



AALBORG UNIVERSITET

Human Resources

Date: 10.2.2021

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Last revised: 10.2.2021

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Next revision date:

Date of approval: 10.2.2021

Approved by: Executive Management

Case No.: 2021-201-00029

Programme for Promotion to Professor at AAU

Purpose and Scope

Programme for Promotion to Professor at AAU describes the rules and procedures for using the Programme for Promotion to Professor at AAU.

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Programme for Promotion to Professor at AAU

1. Legal basis

The guidelines on the promotion programme at AAU were prepared in accordance with the *Ministerial Order on Job Structure for Academic Staff at Universities* (the job structure). Accordingly, it is possible for the university to offer particularly talented associate professors/senior researchers a programme for promotion to professor. The specific content of the promotion programme is decided by the individual university.

2. Purpose

The guidelines provide a framework for using the programme for promotion to professor at AAU.

The programme for promotion to professor at AAU is a career development opportunity for particularly talented associate professors and senior researchers.

The promotion programme allows the university to

- offer an internationally attractive and recognised career path, thus helping to attract, develop and retain highly qualified national and international scientifically talented staff
- support the academic and career development of the individual as an excellent researcher and teacher;
- create transparency in the scientific career path

3. Programme for Promotion to Professor

A promotion programme may be offered to particularly talented associate professors who are already employed. The promotion programme thus offers the opportunity for promotion from the level of associate professor to the level of professor without public advertisement. In addition, the programme may be offered to particularly talented applicants for an associate professor or senior researcher position¹ where the candidate is offered a promotion programme with their appointment to the position.

Each associate professor or senior researcher must follow the promotion programme for a maximum period of eight years in order to obtain qualifications at the professor level. At the end of the period, the associate professor/senior researcher transfers to a professor position, subject to a positive assessment.

When using the promotion to professor programme, AAU attaches particular importance to:

- The candidate is a talented researcher and teacher, is among the best in their area, and has the potential to reach the highest international level in their field
- The candidate has a groundbreaking and original research idea
- The candidate can document exceptionally good results in research and teaching
- The candidate can document externally funded research
- The candidate is expected to meet the criteria for permanent employment as a professor at AAU after completion of the promotion programme

In addition:

- In the long term, the candidate masters the Danish language
(The desire for a specific time horizon is specified in the individual promotion plan and possibly the job advertisement.)

¹ Subsequent sections primarily mention associate professors, but the content applies to both associate professors and senior researchers.

Special faculty and/or department-specific requirements for the profile are clearly described in a promotion plan and possibly the job advertisement.

In order to ensure the best candidates, every effort is made to ensure diversity in the selection of candidates, including representing more than one gender if this is compatible with the required qualifications.

4. Admission to a promotion programme for associate professors already employed

4.1 Identifying candidates

For associate professors already employed, admission to a promotion programme requires a prior dialogue with the head of department or the immediate superior at the annual staff performance and development review (MUS).

The possibility of admission to a promotion programme is thus discussed as part of the career development interview the associate professor also has with their immediate superior.

The associate professor will then be able to request admission to a promotion programme only if their immediate superior indicates that they are an appropriate candidate for a promotion programme.

If the staff performance and development review includes a dialogue on the promotion programme, the outcome of the discussion must be stated in the development plan.

4.2 Request

The associate professor's request for admission to a promotion programme is submitted to the head of department.

The request must contain the following:

- Promotion plan
- List of publications/Research activities and didactic publications
- Teaching portfolio
- CV – with information on:
 - education management
 - research management
 - acquisition of external funding
 - knowledge collaboration

4.3 Assessment

Review group

The head of department submits the request to the dean.

The dean assesses whether the request should be submitted to a review group.

In this case, the head of department puts together a review group.

If the dean does not wish to submit the request to a review group, the dean's decision must be accompanied by a brief justification and thus the reason(s) that the associate professor/senior researcher is not being considered for a promotion programme.

The dean assesses whether or not the request should be submitted to a review group.

If the dean wishes to submit the request to a review group, the head of department puts together a review group.

The composition of the review group must ensure relevant support for the head of department, a qualified assessment of the associate professor and a transparent procedure. The review group consists of the head of department and two external professors with relevant expertise. One review group per associate professor is set up. The head of department may include proposals from the associate professor on who to include as external experts.

The head of department submits the promotion plan to the review group.

The review group prepares an opinion based on the promotion plan, the associate professor's achievements in teaching and research, etc. The opinion must indicate whether the review group supports the transfer to the promotion programme and a brief justification for this. This is a prerequisite for the associate professor's transfer to the promotion programme.

The review group's opinion is based on the criteria expected to be met by a professor, including any specific criteria for professors at the faculty.

The opinion must consider the promotion plan itself and the potential of the associate professor to fulfil the plan. The review group must also assess whether the associate professor can meet the professor criteria by following the plan.

The Head of Department submits the opinion of the review group to the dean

The head of department submits the promotion plan with annexes as well as the opinion of the review group to the dean, provided that the review group supports the transfer to the promotion programme and the associate professor wishes to continue the process.

The Dean's assessment of the request and the dean's managerial decision

In dialogue with the heads of department, the dean assesses the opinion of the review group.

When deciding whether an individual should transfer to a promotion programme, the dean makes a managerial assessment in conjunction with the head of department. This assessment includes the review group's opinion on the associate professor's potential to meet the criteria for professors as well as the dean's overall reflections on the development of areas of expertise across the faculty.

The dean quality-assures the process and ensures that there is consistency between the faculty's overall strategy and selection for the promotion programme. The dean also ensures that the financial consequences are taken into account as the transfer to a professor position must be able to be financed within the framework of the faculty and the department.

4.4 Selection

The dean makes the decision on admission to a promotion programme

An associate professor approved by the dean for transfer to a promotion programme will transfer to the programme on a specified date. In addition, placement in the promotion programme takes place with unchanged salary and terms of employment.

Before the transfer, the promotion plan is discussed with the head of department again and any adjustments are made based on any comments from the review group.

The dean makes the decision on *no* admission to a promotion programme

An associate professor who is not approved to transfer to a promotion programme continues in their associate professor position. The dean's decision is accompanied by a brief justification, enabling the associate professor to see the basis for the decision and thus the reasons why the associate professor/senior researcher may not transfer to the programme.

5. Admission to a promotion programme with public advertisement

If the promotion programme is to be offered to applicants with a public advertisement, a special associate professor advertisement is prepared. The possibility of following a promotion programme must be clearly stated in the job advertisement. In addition, an offer to follow a promotion programme with public advertisement must be made after a prior dialogue between the dean and the head of department.

In addition to the material normally included in an ordinary application for an associate professorship, the applicant must enclose a promotion plan.

The assessment committee must assess applicants in accordance with the university's general [rules on assessments](#) for assessing associate professors, and must also assess the candidate's potential for following a programme for promotion to professor.

5.1 Recruitment and appointment

Recruitment and appointment follow the general procedure for recruiting and appointing associate professors at AAU, with the addition of the following:

- The job advertisement must indicate the possibility of following a promotion programme and clearly specify the criteria and required qualifications.
- In addition to the material normally included in an ordinary application for an associate professorship, the applicant must enclose a promotion plan.
- The job advertisement must clearly stipulate the criteria that are emphasised in the assessment with transfer from the level of associate professor/senior researcher to the level of professor.
- The assessment committee is set up according to the university's general rules for assessment, including the composition of the assessment committee. It would be appropriate to direct the assessors' attention to the fact that there is the possibility of placement in a promotion programme.

The appointment committee is chaired by the head of department. The dean makes the final decision on appointment upon recommendation from the head of department.

Recruitment and appointment process	
Recruitment	
The head of department and the dean	The recruitment process follows the AAU rules on
	announcing positions and shortlisting and search committees
	- however, a special job advertisement is prepared (cf. the points above)
	The assessment committee is set up according to the AAU rules on assessment .
Application	
Applicant submits application	
Required content:	Promotion plan Application CV Including information on education management research management acquisition of external funding knowledge collaboration Degree certificates Publication list Research and didactic publications Research activities

	Teaching portfolio References
Assessment	
	Assessment follows the AAU rules for assessment
Assessment committee	Manages assessment of applicants' academic competences (ensure knowledge of the AAU promotion programme)
Appointment	
Head of department	Chair of the appointment committee
Appointment committee (faculty may have formulated requirements for appointment committees)	Selects candidates for interview based on assessment of assessment committee
	Holds interviews
	Obtains opinions from references
Head of department	Submits recommendations for appointment attaching recommendation of the appointment committee and assessment committee's assessment of the candidates
Dean	Approves the recommendation for appointment

6. Process

According to the *Ministerial Order on the Job Structure for Academic Staff at Universities*, the promotion programme for the individual associate professor may last up to eight years.

However, the timing should depend on the length of time the individual has been employed as an associate professor prior to the transfer to the promotion programme and their development in general. Time flexibility should be built in so that the associate professor's individual situation can be taken into account when determining the process prior to the final assessment. However, it is assumed that the associate professor will be in the programme for a minimum of three years.

The promotion programme includes a defined process prior to the final assessment, which helps to make the process transparent.

In order that the process not be perceived as unnecessarily cumbersome or to deprive the individual associate professor the opportunity to independently plan their own development measures, only a few central parts of the process are mandatory.

Mandatory elements of the promotion programme

- Promotion plan
- Promotion dossier
- Evaluation process
 - Annual interview with head of department including evaluation of the promotion process, including dossier
 - Mid-term evaluation (mandatory only in certain circumstances)

6.1 Promotion plan

In addition to the request or application for admission to a promotion programme (cf. sections 4.2 and 5.1) the promotion plan is included in the annual interviews with the head of department and in the mid-term evaluation.

6.2 Promotion dossier

Similar to the promotion plan, the promotion dossier must reflect the criteria for accreditation as a professor.

The dossier is a basis for assessment and evaluation with regard to competence development and final professor assessment. The dossier is continuously developed and updated as the associate professor achieves new goals and meets the criteria for accreditation as a professor. Thus, while the promotion plan is a static document, the dossier is continuously updated by the associate professor.

6.3 Evaluation process

Substantial emphasis is placed on the management task for the associate professor who follows the promotion programme. At the end of the programme, the associate professor will automatically transfer to a professor position upon positive assessment. Therefore, a number of evaluations have been included in order to focus on the individual staff member's development and document their performance. First and foremost, there is an annual interview and evaluation, where the associate professor and the head of department follow up on the promotion plan agreed at the beginning of the period of employment. In addition, there is a mid-term evaluation where several people are invited to evaluate the associate professor and indicate how far the individual is from the final professor assessment.

Annual evaluation with the head of department

The annual evaluation is held between the associate professor and the head of department. The evaluation is based on the individual's promotion plan and promotion dossier.

The annual evaluation has two objectives:

- to focus on the individual staff member's development and
- to document the individual's performance

thus ensuring that the staff member is performing satisfactorily and complying with their promotion plan.

The evaluation must provide the staff member with clear and qualified feedback on whether they are making satisfactory progress in the process. This is to ensure that the associate professor/senior researcher is on the right track and performing within the agreed framework in order to achieve a positive assessment and thus transfer to a professor position at the end of the promotion programme. The mid-term evaluation and the further promotion process are also discussed and planned in these interviews.

Documentation of the annual evaluation (e.g. minutes) is stored in the person's employment record in WorkZone.

Mid-term evaluation (mandatory only in certain circumstances)

The mid-term evaluation must ensure a cross-cutting look at the associate professor who follows the promotion programme.

The mid-term evaluation may replace the annual interview between the head of department and associate professor in the year concerned.

The mid-term evaluation is initiated after two to four years in the promotion programme, provided that the associate professor is not at that time assessed as ready to start the final assessment in the near future. If it is clear prior to that date that the associate professor/senior researcher is ready to prepare for the final assessment in the near future, and therefore a mid-term evaluation is not appropriate, it is omitted. The evaluation is made by the head of department after dialogue with the associate professor.

The purpose of the mid-term evaluation is:

- to evaluate the associate professor in terms of the objectives of the promotion plan

- to ensure that the associate professor is on track to achieve a positive assessment upon completing the promotion programme
- to guide the associate professor in planning the time remaining in the promotion programme

Mid-term evaluation process

- The head of department sets up an evaluation committee consisting of:
 - head of department (chair)
 - pro-dean for education and pro-dean for research
 - head of studies/vice head of department for education
 - one to two external reviewers (researchers in the field).
- The evaluation committee holds an interview with the associate professor (minutes of the interview must be taken).
- On the basis of the interview and the material submitted by the associate professor (promotion plan and dossier), the evaluation committee prepares a brief written evaluation of the associate professor.
- The written evaluation and the minutes from the interview are sent to the associate professor for comment.

The evaluation is both retrospective and prospective – i.e. the evaluation committee provides both an evaluation of the criteria for accreditation as a professor that the associate professor already meets, and an evaluation of the criteria they should focus on developing further to be appointed as a professor. The brief written evaluation plus the minutes of the meeting serve as the basis for the head of department's further work/discussions with the associate professor. The mid-term evaluation is thus a preliminary assessment of how far the associate professor has progressed.

There may be cases where the associate professor's mid-term evaluation is so positive that the individual concerned, in agreement with the head of department, can prepare for the final assessment.

If the evaluation shows that the associate professor is not performing satisfactorily, they still have the opportunity to correct the situation before the final assessment.

Process Description – Mid-Term Evaluation	
Head of department	The head of department is the chair of the evaluation committee. Sets up <u>evaluation committee</u> in accordance with the above. Invites the associate professor to the mid-term evaluation.
Associate professor	Submits material for assessment • Promotion plan • Promotion dossier Documents are sent to all members of the evaluation committee.
Evaluation committee	• Compiles and evaluates material from the associate professor • Holds interview with the associate professor. Minutes of the interview are taken. • Makes a written evaluation based on the material submitted. • The written evaluation and the minutes from the interview are sent to the associate professor
Associate professor	Submits any comments
Associate professor	If the evaluation shows that the associate professor is not performing satisfactorily, the actions that should be taken to give the associate professor the opportunity to correct the

	situation before the final assessment must be specified. The promotion dossier is updated accordingly (cf. section 6.2)
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In order to ensure that the mid-term evaluation takes place, Human Resources contacts the head of department informing them that it has now been X years and X months since the promotion programme began and that the mid-term evaluation is approaching. The time will depend on the person's specific promotion plan.

Documentation of the annual evaluation (e.g. minutes) is stored in the person's employment record in WorkZone.

7. Final assessment / Professor assessment

At the end of the promotion programme, the final assessment assesses whether the associate professor is qualified to transfer to a professor position.

The assessment takes place no later than six months before the end of the agreed promotion programme. In agreement with the university, the assessment may take place earlier. If the associate professor fails to request that their qualifications be assessed no later than six months before the end of the promotion programme, or if they are assessed as not academically qualified, they will continue their employment as an associate professor outside the promotion programme. However, the university may offer the individual an additional attempt at qualifying before the end of the specific promotion programme.

Thus, a maximum of two assessments may take place.

Upon a positive assessment, the associate professor transfers to a permanent employment as a professor. With a negative assessment, the individual continues as an associate professor.

Assessment is in accordance with the university's general [rules for assessment](#).

Process description – final professor assessment

Assessment is in accordance with the university's general rules for assessment.
See the [AAU rules for assessment and procedure description](#).

In order to ensure that the final assessment takes place, Human Resources contacts the head of department informing them that it has now been X years and X months since the promotion programme began and that the final assessment is approaching.

Assessment is stored in the person's employment record in WorkZone.

With the transfer to employment as a professor upon a positive assessment, Human Resources sends employment papers to the individual concerned.