty Board
6	Faculty Board sets up appointment advisory committee, including at least one academically qualified female member.	Faculty Board	Appointment advisory committee
OPEN RECRUITMENT			
7	Formulating advertisement text and approval of Faculty Board.	Department / Institute / Faculty Board	Faculty Board
8	Place advertisement text in (international) media.	HR	Executive Board / HRM

9	Consultation with sister faculties on names of candidates, enclosing desirability report.	Faculty Board	Sister faculties
10	If applicable, candidates contacted directly by appointment advisory committee.	Appointment advisory committee	Candidates
11	Selection of candidates for interview.	Appointment advisory committee	Candidates
12	Interview rounds. In the case of a fast-track procedure: interview with the envisaged candidate.	Appointment advisory committee	Candidates
13	Negotiation about employment conditions, with the reservation that the Executive Board decides on these.	Faculty Board	Envisaged candidate
PROPOSAL			
14	Report of appointment advisory committee for decision-making in Faculty Board.	Appointment advisory committee	Faculty Board
15	Consultation with sister faculties about recommended candidate, unless he/she is already a professor. It is advisable to give the sister faculties a deadline for their reaction.	Faculty Board	Sister faculties
16	Consultation with Institute Board about recommended candidate.	Faculty Board	Institute Board
17	If so wished, consultation with external (international) referees.	Faculty Board	External referees
18	Notification to candidate that request will be submitted to Executive Board for his/her appointment.	Faculty Board	Envisaged candidate
19	Request for appointment sent to Executive Board, accompanied by: <ul style="list-style-type: none"> - final report of appointment advisory committee - candidate's CV and publications list - teaching evaluations (if available) - advice of sister faculties - advice of international referees (if available) - form for 'appointment of new professor' 	Faculty Board	Executive Board

19a.	In the case of fast-track procedure: request for appointment sent to Executive Board, accompanied by: - final report of appointment advisory committee - advice of sister faculties - form for 'appointment of new professor'	Faculty Board	Executive Board
APPOINTMENT			
20	Executive Board makes decision about appointment.	Executive Board	Faculty Board
21	The HR Services department produces conditions letter for individual concerned.	HR Services	Envisaged candidate
22	Faculty HR asks individual concerned to fill in forms (employee statement on income tax, statement of information, option form for flexible working hours, form for disclosure of work for third parties) and requests a copy of passport. Sends these completed documents together with accompanying form to HR Services.	Faculty HR	HR Services
23	After receiving signed conditions letter, HR Services produces: 1. definitive letter + decision 2. salary decision	HR Services	Envisaged candidate Faculty HR
24	Announce appointment in Faculty medium, University newsletter and Mare.	Faculty Board / SCM	
25	Invite professor for introductory meeting with Rector Magnificus, and decide date of inaugural lecture (information about inaugural lecture from Ms Marianne Wanders, MA (BB)).	Executive Board	New professor
26	Invite new professor to attend University and (if applicable) Faculty information meeting.	Executive Board	New professor

APPENDIX 6: Step-by-step plan for establishing chair and appointing special professor

	ACTION	BY WHOM	TO WHOM
1	Foundation / association seeks opinion, possibly via Executive Board, of Faculty Board about possibility of establishing a chair.	Foundation / association	Faculty Board
2	Faculty Board obtains advice of research institute concerned about desirability of chair that would be established.	Faculty Board	Institute Board
DESIRABILITY			
3	Set up desirability committee / appointment advisory committee. Members on the recommendation of Academic Director or department chairperson.	Faculty Board	Desirability / appointment advisory committee
4	Formulate definitive desirability report.	Desirability committee	Faculty Board
5	Desirability report for decision-making in Faculty Board.	Desirability committee	Faculty Board
6	Request statutes of foundation.	Faculty Board	Board of foundation
7	In the case of LUF chair, send desirability report to Committee for Academic Expenditure (CWB) of LUF.	Faculty Board	LUF
8	Set up desirability committee / appointment advisory committee. Members on the recommendation of Academic Director or department chairperson.	Faculty Board	Desirability / appointment advisory committee
AUTHORISATION			

	ACTION	BY WHOM	TO WHOM
9	Send desirability report for special chair (non-LUF) to Executive Board for decision-making; request for authorisation of foundation, with supporting letter and statutes of foundation.	Faculty Board	Executive Board
10	LUF asks Executive Board for authorisation to establish special chair.	LUF	Executive Board
11	Request for authorisation for consultation in Board of Deans.	Executive Board	Board of Deans
12	After positive advice from Board of Deans: Executive Board issues authorisation. The authorisation comes into effect on the day of the Executive Board decision, and is usually valid for 5 years. If no professor has been appointed within 6 months after the Executive Board decision, the authorisation will lapse.	Executive Board	Board of foundation
RECRUITMENT			
13	Formulating advertisement text and approval of Faculty Board.	Appointment advisory committee	Faculty Board
14	Place advertisement text in media.	HR	Executive Board / HRM
15	Consultation with sister faculties on names of candidates, enclosing desirability report.	Faculty Board	Sister faculties
16	Send reactions of sister faculties to appointment advisory committee.	Faculty Board	Appointment advisory committee
17	If applicable, candidates contacted directly by appointment advisory committee.	Appointment advisory committee	Candidates

	ACTION	BY WHOM	TO WHOM
18	Selection of candidates for interview.	Appointment advisory committee	Candidates
19	Interview rounds.	Appointment advisory committee	Candidates
PROPOSAL			
20	Formulate report of appointment advisory committee and place on agenda of Faculty Board.	Appointment advisory committee	Faculty Board
21	Consultation with sister faculties about recommended candidate, unless he/she is already a professor.	Faculty Board	Sister faculties
22	Request to Executive Board to issue a certificate of no objection for appointment of recommended candidate on the basis of CV, publications list, teaching evaluations (if available), letters from sister faculties (in the case of LUF, this goes via LUF).	Faculty Board	Executive Board
APPOINTMENT			
23	Executive Board makes decision on certificate of no objection.	Executive Board	Faculty Board
24	Foundation appoints candidate.	Foundation	Candidate
25	Foundation informs Executive Board about appointment.	Foundation	Executive Board
26	Regulations filled in according to model regulations and model contract, by Board of foundation.	Foundation	Faculty Board

	ACTION	BY WHOM	TO WHOM
27	Announce appointment in Faculty medium, University newsletter and Mare.	Faculty Board / SCM	
28	Establish Board of Trustees.	Foundation	Board of Trustees
29	Invite professor for introductory meeting with Rector Magnificus, and decide date of inaugural lecture (information about inaugural lecture from Rector's office, Ms Marianne Wanders).	Executive Board	New professor
30	Invite new professor to attend University and (if applicable) Faculty information meeting.	Executive Board / Faculty HR	New professor
EVALUATION AND RENEWAL OF SPECIAL CHAIR			
31	Set up evaluation committee. Members are recommended by Institute Board / Department Board.	Faculty Board	Evaluation committee
32	Evaluation committee formulates evaluation report on basis of annual reports and teaching evaluations of the current professor.	Evaluation committee	Faculty Board
33	Evaluation report for decision-making in Faculty Board.	Evaluation committee	Faculty Board
34	Adjust model regulations on basis of evaluation.	Foundation	Faculty Board
35	Request for renewal: request to Executive Board to issue certificate of no objection for appointment of proposed candidate on the basis of CV, publications list, teaching evaluations and evaluation report.	Board of foundation	Executive Board
36	Executive Board issues certificate of no objection.	Executive Board	Board of foundation

	ACTION	BY WHOM	TO WHOM
37	Request for authorisation, enclosing regulations, model contract and appointment decision.	Board of foundation	Executive Board



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