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Tenure track career system at Tampere University

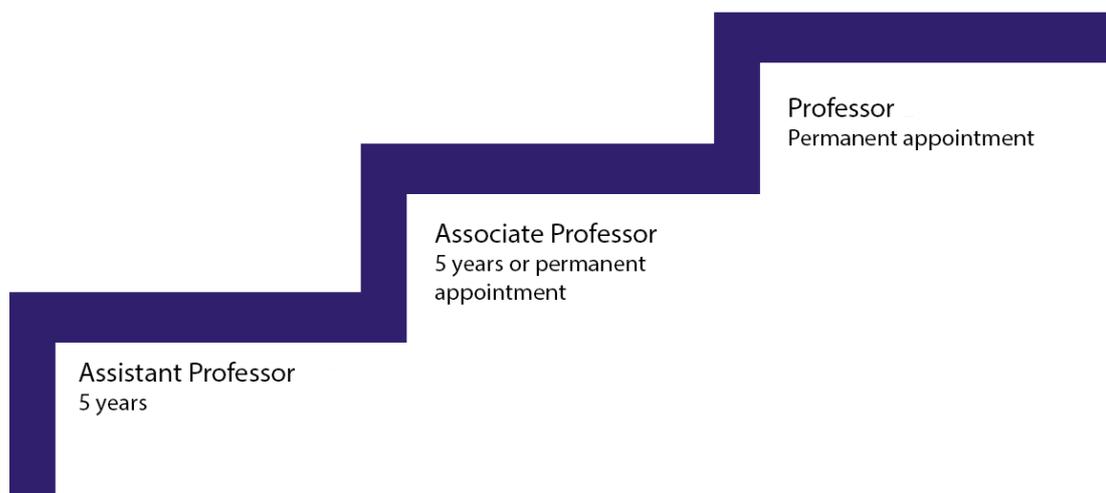
1. General principles

The Academic Board of Tampere University confirmed the general principles presented herein on 11 June 2018. These guidelines apply to the appointment of all professors.

Tampere University has adopted an attractive and inspiring tenure track system that provides appointees with a clear and predictable path towards a full professorship.

The tenure track system supports and promotes the quality and impact of research and education at the University.

These general principles are supplemented with further guidelines issued by the President.



General principles of the tenure track system:

- Career system:** The tenure track system of the University is clear, transparent and predictable. Appointments to the entry-level rank of assistant professor are made for a term of five years. Appointments to the rank of associate professor are made for a term of five years or on a permanent basis. When an individual is promoted from assistant professor to associate professor, the appointment is made on a permanent basis. Appointments to the rank of professor are made on a permanent basis. Researchers on the tenure track may also be considered for accelerated promotion.
- Recruitment:** Tenure track positions are openly and internationally advertised in accordance with the University's strategy. When considering candidates for a tenure track position, the University will assess their demonstrated potential to achieve full professor status and international distinction in their field.
- Goals and promotion:** As evidence of its commitment to researchers on the tenure track, the University is committed to providing them with sufficient resources for their

research and supporting them on their path towards a professorship. Specific goals for each term on the tenure track will be agreed upon in writing between the researchers and the University. The achievement of the goals will be supported and monitored on a regular basis.

4. **Exit:** A researcher on the tenure track who does not achieve the mutually agreed upon goals may be ineligible for reappointment.

2. Strategic human resources planning and the allocation of tenure track positions

Tampere University invests in the recruitment and career advancement of talented and internationally oriented researchers to meet its strategic goals. All new tenure track positions must support the University's mission and cross-disciplinary collaboration, enhance the quality and impact of research and promote internationalisation.

Strategic human resource plans must reflect the University's core values and goals, have a long-term focus and be responsible and sustainable. Human resource planning is conducted in accordance with the University's strategy and research strategy and the faculty-specific human resource plans, which are annually updated in connection with internal negotiation processes.

The human resources plans of the faculties are expected to include a proposal of the personnel structure that would best help the faculties achieve their goals. The faculties must commit to their human resource plan by setting aside sufficient resources for new appointments and for supporting the careers and career development of their researchers.

Each year, the top management of Tampere University will decide on the allocation of tenure track positions based on proposals submitted by the faculties.

3. Recruitment of tenure track faculty

After the President approves the recruitment of a new tenure-track faculty member, the faculty may initiate the recruitment process. Applications are invited for one or multiple terms on the tenure track. The Provost establishes an appointment committee to make preparations for the recruitment process or appointment by invitation. At least one member of the appointment committee should be external to the faculty. The appointment committee maps out potential candidates, prepares the call for applications, decides on the appointment criteria and selects the appropriate recruitment channels. As a rule, all open tenure track positions are internationally advertised. The faculty where the position is placed must actively spread information about the call for applications through its own networks.

External reviewers must always be consulted to assess candidates' scientific or artistic merits. Section 33 of the Universities Act contains provisions relating to the appointment of professors.

At least two internationally distinguished professor-level experts must review candidates' scientific or artistic merits. The Dean appoints the external reviewers. For a justified reason, the appointment committee may narrow down the list of candidates, so that at least three candidates undergo an external review. Equality and the disqualification criteria set forth in sections 27-28 of the Administrative Procedure Act must be considered in the appointment of the external reviewers. Candidates must be informed of the appointed reviewers. The reviewers will be requested to provide a written statement of the candidates' scientific or artistic merits that are relevant to the position within two months after receiving such a request. The reviewers will be advised to assess candidates' qualifications for the

position but not to rank them in order of preference.

If the invitation procedure is used, the external reviewers will assess whether the candidate is indisputably qualified for the position. The Dean will prepare a proposal of the matter to the Provost.

The appointment committee interviews the strongest candidates. The candidates may be invited to give a presentation of their research during the interview. Video interviews are also possible. The teaching skills of the strongest candidates will be assessed. If necessary, the candidates may be invited to deliver a public trial lecture. If necessary, at least two candidates will undergo an assessment conducted by an external service provider.

Appointment process:

- The appointment committee issues an appointment proposal to the Provost. The proposal must identify the committee's first-choice candidate and the second-choice candidate and clearly state the reasons for these choices.
- The Provost presents the proposal to the President.
- If the President endorses the proposal, the next step is to prepare the employment contract, which is approved by the President.

4. Roles and responsibilities

President

- Holds primary responsibility for strategic human resource planning at Tampere University.
- Decides on the positions to be filled and on the appointment and promotion of tenure track faculty.

Provost

- Holds primary responsibility for the implementation and development of the tenure track career system. Leads the University-level Tenure Track Steering Committee.
- Sets up the appointment committee.
- Prepares an appointment proposal for consideration by the President.

Dean

- Holds primary responsibility for the implementation of the tenure track career system within the faculty. Proposes new tenure track positions in the human resources plan.
- Appoints the external reviewers.
- Serves as the Chair of the appointment committee (or delegates this task to the Vice Dean).

Appointment committee

An appointment committee is separately established for each tenure track recruitment and promotion review. If necessary, the composition of the appointment committee may be changed on the initiative of its Chair.

- The appointment committee is responsible for the practical preparations of the recruitment process of promotion review.

- Prepares an appointment proposal for consideration by the Provost.

Tenure Track Steering Committee

- Chaired by the Provost
- Deans
- Vice President for Research
- Vice President for Education
- Rapporteur / secretary from University Services p
- Other experts, if necessary

The Tenure Track Steering Committee guides and monitors the implementation of the tenure track system across the University and issues proposals concerning the development of the system to the President.

5. Setting goals for tenure track faculty

Advancement on the tenure track is based on the achievement of mutually agreed upon goals. The personal goals of researchers on the tenure track are defined when preparing their employment contract or no later than two months after their employment begins. The goals are defined by filling in the University's goal setting form.

A person appointed as Assistant Professor or Associate Professor and his or her supervisor will agree on the personal goals for each term of the tenure track. The Dean confirms these goals. When the goals are defined, the parties must consider the entire tenure track career path and anticipate the goals that the person may be expected to achieve during the different terms in order to achieve full professor status.

The person's background, previous achievements and the strategy of the University and faculty must also be taken into account.

6. Support for tenure track faculty

The University is committed to its tenure track faculty and offering them equal opportunities for career advancement.

The supervisor and Dean will ensure that a researcher on the tenure track is able to achieve the mutually agreed upon goals. Together with the researcher, the supervisor and Dean will regularly monitor his or her progress and support his or her work.

The University is responsible for providing excellent working conditions (including research infrastructures) to its tenure track faculty. In addition, the University will provide training, coaching and other support for the development of teaching, instructional and supervisory skills and other competencies.

7. Career advancement

The achievement of personal goals will be monitored during the tenure track term at least once a year, for example, during the annual professional development review. The supervisor is responsible for ensuring that the achievement of the goals is regularly monitored.

Advancement on the tenure track is based on an overall assessment of the person's progress and achieved results that are compared against his or her personal goals. Persons considered for promotion will undergo an external review process. When considered for promotion to Associate Professor or Professor, candidates should undergo, for example, the 360-degree review to assess their supervisory skills.

A person who holds a tenure track position must request a promotion review at least one year before his or her current tenure track term ends. The promotion review of an Associate Professor who holds a permanent appointment is carried out in the same way as that of a person with a fixed-term appointment.

The person or his or her supervisor may request the Dean for an accelerated promotion review. Such a request may only be made once during each tenure track term.

Promotion review process:

- The person who holds a tenure track position must prepare a statement that outlines his or her achieved results and indicates whether he or she has met the set goals. This statement is delivered to the Dean.
- If the person requests the promotion review more than one year before his or her current tenure track term ends, the Dean will assess the statement and decide whether to approve the initiation of the promotion review.
- The Provost sets up the appointment committee.
- The Dean serves as the Chair of the appointment committee (or delegates this task to the Vice Dean).
- The appointment committee assesses the overall progress made by the person and the results he or she has achieved.
- If the appointment committee does not recommend the initiation of the promotion review, the matter will be devolved to the Provost.
- If the appointment committee recommends the initiation of the promotion review, external reviewers will be requested to provide statements of the person's scientific or artistic merits and eligibility for promotion.
- The appointment committee is also responsible for organising the assessment of the person's teaching skills. The appointment committee will prepare a proposal to the Provost concerning the person's promotion or exit. The person may also be recommended to remain on the current tenure track term. In this case, new personal goals will be defined for the person.
- The Provost assesses the committee's proposal and either endorses it or not.
- The Provost may also refer the matter back to the appointment committee.
- The employment contract is approved by the President.

8. Extended leaves of absence

The members of tenure track faculty who are on family leave or sick leave, performing national service or are absent for other similar reasons for at least three months may be granted an extension of their tenure track term. The length of the extension will be equal to the length of the leave. A request for an extension is approved by the Dean.

9. Transition period

The members of tenure-track faculty at the former University of Tampere (UTA) and Tampere University of Technology will be gradually transferred to the new tenure track

career system of Tampere University.

This transfer will take place in connection with their next promotion review. The persons will be promoted to the next rank of the new tenure track system, and their employment contract will be prepared in accordance with the principles of the new tenure track system.