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# Policy for establishing chairs and appointing and reappointing professors at Wageningen University

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# 1 Introduction

## 1.1 Context

Wageningen University is a unique institution. It is not only a university where outstanding research and education is carried out, but it is also a university with the ambition to excel and rank among the world's best. Furthermore, it is one of the few universities with a subject related mission: *To explore the potential of nature to improve the quality of life.*

Wageningen University together with Wageningen Research forms Wageningen University & Research (WUR) and is organised into five sciences groups that are responsible for the management of the chair groups and of the Wageningen Research (WR) business units. De chair groups of Wageningen University are included in the chair plan. The chair plan establishes the scientific foundation of Wageningen University (WU) and contains a coherent summary of the chairs and their teaching and research remits, containing the teaching and research domain per chair (group). The chair plan is part of the strategic plan of Wageningen University & Research. Although WR institutes have no formal role or connection with the chair plan it is evident following current trends and the One Wageningen adage that consultation, interaction and useful collaboration should be considered in research. Based on the recommendations of the rector, the executive board of WUR determines which fields of expertise are key and consequently which chair groups will be established or expanded, which must develop a new focus, and which will be dismantled. This process takes place in close consultation with the general directors of the sciences groups. Other parties, such as the Wageningen Graduate Schools and the department Educational and Student Affairs, are consulted as well.

A chair group is the smallest organisational component within Wageningen University in which academic teaching and research is given shape and societal and economic value is created in a specific field. These groups are led by regular chair holders. Professors holding personal chairs with their own teams are embedded within these chair groups. Moreover, Wageningen University has so called special chairs, financed by external organisations (e.g. business, NGOs, governmental organisations, research institutes, etc.), which are also embedded in chair groups. These special chairs have to meet the requirements for academic quality and are related to the disciplines of Wageningen University. Wageningen University offers a maximum of three religious and ideological organisations an opportunity, in the form of an endowed chair, to carry out research and provide education that is of importance to them. Distinguished professors are appointed by the executive board. Professors of other universities have a dual appointment: a small appointment at Wageningen

university and a large appointment at another university with which WU has a strategic partnership.

Altogether these professors determine the scientific profile of a chair group. The Chair Plan of Wageningen University currently includes 94 chair groups covering the domain of Wageningen University. Within the framework of the mission and objectives of Wageningen University & Research, teaching and research remits are formulated for each chair group. The remits define and describe the discipline or scientific field/domain in question. On the bases of the remit, the chair holder leads and directs the chair group.

## 1.2 The purpose of this document

Teaching and research in unique, interesting and relevant disciplines are essential to fulfilling the ambitions of Wageningen University. The appointment of top academics/scientists to lead these disciplines is a critical success factor. Chair holders and other professors possess the qualities, experience, expertise and vision that make it possible to fulfil this special office.

By means of the policy (and accompanying guidelines mentioned in a document for internal use only), scientific domains are defined and described. These policy and guidelines are written in the context of the Dutch Law on Higher Education (WHW) and the Management and Administration Regulations (BBR) of Wageningen University.

This document is intended for all persons interested in chairs and professors at Wageningen University. It sets out and clarifies the policy for establishing new chairs and it explains the requirements that (new) Wageningen University professors must meet. In addition, this document provides transparency on how professorial appointments are made and the different categories of professors at Wageningen University.





## 2 Types of professors

Wageningen University has seven different types of professors. All professors carry the rights and obligations that are granted to professors by law. This includes the *ius promovendi* and the right to use the title of professor. A brief explanation of each type of professors is given below.

### 2.1 Chair holder

Chair holders are responsible of leading/managing a chair group as defined in the chair plan of Wageningen University. They have a well-described teaching and research remit. The executive board of Wageningen University decides whether a chair from the chair plan is vacant. Chair holders are appointed by the executive board and receive an employment contract. Appointments are usually for an indefinite period and on a full-time or 0,8 FTE basis.

### 2.2 Personal Professor

Personal professors are embedded in a chair group and have their own research niche and their own research team. They are appointed by the executive board based on an advice of a central appointment advisory committee. This assessment is made within the scope of the tenure track. This means that candidates have met the specific criteria laid down for their field of research, education, acquisition, value creation and management. Personal professors have no research and teaching remit, have an employment contract for an indefinite period and are appointed for five years on a full-time or 0,8 FTE basis. At appointment a personal professor must be able to complete at least one full term of five years. After five years they are evaluated, and the evaluation result determines whether their appointment as personal professor is extended for another period of 5 years. There is no limit in the number of reappointments.

### 2.3 Special Professor (*buitengewoon hoogleraar*)

Professors by special appointment (special professors) are appointed to a chair group that has been established by the executive board, on the initiative of a chair holder and an external party (i.e. a party outside Wageningen University, which thus may include Wageningen Research) and supported by the general director of the relevant sciences group. Staff from Wageningen University cannot be appointed as special professor. Special professors do not receive an employment contract nor a salary from Wageningen University and work part-time (usually 0,2 FTE). They are registered as external guest employee at the chair group where they are embedded and are appointed for a period of five years. At appointment a special professor must be able to complete at least one full term of 5 years. This period can be renewed one time for a second period of five years subject to a favourable evaluation and the continuation of the funding. After two periods the appointment in principle ends. In exceptional occasions, the rector, in consultation with the managing director and the chair holder, can consider an extension with a third period. The appointment ends in any case when the special professor reaches the statutory retirement date.

The salary of the special professor, an additional research budget and the funding of at least one PhD position are provided by the external party. Any PhD compensation the university receives from the government for doctoral candidates supervised by professors by special appointment accrues to the university. The teaching and research activities of the special professor are in line with those of the chair group where the professor is embedded. The examination competence is also vested with Wageningen University.



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## 2.4 Professor holding an endowed chair (bijzonder hoogleraar)

The appointment of professors holding an endowed chair is reserved for religious and ideological organisations. Professors holding an endowed chair are appointed by an external party (usually a foundation) that the executive board has authorised to establish a chair at Wageningen University. The appointment is confirmed by the executive board. The professor holding an endowed chair does not receive an employment contract at Wageningen University. The external party provides for the salary of the professor and the funding of the chair.

A curatorium is instituted that has at least three and at most five members, of which two members are designated by the executive board of Wageningen University. The tasks of the curatorium is to supervise the endowed chair and to monitor the retention of an adequate academic level of teaching given by the special professor holding an endowed chair. This appointment is usually based on a 0.2 FTE position for a term of five years, which can be extended one period subject to a favourable evaluation. The appointment ends in any case when the professor reaches the statutory retirement date. These chairs are based within the appropriate chair group.

## 2.5 International Education Professor

In the context of collaboration with institutes of international higher education, a possibility has been created whereby professors appointed at these institutions receive the *ius promovendi* at Wageningen University (the right to promote a PhD to Doctor according to the Dutch Law on Higher Education). Wageningen University then exercises quality assurance of these professors and the PhD candidates promoted. They are appointed to such a position by the executive board of Wageningen University without an employment contract, for a period of five years, which can be renewed after a favourable evaluation of research and PhD supervision. The institute provides their salary. They are based within a chair group related to their discipline. The appointment ends in any case when the professor reaches the statutory retirement date.

## 2.6 Distinguished Professor

In special occasions the executive board of Wageningen University wishes to promote professors employed at Wageningen University to the position of distinguished professor. This position is reserved for chair holders who have completed an exceptional and impressive career and are top scientists with an exceptional scientific stature, who enjoy great international and national recognition. These professors, who have held chair holder positions for many years, are important to the organization and want to focus on scientific developments within and outside their specific field in the final years of their career. Appointed distinguished professors withdraw from their

chair holder position, are exempt from management duties and can focus on their research and education. In addition, they are expected to commit themselves to general tasks for Wageningen University & Research, to be formulated by the Rector. Their salary is paid by the chair group and the chair group receives a working budget for the distinguished professor.

## 2.7 Professors of other Universities

In the context of strategic collaboration with partner universities a possibility has been created for professors appointed at these universities to be appointed at Wageningen University as professor as well. Professors of other universities are appointed part time to a chair group that has been established by the executive board, on the initiative of the chair holder and supported by the general director of the relevant sciences group. The appointment must offer distinctive, substantive added value and be of considerable importance to Wageningen University. It must not duplicate existing expertise and not pose an obstacle to the career path of a Wageningen University staff member participating in Tenure Track. Only a limited number of these positions are available. After initial agreement of the rector the proposal will be assessed by a subsidiary committee of the central appointment advisory committee for professors holding a personal chair. This subsidiary committee consists of the chair of the AAC, the dean of education and the director of the relevant graduate school. This committee will assess a candidate against the criteria applicable in the case of professors holding a personal chair at Wageningen University. The executive board appoints the candidate.

Professors of other Universities work part-time (usually 0,2 FTE) and preferably will be registered as an external guest employee or can be appointed and receive an employment contract. They are appointed for a period of five years, with the possibility, by exception, of reappointment for one additional period.



## 2.8 Types of professors at Wageningen University

Type	Funding	Appointed by	Empl. Contract	Full/ part-time	Term of appointment	Recruitment and selection	Dutch name	R&D discussion	Evaluation period and committee	Annual Report
<b>Chair Holder</b>	Central funding WU	Executive Board	Yes	0.8-1.0 FTE	Indefinite	Open	Leerstoelhouder	Yes, with the general director of the Science Group	When a chair is vacant by a structure committee who evaluates the teaching and research mandate.	No
<b>Personal Professor</b>	Central funding WU	Executive Board	Yes	0.8-1.0 FTE	5 years	Within the scope of tenure track	Persoonlijk hoogleraar	Yes, with the chair holder	After 5 years either by the Central Assessment Advisory Committee or an evaluation committee.	No
<b>Special Professor</b>	External legal entity	Executive Board	No	Usually 0,2 FTE	5 years	Open or on the recommendation of the external funder. Assessment by a AAC	Buitengewoon hoogleraar	No. Evaluation conversation with the chair holder each year	After 5 years by an evaluation committee.	Yes for the evaluation with the chair holder
<b>Professor holding an endowed chair</b>	External legal entity with religious or ideological objectives	External legal entity, confirmed by Executive Board	No	Usually 0,2 FTE	5 years	Open or on the recommendation of the external funder. Assessment by a AAC	Bijzonder hoogleraar	No. Evaluation conversation with the chair holder each year.	After 5 years by the Curatorium	Yes, for the evaluation with the Curatorium
<b>International Education (IE) Professor</b>	International Education Institute	Executive Board	No	0,2 FTE	5 years	On the recommendation of the IE Institute. Review by the Academic Board	Internationaal Onderwijs (IO) hoogleraar	No	After 5 years by an evaluation committee	No
<b>Distinguished professor</b>	Central funding WU/funding by chair group	Executive Board	Yes	0,5-1.0 FTE	Max. 7 years	On the recommendation of the Rector, the Dean of Education and the Dean of Research	Distinguished Professor	Yes, with chair holder	Every year with the Rector Magnificus	No
<b>Professors from other universities</b>	Funding by chair group	Executive Board	Possible or detachment	0,2 FTE	5 years	On the recommendation of the chair holder, the managing director and the Rector.	Hoogleraar van andere universiteiten	No. Evaluation conversation with the chair holder each year	After 5 years by an evaluation committee	No

## 3 Establishing chairs and fulfilling chair positions at Wageningen University

The executive board of Wageningen University based on the recommendations of the rector magnificus, decides which chair groups will be established, which ones can be expanded, which ones must develop a new focus, and which ones will be dismantled. The rector is responsible for chairs and professors on behalf of the executive board and he decides, in consultation with the general director of the science group, on the search and/or assessment committee for a (vacant) chair position.



## 4 Quality assurance and academic integrity

### 4.1 Quality criteria

Quality criteria have been drawn up to ensure that professors meet Wageningen University standards. These criteria are used to recruit and select candidates, to assess the suitability of candidates and to evaluate professors (See figure 4.1). This list should be used by appointment advisory committees, assessment committees and evaluation committees for substantiating nominations and making recommendations. Before assessing a candidate's suitability for a professorial appointment, it is important to bear in mind several general and specific factors that apply to all professors.

- The field in which the candidate will be working must be considered when s/he is assessed.
- The assessment must also consider the candidate's future work environment. The candidate must be able and willing to build a working relationship with members of the chair group, the management of the sciences group, fellow professors and (scientific) staff.
- Depending on the type of professor that is recruited, specific aspects, such as stature, leadership, management skills, connectivity, personality related to the profile also play a role.
- Wageningen University & Research is an equal opportunities employer and welcomes applications from all suitably qualified persons regardless of their race, sex, disability, religion/belief, sexual orientation or age. Special attention is given to (recruit) candidates with backgrounds that are underrepresented among the professorial staff.

In principle all criteria apply to all professors. Given various types of professors as mentioned in the previous section, it is realistic to indicate the criteria for which type of professor the expectations are higher (See table 4.1).

Wageningen University has specific criteria for tenure track. Tenure track refers to the career development programme for scientific staff employed by the university. Tenure track compasses the career from assistant professor to associate professor and even to personal professor (Annex A). The criteria to be met for the appointment to personal professor also apply as a general guideline for the assessments and reviews of chair holders, special professors, professors holding an endowed chair, international education professors, distinguished professors and professors from other universities.

### 4.2 Evaluation of chairs

To guarantee the scientific quality, relevance for the university and performance all professors, except for the chair holders, are appointed for a period of five years, after which the chair is evaluated by an evaluation

Figure 4.1 Checklist of Criteria and indicators

#### Checklist of criteria and indicators

##### A Vision of and knowledge in the scientific domain

- The candidate has a suitable and inspiring vision for the social and academic significance of the subject area and its relationship to the profile of the chair.
- The candidate has knowledge of the impact that scientific developments in this field can have on social developments and problems.
- The candidate is aware of current and long-term developments in the scientific domain.

##### B Teaching

- The candidate has a suitable and inspiring vision for academic/scientific teaching within the discipline and in general.
- The candidate has demonstrated the ability to set up courses and possesses excellent didactic abilities, both in terms of group teaching and individual supervision.
- The candidate is able to contribute to educational innovation, in terms of content and organisation, within the scientific domain and relevant courses.
- The candidate can help give direction to international cooperation in the field of teaching.
- The candidate is a stimulating and motivating teacher.

##### C Research

- The candidate has a suitable and inspiring vision for research in the scientific domain and the priorities in that domain.
- The candidate has demonstrated the ability to carry out and lead independent scientific research. The candidate holds a PhD degree.
- The candidate has experience as a supervisor or co-supervisor of several thesis, thereby demonstrating the ability to supervise PhD research.
- The candidate has developed his/her own distinguishing line of research and is able to maintain and extend it.
- The candidate has an international scientific/academic reputation/position. The candidate publishes in internationally respected scholarly journals. The candidate is active in an international network for the field of study and participates in a recognised research school (if applicable). In the assessment of the quantity, the nature and extent of the preceding career can be taken into account.

##### D Management and leadership

- The candidate is able to lead the chair group and possesses the necessary leadership skills for this group.
- The candidate has the skills and experience to manage a research group successfully, while maintaining viability and realising growth in academic terms.
- The candidate is an inspiring and innovative leader.
- The candidate has good communication skills and an understanding of administration and organisation.
- The candidate can attract external resources.

##### E Strategic significance of expertise

- The candidate's field of work is of exceptional importance for the future of Wageningen UR.
- The subject area anticipates new teaching and produces new fields of expertise or makes a significant contribution to fundamental fields of expertise for WU.

##### F Society and Dialogue

- The candidate has the ability to successfully represent and communicate the subject area to the wider community.
- The candidate has a network that reflects the current situation and in which the relevant actors from the wider community are represented.
- The candidate is also able to successfully communicate academic discussions and developments to the media.



Table 4.1 Weighing of criteria for various types of professor (jump back)

Criteria	Chair Holder	Personal Professor	Distinguished Professor	Special Professor and Professor by endowed chair	Professors from other universities
Vision	X	X	X	X	X
Teaching	X	X	X	X or x	X or x
Research	X	X	X	X or x	X or x
Management	X	X			
Strategic significance of expertise	X	X	X	X or x	X
Society and Dialogue	X	X	X	X	X

- Personal professors are assessed based on the Tenure Track criteria see Annex D.
- International Education Professors are assessed by the institute and reviewed by an evaluation committee.
- An X or x indicates that the relevant professor can qualify for one of the aspects: a greater qualification for one aspect can compensate for a smaller qualification for another aspect

committee. The evaluation committee will be appointed by the rector. Personal professors appointed according to the previous tenure track regulations (valid up till 31 December 2018), whose term ends, have to be assessed by the central appointment advisory committee against the current regulations. If the assessment is positive they will be appointed as Professor 2 for a period of five years. After this period, they will be evaluated by a regular evaluation committee.

### 4.3 Performance and Development Interviews

All professors (except for the international education professors) must take part in an annual performance and development interview (P&D interview, in Dutch R&O gesprek) with their manager. Professorial appointments are made by the executive board. The executive board has delegated all P&D interviews with professors to the general directors of the sciences groups. P&D interviews with chair holders cannot be delegated any further. The P&D interviews with personal professors, special professors, professors holding an endowed chair, professors from other universities, and distinguished professors, have been delegated to the chair holders. The general directors report their findings from the P&D interviews to the rector.

### 4.4 Academic integrity

Every person at Wageningen University & Research who is involved in any way whatsoever in scientific education and research is individually responsible for scientific integrity.

- All academics and researchers at Wageningen University & Research are required to act in accordance with the Netherlands Code of Conduct for Research Integrity. Additionally, the integrity code is applicable.
- By requiring its staff members to report and publish any additional professional activities – in line with the Regulations Ancillary Activities and the Netherlands Code of Conduct for Academic Practice.



- Wageningen University & Research aims to provide third parties with transparency and insight. Scientific publications must also state the names of financial backers and partners.
- Wageningen University & Research has drawn up a complaints procedure for scientific integrity on the basis of a model acquired from the Association of Universities in the Netherlands (VSNU). It explains the steps that complainants need to take if they suspect a breach of integrity.



#### 4.5 Work for third parties (ancillary activities)

Work for third parties, ancillary activities, also referred to in Dutch as *nevenwerkzaamheden*, is understood to mean all ancillary activities that a Wageningen University employee carries out and which do not form part of the employees duties at WU or WR regardless of the scope of the employees contract with WU or WR, the scope of the work for third parties, whether the employee receives remuneration for the work for third parties or whether the work for third parties is performed during or outside working hours. Even if the core activity of the employee in question is performed elsewhere, this shall also be understood to come under work for third parties. All employees of WUR are obliged to report in writing all work performed for third parties with the exception of work that has no (perceived) relation to the employee's work. The procedures for notifying ancillary work for third parties, and for obtaining permission to perform such work, are based on the Collective Labor Agreement (CAO) of Dutch Universities, and are elaborated in the 'regulations ancillary activities Wageningen University and Research'.





## 5 Promotion policy for professors appointed at Wageningen University

The classification of positions at Dutch universities is based on the *Universitair Functie Ordeningssysteem* (UFO). The classification criteria formulated in the UFO Hay profile apply to Professor Level 2 and Professor Level 1 positions (see the web site of the VSNU). Following these classification criteria, Wageningen University has set out the expectations regarding the Professor Level 1 position in more concrete terms. Professors do not automatically transfer to level 1; the rector of Wageningen University ultimately makes the promotion decision on the sole recommendation of the general director of the sciences group, having heard the advices of the dean of education and the dean of research. The professor in question should meet most – but not necessarily all – of the formulated expectations. The overall picture is clearly one of excellence.

### Professor 1:

#### 1. Management and Governance

- The person concerned leads a chair group or institute with more than 10 FTE academic staff and has had a very good or excellent R & D assessment over a longer period of time (at least 3 years) with positive feedback on leadership (at least very good).
- The group of the person concerned has shown academic and managerial excellence for a number of years.
- The person concerned is an inspiring leader and a role model who is able to motivate staff within his/her environment to deliver excellent performances.

- The person concerned has managerial qualities that transcend the boundaries of his/her group. The managerial role of the person concerned goes beyond the level and interest of the chair group/cluster. This does not refer to regular tasks such as membership of the research school board, education committees, etc. The interests of the person concerned expressly extend to fostering the development of the Wageningen University & Research organisation.
- The person concerned should promote the idea of 'One Wageningen', both within and outside the university organisation.
- The person concerned holds a leading administrative position either within WUR (e.g. director of a research school, or dean) or outside WUR.
- He/she is able to connect people, disciplines and units within our organisation in joint activities and projects.

#### 2. Education and Research

- The person concerned has developed and implemented a clear and innovative vision in his/her field of expertise.
- The person concerned delivers excellent performance in education and research as evidenced by continuous educational innovation and improvement, very good teaching evaluations (score > 4.2), excellent publications in leading scientific journals, which are regularly cited by prominent scientists



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(e.g. a relative impact in the field of RI > 5; IPPC-lead author), prizes (e.g. the Spinoza Prize), prestigious personal grants and projects, invitations as key note speaker at important international symposia where the state of the art in the research field is established, offers of foreign professorships and a professorship held at a leading university, honorary doctoral degrees, editorial membership of one of the ten most leading scientific journals in the field.

- The person concerned plays a pioneering role in the development of the discipline as evidenced by the development of authoritative theories and concepts, ground-breaking research results in leading research contexts, or grants (e.g. an awarded ERC grant, a gravity project or a VICI grant) and has substantial social impact.
- The person concerned has proved to be able to acquire and successfully manage large international projects (turnover > €2 million per year with more than 5 international partners, or several smaller projects with a total turnover > €2 million per year). He/she is part of leading international consortia and collaborations.

### 3. National and international recognition

- The person concerned has a proven international reputation.

- The person concerned is in charge of national or international committees or working groups that also position the institution well for future impact.
- The person concerned plays an important role in the broader dissemination of the relevance and visibility of his or her own research and science in general to society, government and industry, as evidenced, for example, by a position on the advisory board of a major institution or member of the Royal Netherlands Academy of Arts and Sciences (KNAW), large patents with €10k in annual revenues for WUR, expert advisory role vis-à-vis the government or social target groups, popular scientific articles, performances in the press/media, etc.

### 4. Impact/Value creation

- The person concerned makes major contributions to economic and/or social value creation (impact) and has received international recognition for this (prizes, IP, start-ups, etc.).
- The person concerned is an important figurehead in the media and the social debate on subjects that affect his/her field of expertise.
- The person concerned is an international role model in translating academic knowledge and insights for the general public and makes clear and prominent contributions to the public debate on the scientific field.

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## 6 Policy on Emeriti Professors

Once an employee of Wageningen University has reached the retirement age, the employment contract (in accordance with the Collective Labor Agreement for Dutch Universities) ends. With the end of the employment, the work-related facilities such as work space and a WUR account are disconnected. It is possible to make specific agreements about using these facilities after retirement with the general director of the science groups. In exceptional situations it may be in the interest of Wageningen University to relate a professor to the organization for a longer period. The initiative lies with the executive board. In such a situation, a temporary (part-

time) employment is entered for a maximum of 3 years.

Professors who retire, will retain the *ius promovendi* for a period of 5 years starting at the retirement age and date (AOW leeftijd) according to the Dutch Law on Higher Education (WHW). An extension of that period is not possible. They are also invited to give a farewell speech for the academic community. When professors are retired they will still be invited to inaugural addresses, the celebration of the *Dies Natalis*, the opening of the academic year and other academic activities.

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## 7 Unforeseen circumstances

In unforeseen circumstances the rector, in consent with the executive board, may deviate from these policies.



## Annex A Criteria Personal Professors Tenure Track

The BAC will carry out an *overall assessment* which also includes vision, scientific figurehead, connector, soft skills, etc. This means that assessments, based on solid criteria, may therefore include some degree of compensation between the criteria up to and including the level of associate professor 1.

Promotion to the personal professor level with the use of compensations is not allowed. The whole-portfolio evaluation and emphasis on the portfolio rather than only the numbers are also valid for this level, provided the numbers are sufficient.

### Quality criteria in general

Assessments will focus on the capacity to independently develop a viable group in one's own research field.

#### Quality criteria for assistant professor (UD1):

- The candidate is well-informed about current developments in the scientific field in the short and long term. The candidate's activities demonstrate his/her ability to respond to such developments.
- The candidate has a vision of the social and scientific significance of the field of expertise, as is also demonstrated by the candidate's activities.

#### Quality criteria for associate professor 2 (UHD2), same as UD1 plus:

- The candidate has sufficient knowledge of the impact that scientific developments within the field of expertise could have on social developments in the short and long term and has also demonstrated this by means of presentations and publications.
- The candidate is able to initiate the scientific debate and developments in the field in the media.
- The candidate has a national and international network at his/her disposal and is able to present himself/herself

within that network clearly, effectively and in a way that attracts attention.

#### Quality criteria for associate professor 1 (UHD1), same as UHD2 plus:

- The candidate has the capacity to independently develop a viable group in an individual research field, which means:
  - formulating an individual research track;
  - building national and international networks;
  - bringing in funding;
  - guiding and developing PhD students and postdocs.
- The candidate is seen both nationally and internationally as a standard bearer in the scientific field concerned. He/she is able to present and profile himself/herself effectively.

### Quantitative criteria for research

Internal candidates must meet the quality criteria below. For external candidates entering on a vacancy, a review of the h-index and the publication list will do (See table A.1).

#### Allocation of publication credits

AFSG, ASG, ESG (excl. FNP, GEO, LAR, LUP, WRM) and PSG

- Substantial contribution to Q1 ISI article: 6 credits
- Substantial contribution to Q2 ISI article: 3 credits
- SSG, and ESG chair groups FNP, GEO, LAR, LUP, WRM
- Substantial contribution to Q1 ISI article: 6 credits
- Substantial contribution to Q2, Q3 and Q4 ISI article: 4 credits
- Substantial contribution to non-ISI refereed articles: 2 credits
- Book chapter A World top publisher: 4 credits
- Book chapter B Semi world top publisher: 2 credits

Table A.1 Quantitative criteria for research

Criteria	Assistant prof. 2	Assistant prof. 1	Associate prof. 2	Associate prof. 1	Pers. prof.
<b>Publication requirement:</b>					
AFSG, ASG, PSG	10	15	20	25	30
ESG (With the exception of FNP, GEO, LAR, LUP, WRM)	10	10	15	20	25
SSG, ESG: FNP, GEO, LAR, LUP, WRM	8	11	14	17	20
Achieved (3-year average):	...	...	...	...	...
<b>PhD and postdoc supervision requirement:</b>					
AFSG, ASG, PSG	19	31	56	69	100
ESG, SSG	10	24	36	48	60
Achieved (3-year average):	....	...	...	...	...
PhD supervision course requirement:	no	yes	yes	yes	yes
Achieved:	...	...	...	...	...



### All groups

- Substantial contribution to article in journal with IF>20: 20 credits
- Monograph A World top publisher: 12 credits
- Monograph B Semi world top publisher: 8 credits

### Allocation of supervision credits

- Direct PhD supervisor (promotor or copromotor): 10 research credits per year with a maximum of 40 credits (if the PhD trajectory lasts more than four years, the credits are spread over the actual duration)
- PhD graduation (promotor/copromotor): 10 extra credits in the year of graduation
- Supervision of postdoc: 5 credits per year (only for postdocs employed by the candidate's chair group and under his/her direct supervision)

### Quantitative criteria for education

(See table A.2)

The course evaluation for the coordinator is based on the rating (on a scale of 1 to 5) in PaCE of the statement:

- I am satisfied with this course.

The course evaluation for the teacher is based on the average rating of the following statements:

- The lecturer's language was easy to follow.
- The lecturer's teaching (presentation, contact with the class, feedback, etc.) was good.
- The lecturer encouraged me to think about the subject matter.

For some years in which there was only one overall statement on the lecturer, this should be used.

Both scores are calculated as a three-year average of all the courses coordinated and taught by the candidate in that period.

### Qualitative criteria for education

\* In addition to meeting the criteria related to the minimum evaluation scores (a positive trend must be visible), the following teaching qualities will be assessed as well:

- knowledge in the area of the relevant scientific discipline and the ability to translate this into education;
- the ability to stimulate multi-, inter- and transdisciplinary thoughts;
- the ability to make students enthusiastic and transfer science for impact;
- delivering and communicating a scientific attitude so that students learn to think critically, independently and scientifically;
- the ability to put a subject in a broader perspective, to innovate and implement new education methods, such as e-learning;
- graduation guidance of students;
- the ability to modify courses (didactically/ substantively), update portions of the study programme, develop new courses, update the teaching method, etc.

### Quality criteria for acquisition

For the associate professor level (UHD) the candidate:

- can initiate opportunities for funding by writing and submitting high-quality proposals both as principal investigator and as a co-investigator;
- can initiate opportunities for funding by being part of larger research consortia that respond to calls jointly;
- can initiate opportunities for funding at a wide range of funding agencies;
- is successful in acquiring grants that support his/her own research agenda and research group as described in the portfolio;
- is successful in acquiring grants that lead to PhD and postdoc supervision for him/herself;
- can attain an appropriate balance between acquisition effort and success.

Table A.2 Quantitative criteria for education

Criteria	Assistant prof. 2	Assistant prof. 1	Associate prof. 2	Associate prof. 1	Pers. prof.
University teaching qualification (BKO) requirement	yes	yes	yes	yes	yes
Achieved	...	...	...	...	...
Course evaluation as a coordinator, requirement	3.7	3.7	3.7	3.7	3.7
Achieved	...	...	...	...	...
Course evaluation as a teacher, requirement *:	3.7	3.7	3.7	3.7	3.7
Achieved	...	...	...	...	...
Annual teaching hours requirement <sup>1</sup> :	560	560	560	560	560
Achieved	...	...	...	...	...

1 There is an absolute minimum of 340 hours per year (= 20%) for candidates with limited teaching duties. University teaching qualification (BKO) including educational observation counts as 168 hours.



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*Additionally, for the personal professor level the candidate:*

- has obtained a substantial and competitive personal grant, and/or has acted as leader of a larger consortium that has obtained substantial funding (see explanation);
- actively helps to shape research agendas and funding opportunities in the field by taking part in programmes, committees, strategic discussions, and/or white papers at the appropriate levels (national, international, EU, government, commercial branch etc.);
- supports others in writing and submitting proposals;
- is able to sustain a research group for a prolonged period of time;
- strives for an appropriate balance between different types of funding.

*Explanation successfully obtaining a major grant:*

We expect personal chairs to be able to be the principle applicant of a major scientific grant. The criteria are: scientific excellence of the grant (hence obtained under strong scientific competition); it should be a major grant (more than one or two PhDs or post-docs); the candidate should be the principle applicant (or PI in a very large grant, e.g. Zwaartekracht). Here are some examples of such major scientific grants:

- NWO Vici
- Other major NWO programme grants, such as coordinator of an NWO Perspectief or TOP programme
- ERC consolidator and advanced
- PI Zwaartekracht programme
- KNAW large special programmes, such as those which have run on Indonesia and China
- Coordinator of a major H2020/FP9 proposal
- Major private grants, such as those from Bill and Melinda Gates Foundation, AXA fund, major (and scientifically excellent) PPS proposal
- INREF proposal, main applicant

### **Possible quality criteria for management**

As it is a development process, not all these criteria have to be fulfilled, but with this 'tool' a good picture can be obtained of the qualities of the candidate in these areas. Assessment of these criteria shows in which areas the candidate needs to develop further and this can be used to formulate development recommendations.

*Quality criteria for assistant professor 1 (UD1):*

- The candidate is building up a group of PhD students, postdocs and possibly also temporary technical support staff and is capable of leading this group.
- The candidate has demonstrated a talent for the individual management and guidance of staff.
- The candidate has the capability to manage his/her own research group and to maintain both its scientific and administrative levels.
- The candidate demonstrates that he/she communicates

in a positive manner with staff, colleagues, managers and internal and external contacts.

- The candidate is able to work effectively with others.
- The candidate has demonstrated that he/she has good awareness of the organisation in which he/she is employed and knows how the organisation operates.
- The candidate demonstrates knowledge of what is expected of him/her within the organisation.

*Quality criteria for associate professor 2 (UHD2), same as UD1 plus:*

- The candidate has sufficient managerial and organisational insight, both at the level of his/her own group and at the level of the chair group, as well as beyond these.
- The candidate has demonstrable ability not only to manage his/her group directly but also to coach them in their further development.
- The candidate has further expanded the group under his/her leadership and increased the span of control.
- The candidate has demonstrated his/her ability to attract sufficient external funds with which to finance his/her own group and manages these funds adequately.

The candidate has the ability to unite people.

*Quality criteria for associate professor 1 (UHD1), same as UHD2 plus:*

- The candidate has demonstrated his/her ability to resolve problems in a positive manner within and outside his/her own group.
- The candidate has demonstrably good leadership qualities with regard to his/her own unit, also making positive connections with the chair group and external parties.
- The candidate has good organisational sensitivity.



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## Annex B Abbreviations

AAC	Appointment Advisory Committee
AC	Assessment Committee
BAC	Assessment Advisory Committee (Beoordelingsadvies Commissie)
BBR	Bestuur- en Beheersreglement Wageningen Universiteit en Research (Management and Administration Regulations Wageningen University and Research)
CAO	Collective Labour Agreement (Collectieve Arbeidsovereenkomst)
C-BAC	Central Assessment Advisory Committee
ERC	European Research Counsel
ESA	Educational and Student Affairs
HR	Human Resource
IPPC	Integrated Pollution Prevention and Control
Ius promovendi	The right to supervise a doctoral candidate
KNAW	Royal Dutch Science Academy (Koninklijke Nederlandse Academie voor Wetenschappen)
MSc	Master of Science
NGO	Non-Governmental Organizations
NWO	Dutch Organisation for Scientific Research (Nederlandse Organisatie voor Wetenschappelijk Onderzoek)
P&D interview	Performance and Development Interview (R&O gesprek)
PhD	Philosophiae Doctor
RI	Relative Impact
UFO	Universitair Functie Ordeningssysteem
VSNU	The Association of Universities in the Netherlands
WGS	Wageningen Graduate Schools
WHW	Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek (Dutch Law on Higher Education)
WR	Wageningen Research
WU	Wageningen University
WUR	Wageningen University and Research Center

**Photo credits:** Jonne Seijdel en Petra Appelhof

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The mission of Wageningen University & Research is "To explore the potential of nature to improve the quality of life". Under the banner Wageningen University & Research, Wageningen University and the specialised research institutes of the Wageningen Research Foundation have joined forces in contributing to finding solutions to important questions in the domain of healthy food and living environment. With its roughly 30 branches, 6,800 employees (6,000 fte) and 12,900 students, Wageningen University & Research is one of the leading organisations in its domain. The unique Wageningen approach lies in its integrated approach to issues and the collaboration between different disciplines.

