

Tenure Track policy

Tenure Track at Faculty of AS of TU Delft

The Faculty of Applied Sciences of the Delft University of Technology (TU Delft) strives to excel in research and education with impact on science, society and industrial competitiveness. The award of tenure is an important mechanism to secure long-term academic excellence.

The Tenure Track system offers an attractive career path for highly talented scholars. Tenure track Assistant Professors are given the opportunity - along with the support of a personal development programme - to conduct independent ground-breaking research and become a successful university teacher. The personal development programme includes training courses and coaching, specifically tailored to the needs of young Tenure Track scholars. In considering the award of tenure, Applied Sciences seeks to apply the highest standards with respect to creative scholarship and exceptional accomplishments in research and teaching as well as academic leadership and service to the academic on-campus community. Each case is evaluated on its own merits and tenure is conveyed as either

Assistant or Associate Professor. Tenure signifies an appointment for indefinite period, which will end upon reaching the age at which one is eligible for retirement¹. Successful academics may further progress to the position of Full Professor. Tenure Track academics that do not meet the requirement at the end of their five-year Tenure Track programme, receive support in exploring their options for a career outside Applied Sciences.

The Tenure Track policy is based on the [Tenure Track policy TU Delft](#) and the [‘Ten golden rules for a successful, consistent Tenure Track policy in the Netherlands’](#).

The Faculty’s policy is fully compliant to all employment conditions² enforced by Dutch law³.

The profile of the Tenure Track Candidate

The Tenure Track programme mainly focuses on external top-talent with potential and ambition to become a Full Professor. Successful applicants to Tenure Track Assistant Professor positions must hold a PhD,

have an outstanding scientific track record and are able through their research, their management skills and their teaching qualities, to inspire co-workers and students. Applicants will be evaluated on the basis of the academic key components: research highlights, research plan, fit with the department, organization, communication and leadership.

Recruitment and selection procedure

Candidates can apply to an advertised position or send their Curriculum Vitae accompanied by a vision document composing research highlights, research plan, teaching statement and leadership description to the Faculty Search Committee of one of the research Departments⁴. The TU Delft strives for diversity and encourages female candidates to apply. To increase the number of female professors, the TU Delft has launched the Delft Technology Fellowship Programme (DTFP). The Tenure Track policies in this document also apply to applicants of the DTFP.

¹ The eligible age for retirement is linked to the life expectancy in The Netherlands. In 2022, it will be raised to 67 years and 3 months.

² If you were born after 30 September 1955, your exact retirement age is not yet known.

³ Collective Labour Agreement (Collectieve Arbeidsovereenkomst, CAO) for the Dutch universities (VSNU). http://vsnu.nl/en_GB/cao-universiteiten.html

⁴ Higher Education and Research Act (Wet op het hoger onderwijs en wetenschappelijk onderzoek).

⁵ The Faculty of Applied Sciences (AS) consists of six research Departments: Bionanoscience (BN), Biotechnology (BT), Chemical Engineering (ChemE), Imaging Physics (ImPhys), Quantum Nanoscience (QN), Radiation Science & Technology (RST) and a research group for Science Education & Communication (SEC).

<https://www.tudelft.nl/en/faculty-of-applied-sciences/about-faculty/departments>

Selection procedure

A Departmental Faculty Advisory Appointment Committee ranks candidates based on performance and potential based on all written material provided by the candidate. Candidates that pass the first selection are put on a short list. The assessment of candidates on the short list is based on the submitted documents, research seminar, test lecture, interview and reference letters. The committee reports to the Head of Department who may request the Dean to appoint a candidate in a Tenure Track position.

Terms of Employment

The Tenure Track contract is a temporary employment contract for six years in the rank of Assistant Professor. The Dean negotiates the contract and salary with the candidate. The salary is based on experience and must fit in the University's remuneration system. The start-up package, development goals and details of the Tenure Track plan are negotiated with the Head of Department and are subject to approval by the Dean. The tenure decision is normally taken before the end of the fifth year. The employment contract will include a clause that extends the final date of the contract and the tenure decision in the case of maternity and/or parental leave, unless there are compelling reasons mitigating against this.

Also in case of a prolonged period of illness or incapacity for work it may be decided to make the tenure decision later.

Support, supervision and assessment

The University offers a personal development programme consisting of courses and coaching to acquire academic skills and develop leadership skills. Every Tenure Track academic is expected to acquire his/her University Teaching Qualification (UTQ) and pass the English Language Proficiency Test with qualification C1 or C2. UTQ requires successful completion of several education modules offered by TU Delft. UTQ is required before tenure is conferred.

Yearly Appraisal and Mid-term Evaluation

A yearly appraisal evaluates the performance and plans of the Tenure Track academics based on the University's evaluation system (the Result & Development Cycle (R&D)). The Tenure Track academic receives feedback regarding his/her progress in research, education, valorisation, organization and leadership as well as academic competences. As guidelines for the annual review meetings the initial agreements are used. These initial agreements are made at the start of the Tenure Track appointment in mutual agreement

between department and candidate. The yearly appraisal provides guidance whether or not the Tenure Track academic is "on track". A mid-term evaluation takes place in the third year.

Performance criteria have been drawn up for academic staff in order to clarify the quantitative and qualitative criteria relating to teaching, research, valorisation, organisation and management at the various core academic career levels (Assistant Professor, Associate Professor, Full Professor).

Promotion within a same position to a higher salary scale is also topic of the annual R&D round. In the R&D meetings, these promotional proposals are initiated and tested on the basis of the established criteria. With sufficient support for a proposal the decision for a higher salary scale can be made.

The promotion procedures to a higher core academic career level (from Assistant Professor to Associate Professor and from Associate Professor to Full Professor) have been determined differently and per function. See further in this document for 'Tenure Decision and Promotion' and 'Career path after tenure'.

Tenure Evaluation

The Tenure Track academic submits a dossier including a detailed Curriculum Vitae, academic highlights and a vision statement to the Head of Department about six months before the tenure decision must take place. The Head of Department will seek the advice of the faculty board or a faculty committee. Considering this advice, together with the evaluations of the yearly appraisals, the Head of Department sends a written recommendation for tenure and possibly promotion to the Dean. The recommendation consists of a personal assessment, the faculty's advice and the complete dossier. Upon receipt of a positive recommendation, the Dean will invite the candidate for a personal interview, solicit written assessments by international experts, and may seek the advice of the [Faculty's Career Development Committee](#) (FLC). The FLC invites the candidate for an interview with the committee and provides the Dean with a written assessment of the candidate's performance in research, education, valorisation, organisation and leadership as well as an advice concerning the recommended professional development steps and further career potential. The last step of the evaluation process consists of an interview with the Faculty's Management Team (MT). The MT advises the Dean on tenure

and promotion. The FLC's recommendation, if available, also serves as input for the MT meeting.

Tenure Decision and Promotion

Within two weeks after the aforementioned interview with the MT, the Dean decides whether or not to confer tenure and whether to appoint the Tenure Tracker as Assistant or Associate Professor. The Dean informs the Tenure Tracker accordingly in a meeting also attended by the Head of Department and the Department's HR advisor. The terms of employment, the FLC recommendation and the candidate's further career path are also discussed at this meeting.

Timeline

The timeline [on the next page](#) describes the steps of the Tenure Track programme at the Faculty of Applied Sciences.

Career path after tenure

In case of tenure as Assistant Professor, the Head of Department and the Dean provide feedback stipulating the developments that are required for promotion to Associate Professor. For academics that were promoted to Associate Professor and continue to display exceptional growth in research, education and

academic leadership, the University offers a career path to Full Professor. Such excellent academics can be recommended to the Rector Magnificus who will install an expert review committee to assess the candidate. This is an internal procedure for Full Professorship and does not involve an external recruitment procedure.

Termination of unsuccessful Tenure Track academics

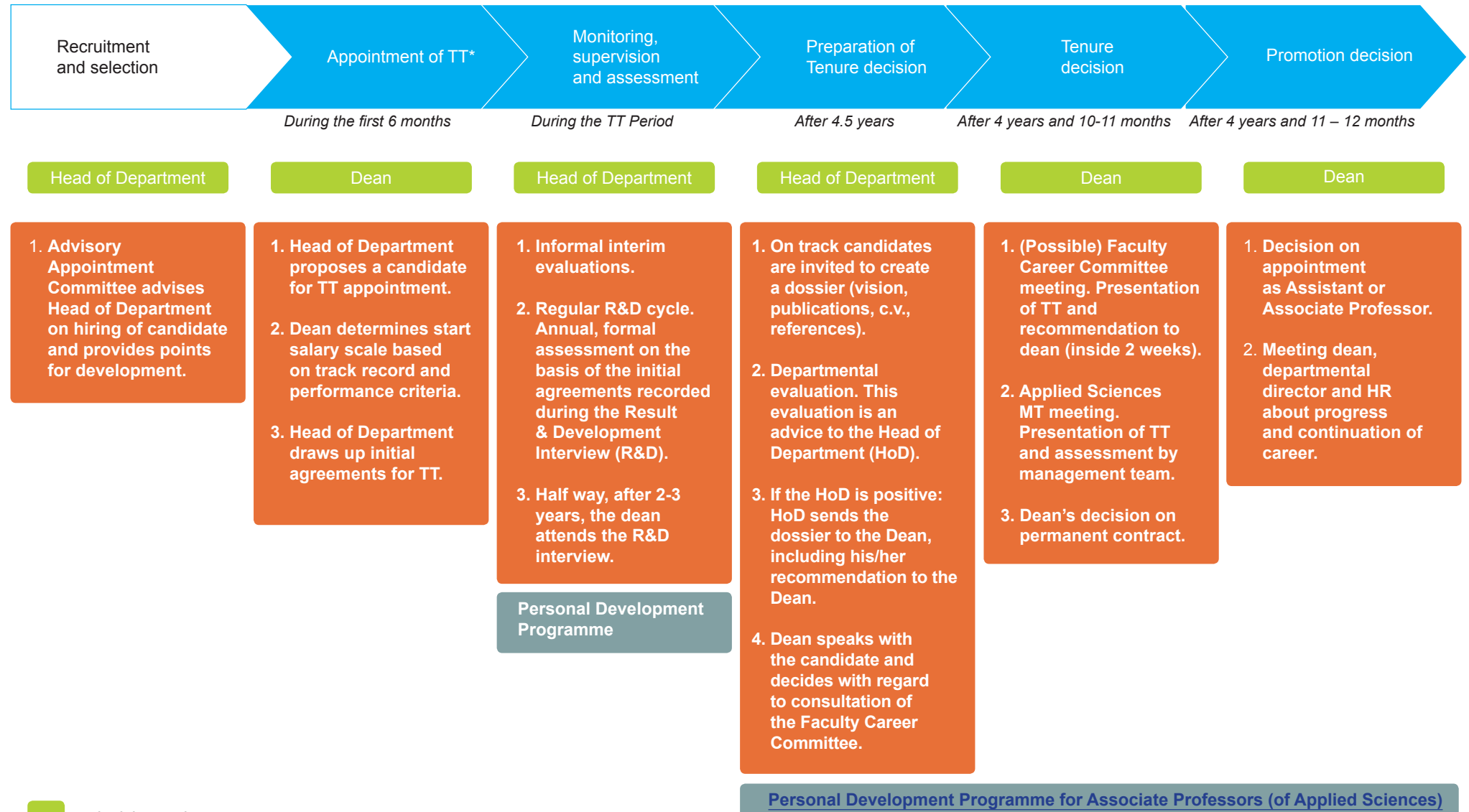
Either at the mid-term evaluation or during the final tenure evaluation, the conclusion can be drawn that tenure will not be granted. In this case we will come to a mutual agreement concerning the termination of the Tenure Track programme and employment contract. This agreement will always contain support by the University in exploring career opportunities outside TU Delft.

Tenure Track: Faculty of Applied Sciences | Timeline

This timeline provides an overview of the Tenure Track process: a development process (track) aimed at eventual permanent employment (tenure).

The period as tenure track candidate may be extended by maternity leave, paternity leave and/or adoption leave.

* TT = Tenure Tracker(s)



Appendices: Explanation of Tenure Track terms

Tenure Track policy of the TU Delft

Ten Golden Rules

The “Ten Golden Rules” is a recommendation based on best practices for Tenure Track policies by a working group consisting of scientists Mark Golden, Martin van Hecke, Lieven Vandersypen and Renée-Andrée Koornstra (Head of HR at the Foundation for Fundamental Research on Matter, FOM) in 2014. The report systematically analyses various dilemmas surrounding Tenure Trackers. This work was carried out at the request of the Platform Universitaire Natuurkunde (PUN).

Advisory Appointment Committee (AAC) / Benoemingsadviescommissie (BAC)

The Advisory Appointment Committee consists at least of:

- Head of Department
- 2 Full professors or Associate Professors from another research group in the same department
- 2 Full professors or Associate Professors from another department
- Director of Studies
- PhD student
- HR advisor

Remark: The committee includes at least one woman in a scientific position.

Support: Department manager (process secretary)

Personal Development Programme (PDP) for Tenure Trackers

The Personal Development Programme is a five days programme for assistant Tenure Track professors in their second (or third year) aiming to further develop their personal and management skills. The programme consists of three modules⁵: personal leadership, effective working relationships, and influencing and persuading. A 360-degrees feedback session including an integrated reflective meeting with a psychologist is part of this programme.

University Teaching Qualification (UTQ)

All scientific staff is required to obtain the University Teaching Qualification (UTQ). The UTQ programme offers a suit of modules and upon completions provides evidence of teaching skills at the required level. Tenure Track assistant professors are requested to obtain their UTQ within three years of their appointment.

The UTQ programme is provided by OC Focus (Centre for Expertise in Education).

English Language Proficiency

All Master’s degree programmes at TU Delft are taught in English. TU Delft therefore requires all teaching staff to have the appropriate level of proficiency in the English language, namely C1 high (or C2). A package of courses and tests has been developed to ensure that all teaching staff attain and maintain that level.

All new academic staff (Professors, Associate Professors, Assistant Professors and Lecturers) need to take a language test no more than 1 year after their appointment. Language proficiency is determined on the basis of this test, which is followed up with personalised advice on language training. The aim of the advice is to give staff insight into their English-language competence and recommend relevant courses. The English Language Test is offered by the Centre for Languages and Academic Skills (ITAV), which is part of the Faculty of Technology, Policy and Management.

Performance criteria

The Academic Staff performance criteria provide insight into the quantitative and qualitative criteria for education, research, valorisation, organisation and management at the various levels in the core academic career (Assistant Professor, Associate Professor, Full Professor).

The criteria were developed in a working group of professors from all TU Delft faculties and serve as a guide in conversations between a staff member and his/her manager or between staff members themselves on the qualitative interpretation of the position and on possible development and career goals.

Faculty Career Development Committee (FLC)

The Faculty Career Development Committee⁶ (FLC) is an advisory committee to the Dean. The Dean may consult the FLC for an assessment of the academic qualifications of assistant professors that are recommended for promotion to Associate Professor. The FLC bases this assessment on the applicable

performance criteria for teaching, research, valorization, organization and leadership. The FLC also provides advice regarding steps for further professional development and relevant possibilities in each area of responsibility.

Personal Development Programme for Associate Professors of Applied Sciences

This course is a two days Personal Development Programme for Associate Professors or Assistant Professors in their fourth to sixth year after starting the Tenure Track.

The programme offers a training in a valuable set of management skills. These skills enable the participants to be more effectively in coaching, supervision, assessment and offering feedback. Personal case studies are taken as examples and participants have ample opportunity to practice challenging management situations. Participants are provided with feedback regarding their personal style of management, coaching and assessment. Participants also learn the theoretical basis and other relevant background to various skills.