Regulations for Quality Assurance in Tenure Track Procedures at the University of Cologne as of 07 June 2018

Pursuant to Sections 2 (4) and 22 (1)(1)(3) of the Higher Education Act of North Rhine-Westphalia (Hochschulgesetz NRW) as amended by the Higher Education Future Development Act (Hochschulzukunftsgesetz) of 16 September 2014 (GV. NRW. p. 547), last amended by Section 3 of the Act for the Ensuring of the Accreditation of Degree Programmes in North-Rhine Westphalia (Gesetz zur Sicherung der Akkreditierung von Studiengängen in Nordrhein-Westfalen) of 17 October 2017 (GV. NRW. p. 806), The University of Cologne enacts the following Regulations:

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Section 1
Objectives
The tenure track procedure is intended to offer excellent young researchers attractive career prospects at the University of Cologne and to be able to retain highly qualified young researchers at the University in the long term. The procedure specified in these Regulations serves quality assurance as well as the establishment of transparency, procedural security and uniform formal standards throughout the University. Researchers in the tenure track procedure are given the opportunity, after a successful interim evaluation, to receive an extension of their existing employment or service relationship or, after successful final evaluation, to be accepted into a permanent employment or service relationship at the University of Cologne. At the end of the successful tenure track procedure, the tenure track candidate is permanently appointed to a professorship. The shift to a permanent position in the event of a positive final evaluation is not subject to a financing reservation. The conditions for admission to the tenure track procedure are specified in the Appointment Regulations.

Section 2
Scope
(1) These Regulations shall apply to all
  - professorships (W2 and W3),
  - junior professorships (W1),
  - positions of research fellows and
  - other early-career researchers not employed at the University on a tenure track at the University of Cologne.

(2) Decisions on the staffing of a permanent professorship according to the tenure track procedure can only be made according to the procedure described in these Regulations.

Section 3
Procedure
(1) The tenure track procedure generally consists of two phases, each of which is completed by the evaluation of the candidate. The result of the interim evaluation according to Section 7 of these Regulations serves as a basis for the decision on the extension, the result of the final evaluation according to Section 10 of these Regulations serves as a basis for the decision on the creation of a permanent employment or service relationship.

(2) For W2 and W3 professorships, the tenure track procedure consists of a single phase lasting a maximum of five years, which is completed by the final evaluation of the candidate. The result of the final evaluation in accordance with Section 10 of these Regulations serves as a basis for the decision on creating a permanent employment or service relationship. In the evaluation procedure it must be taken into account that the person appointed to such a professorship is formally qualified and therefore fulfils the requirements for appointment of a professor in accordance with Section 36 (1) of the Higher Education Act of North Rhine-Westphalia. At the end of the second year, an extended status discussion in accordance with
Section 6 of these Regulations can take place for orientation regarding the further career path. Further details are regulated by the Faculties.

(3) Deviations may be made from the time schedule pursuant to Section 8 (1) and Section 12 (1) in favour of an individualized procedure. In the case of individualized procedures, the interim evaluation pursuant to Section 7 may be waived. The waiver of the final evaluation according to Section 10 is not possible except in the case of Section 12 (to avoid the candidate’s accepting a post at a different institution). Even in a non-standard, individualized procedure, quality assurance must be ensured. The Faculty Tenure Commission submits the application for an individualized procedure to the Rectorate in consultation with the candidate and informs the Rectorate Tenure Commission in advance. The Rectorate Tenure Commission can veto and request a new procedure. If no veto is entered, the Rectorate makes the final decision.

(4) The evaluation criteria according to Appendix 2 of these Regulations shall be communicated to the candidate at the beginning of the procedure.

(5) The candidates in the tenure track procedure perform their tasks in research and teaching independently. The Faculties promote the academic independence and autonomy of the candidate. This also includes appropriate equipment.

(6) In order to guarantee academic independence and to ensure comparability, the teaching and research tasks to be evaluated must be assigned to research fellows in the tenure track procedure for independent performance in accordance with Section 44 (1) (6) and Section 44 (2) (2) of the Higher Education Act of North Rhine-Westphalia. Other early-career researchers who are not employed at the University of Cologne take on independent teaching duties at the Faculty at which they are granted tenure track as part of their further academic qualification in coordination with the Dean. The formal assignment must be confirmed by the Faculty and included in the tenure dossier.

(7) The tenure track procedure shall be documented in a file, hereinafter referred to as the tenure dossier. The tenure dossier is kept in the Faculties and is included in the personnel file after completion of the procedure.

Section 4
Rectorate Tenure Commission

(1) The Rectorate establishes a permanent commission for tenure track procedures, chaired by a Vice-Rector, which monitors all tenure track procedures at the University of Cologne (hereinafter ‘Rectorate Tenure Commission’) and ensures uniform formal standards as well as transparency and procedural security. It is the task of the Rectorate Tenure Commission to make a recommendation to the Rectorate on the basis of the tenure dossier and the recommendations of the Faculty regarding the extension or continuation of the employment or service relationship of the candidate. Uniform evaluation standards should be observed throughout the University, taking into account the respective subject and Faculty cultures. Criteria for the evaluation are in particular the candidate’s academic excellence and eligibility for a professorship. They are recorded in the tenure dossier. The Rectorate Tenure Commission will submit proposals to the Rectorate for continuous improvement of the procedure on the basis of its experience.

(2) Voting members of the Rectorate Tenure Commission are

- two representatives of the professors of each Faculty,
• two academic staff representatives and
• two student representatives.

The chairperson is a non-voting member of the Rectorate Tenure Commission. He or she may appoint a deputy chairperson from among the members of the Commission entitled to vote or from among the members of the Rectorate. The Rectorate Tenure Commission may additionally consult two representatives of the group of the professors in an advisory capacity. In the case of other early-career researchers as defined in Section 2 (1) (4), it may consult members of the external research institution at which the candidate is employed. The University of Cologne’s Equal Opportunities Officer may participate in the meetings of the Rectorate Tenure Commission in an advisory capacity; she is to be invited and informed like a member.

(3) The members of the Rectorate Tenure Commission from the group of the professors are appointed by the Rectorate on recommendation of the Faculties in consultation with the Senate. The members of the Rectorate Tenure Commission from the groups of academic staff and students are appointed by the Rectorate in consultation with the Senate on the proposal of the Senate representatives of these groups. Commission members may not be members of the Faculty Tenure Commission under Section 5 and may not be mentors under Section 6. The Deans or Vice-Deans responsible for the tenure track procedures may not be members of the Rectorate Tenure Commission. The chairperson of the Faculty Tenure Commission in accordance with Section 5 or the Dean or Vice-Dean responsible for the tenure track procedures may be invited to meetings of the Rectorate Tenure Commission as expert guests to explain the respective procedure. The term of office of the professors and academic staff members is three years, the term of office of the student members is one year. Re-appointment is possible.

(4) The Commission shall constitute a quorum if at least nine of its members entitled to vote and the chairperson or his/her deputy are present at the time the resolution is adopted. Resolutions may exceptionally also be passed by way of circulation, provided that no member objects.

(5) The Rectorate Tenure Commission shall meet as necessary. The chairperson is responsible for convening the meeting.

Section 5

Faculty Tenure Commission

(1) The Faculty Council of each Faculty establishes a Commission for Tenure Procedures chaired by the Dean or a Vice-Dean, which accompanies all tenure track procedures at the Faculty (hereinafter referred to as the ‘Faculty Tenure Commission’). The Faculty Tenure Commission is the responsible body of the Faculty and has an advisory and supporting function vis-à-vis the Faculty. It supervises the tenure evaluations and develops recommendations for the Faculty and the Rectorate Tenure Commission.

(2) Voting members of the Faculty Tenure Commission are
• at least four and at most eight representatives from the Faculty’s professors,
• an academic staff representative from the Faculty and
• a student representative from the Faculty.
The Faculties may elect a representative from the group of administrative and technical staff as a further voting member.

The chairperson is not a voting member of the Faculty Tenure Commission. He or she may appoint a voting commission member, a Vice-Dean or the Dean as deputy. The Faculty Tenure Commission may additionally consult two representatives from the group of professors from the respective subject concerned. It may consult members of the external research institution in the case of other early-career researchers in accordance with Section 2 (1) (4). Furthermore, the Faculty Tenure Commission may, at the suggestion of the student representative from the Faculty, consult another expert from the group of students. The Equal Opportunities Officer of the Faculty may participate in the meetings of the Faculty Tenure Commission in an advisory capacity; she is to be invited and informed like a member.

(3) The members of the Faculty Tenure Commission and their deputies are elected by the Faculty Council. The members may not at the same time be members of the Rectorate Tenure Commission pursuant to Section 5. The term of office of the professor and academic members and, if applicable, of the member from the group of administrative and technical staff is two years, the term of office of the student members is one year. Re-election is possible.

(4) The Commission shall constitute a quorum if at least six of its members entitled to vote are present at the time the resolution is adopted in accordance with (2) (1), or, if the option in (2) (2) is exercised, at least seven of its members entitled to vote and the chairperson or his or her deputy. Resolutions may exceptionally also be passed by way of circulation, provided that no member objects.

(5) The Faculty Tenure Commission shall meet as necessary. The chairperson is responsible for convening the meeting.

Section 6
Mentoring and performance reviews

(1) From the subject of the candidate, a professor shall be appointed as a mentor for each candidate. The candidate has the right of nomination. The Dean of the Faculty appoints the mentor in agreement with the candidate.

(2) The mentor shall provide critical collegial feedback to the candidate, be available as a contact person and for counselling, and accompany the preparation of the self-evaluation report in an advisory capacity. The mentor is not to be involved in the evaluation.

(3) Once a year, the chairperson of the Faculty Tenure Commission and the head of the respective institute or, in the case of other early-career researchers, a member of the external research institution responsible for the subject in accordance with Section 2 (1) (4) conduct a structured status discussion with the candidate, which shall contribute to reflection on the performance and progress as well as to early recognition of undesirable developments on the basis of the candidate’s previous achievements and progress in the fields of research, teaching and academic self-administration.

(4) A short protocol to be signed by all participants shall be drawn up for the status discussion, which shall record the agreed objectives and, if necessary, further measures in note form. This will be included in the tenure dossier. The Faculties develop a binding guideline for these discussions. The status discussions should include at least the following points:

- academic achievements
commitment to teaching  
third-party fundraising  
supervision of theses and dissertations  
participation in academic self-administration  
further services: prizes, transfer, memberships, editorships etc.  
recommendations and career prospects  
identification of possibilities of participation in existing and planned cooperative projects of the Faculty.

Section 7  
Interim evaluation  
(1) The interim evaluation of the candidate usually takes place in the third year of the first phase of the tenure track procedure. If an individual agreement has been concluded in accordance with Section 3 (3) of these Regulations, the time of the interim evaluation shall be based on this agreement. The interim evaluation procedure is to be initiated at the request of the candidate. At the request of the candidate, an interim evaluation may be waived. In this case, the tenure track procedure is terminated.

(2) The Faculties ensure transparent and clear communication about the procedure and inform the candidate appropriately about the procedural steps and the progress of the procedure.

(3) The Faculties can make further concretizations or subject-specific adaptations of the framework defined in these Regulations and prepare handouts on the procedure. These must be reported to the Rectorate Tenure Commission.

Section 8  
Interim evaluation procedure  
(1) As a rule, the candidate submits an application to the chairperson of the Faculty Tenure Commission for the initiation of the interim evaluation procedure pursuant to Section 7 of these Regulations no later than one year before the end of the first phase of the tenure track procedure, which usually lasts three years, by submitting the self-evaluation report. If the self-evaluation report is not available within this period, the chairperson of the Faculty Tenure Commission invites the candidate to submit the report. The candidate’s self-evaluation report shall be submitted to the chairperson of the Commission no later than six weeks after this invitation. Section 7 (1) (2 ff) remain unaffected by this. The submission of the report opens the procedure. The report shall be included in the tenure dossier. The Rectorate Tenure Commission is informed by the chairperson of the Faculty Tenure Commission of the opening of the procedure.

(2) The Faculty Tenure Commission shall obtain at least three detailed external reports from internationally recognized experts on the candidate’s performance. In justified exceptional cases, the Commission may only obtain two opinions in accordance with sentence one; a justification must be attached to the expert opinions and included in the tenure dossier. The Faculty shall justify the selection of experts in writing. At least one expert should come from abroad. The experts enclose a declaration of their impartiality in accordance with the Principles
of the University of Cologne on Questions of Conflict of Interest dated 07 June 2018. The evaluators receive a written work assignment by the Faculty Tenure Commission stating the evaluation criteria as well as the candidate's self-evaluation report. The work assignment, the criteria and the expert opinions must be included in the tenure dossier.

(3) On the basis of the tenure dossier and the expert opinions obtained, the Faculty Tenure Commission draws up a written report which must refer to the evaluation criteria. The report includes at least a description and evaluation of the candidate's achievements to date in the fields of research, teaching and academic self-administration as well as an assessment of further academic development or potential. The report concludes with a recommendation for continued employment as a tenure candidate or for the termination of the tenure track procedure. The report shall be included in the tenure dossier.

(4) The Faculty Tenure Commission shall submit a proposal on the continuation or termination of the tenure track procedure to the Faculty Council for decision together with the report. Resolutions in the Faculty Council are passed by secret ballot. The resolution and the result of the vote are recorded in writing. The chairperson explains deviations from the proposal of the Faculty Tenure Commission. The minutes and the tenure dossier, including, if necessary, the explanations of the chairperson, shall be forwarded immediately to the Rectorate Tenure Commission.

(5) The chairperson of the Faculty Tenure Commission informs the candidate promptly about the decision of the Faculty Council. He or she sends the candidate a written and qualified feedback on his or her previous activities. The Commission’s communications must be included in the tenure dossier.

(6) In the event of a negative decision, the candidate may object to the decision of the Faculty within two weeks of notification to the Rectorate Tenure Commission. The detailed procedure is determined in Section 9.

(7) The Rectorate decides on the proposed resolution of the Faculty Council. Before a negative decision is made, the candidate is given the opportunity to comment in writing on the facts relevant to the decision in accordance with Section 28 of the Administrative Procedure Act of North Rhine-Westphalia. Within the scope of inspection of records, the personal data of the experts must be anonymized in the expert opinions on the candidate's professional suitability.

(8) The candidate shall have the opportunity to make a written statement at any time during the procedure. The statement shall be included in the tenure dossier. The procedure according to Section 11 remains unaffected by this.

(9) In the event of a positive decision, the second phase of the tenure track procedure is normally extended by three years to a total of six years. In the event of a negative decision, the candidate is withdrawn from the tenure track procedure; in this event, the Faculty can grant a one-year phase-out financing.

Section 9
Appeal procedure

(1) In the event that the candidate objects to the negative decision of the Faculty pursuant to Section 8 (5) (2), the procedure shall be continued by the Rectorate Tenure Commission.

(2) On the basis of a resolution of the Faculty Council and the tenure dossier, the Rectorate Tenure Commission makes a written recommendation for the termination or continuation of
the tenure track procedure. This must be included in the tenure dossier. The Rectorate Tenure
Commission hears the candidate and can obtain further external expert opinions or hear
further persons. The recommendation of the Rectorate Tenure Commission is sent to the
Rectorate and the Dean of the Faculty concerned for information.

(3) On the basis of the recommendation of the Rectorate Tenure Commission and the Tenure
Dossier, the Rectorate makes a final decision on the continuation or termination of the tenure
track procedure. Before a negative decision is made, the candidate is given the opportunity to
comment in writing on the facts relevant to the decision in accordance with section 28 of the
Administrative Procedure Act of North Rhine-Westphalia. Within the scope of inspection of
records, the personal data of the experts must be anonymized in the expert opinions on the
candidate’s professional suitability.

Section 10
Final evaluation

(1) The final evaluation is usually carried out in the third year of the second phase of the tenure
track procedure at the latest, for W2 and W3 professorships in the fifth year of the tenure track
procedure at the latest. If an individual agreement has been made in accordance with Section
4 (4), the time of the final evaluation is based on this agreement. The final evaluation
procedure must always be initiated at the request of the candidate. At the request of the
candidate, the final evaluation may be waived. In this case, the tenure track procedure is
terminated. In the event of a positive final evaluation, the candidate is transferred to a
permanent employment or service relationship without undergoing another hiring process.

(2) The Faculties ensure transparent and clear communication about the procedure and inform
the candidate appropriately about the procedural steps and the progress of the procedure.

(3) The Faculties can make further concretizations or subject-specific adaptations of the
framework defined in these Regulations and prepare handouts on the procedure. These must
be reported to the Rectorate Tenure Commission.

Section 11
Final evaluation procedure

(1) As a rule, the candidate submits an application to the chairperson of the Faculty Tenure
Commission for the opening of the final evaluation procedure pursuant to Section 10 of these
regulations no later than one year before the end of the tenure track procedure by submitting
the self-evaluation report. If the self-evaluation report is not available within this period, the
chairperson of the Faculty Tenure Commission invites the candidate to submit the report. The
candidate's self-evaluation report shall be submitted to the chairperson of the Commission no
later than six weeks after this invitation. Section 10 (1) sentence 2 ff. remain unaffected by
this. The submission of the report opens the procedure. The report shall be included in the
tenure dossier. The Rectorate Tenure Commission is informed by the chairperson of the
Faculty Tenure Commission about the opening of the procedure.

(2) The Faculty Tenure Commission shall obtain at least three detailed external expert
opinions from internationally recognized experts on the candidate's performance. In justified
exceptional cases, the Commission may only obtain two opinions in accordance with sentence
one; a justification must be attached to the opinions and included in the tenure dossier. The
Faculty shall justify the selection of experts in writing. At least one expert should come from abroad. The experts enclose a declaration of their impartiality in accordance with the Principles of the University of Cologne on Questions of Conflict of Interest dated 07 June 2018. The evaluators receive a written work assignment by the Faculty Tenure Commission stating the evaluation criteria and the candidate's self-evaluation report. The justification for the selection of experts, the work assignment, the criteria and the expert opinions must be included in the tenure dossier.

(3) On the basis of the tenure dossier and the expert opinions obtained, the Faculty Tenure Commission draws up a written report which must refer to the evaluation criteria. The report includes at least a description and evaluation of the candidate's achievements to date in the fields of research, teaching and academic self-administration as well as an assessment of further academic development or potential. The report concludes with a recommendation for either the acceptance of the candidate into a permanent employment or service relationship without another hiring process or the termination of the tenure track procedure. The report shall be included in the tenure dossier.

(4) On the basis of the tenure dossier, the Faculty Council recommends either the candidate's acceptance into a permanent employment or service relationship or the termination of the tenure track procedure. Voting is by secret ballot. The recommendation of the Faculty Council is recorded in writing and includes at least the result of the vote and the reasons for the vote.

(5) On the basis of the recommendations of the Faculty Tenure Commission, the Faculty Council, the tenure dossier and the expert opinions obtained, the Rectorate Tenure Commission draws up an opinion which is included in the tenure dossier. The opinion must refer to the evaluation criteria and contain a recommendation for accepting the candidate into a permanent employment or service relationship without undergoing another hiring process or the termination of the tenure track procedure. The recommendations of the Faculty Tenure Commission and the Rectorate Tenure Commission as well as the tenure dossier are sent to the Rectorate and Dean of the Faculty concerned.

(6) The candidate shall have the opportunity to make a written statement at any time during the procedure. The opinion shall be included in the tenure dossier.

(7) The Rectorate shall finally decide whether to accept the candidate into a permanent employment or service relationship, without undergoing another hiring process, or the termination of the tenure track procedure. Before a negative decision is made, the candidate is given the opportunity to comment in writing on the facts relevant to the decision in accordance with Section 28 of the Administrative Procedure Act of North Rhine-Westphalia. Within the scope of inspection of records, the personal data of the experts must be anonymized in the expert opinions on the candidate's professional suitability.

(8) In the event of a negative decision by the Rectorate, the Faculty may grant a one-year phase-out financing. This does not apply to W2 and W3 professorships.

Section 12
Early tenure

If a candidate receives at least an equivalent proposal for a university professorship before completion of the evaluation procedure defined in these Regulations, the final evaluation may be initiated in accordance with Sections 10 and 11 or an abbreviated evaluation be initiated to retain the candidate. The Rectorate decides individual cases at the request of the Faculty.
Section 13
Coming into force

(1) Recommendations on amendments and the repeal of these Regulations may be submitted by all bodies involved in this procedure to the Rectorate Tenure Commission, which submits them to the Rectorate after examination. The Rectorate decides how a corresponding motion is submitted to the Senate for decision.

(2) Insofar as target agreements concluded before the entry into force of the Regulations of 28 August 2015 (Official Notices 95/2015) contain provisions on the interim evaluation of the candidate, these shall take precedence over the provisions of these Regulations. If target agreements concluded before the entry into force of these Regulations contain provisions on final evaluation, these may be adapted by mutual agreement to the provisions of these Regulations. Target agreements concluded after 28 August 2015 have an orienting character.

(3) These Regulations shall enter into force on the day following their publication in the Official Notices of the University of Cologne. At the same time, the Regulations of 28.08.2015 (Official Notices 95/2015) expire.

Issued on the basis of the resolution of the Senate of the University of Cologne dated 25 April 2018.
Appendices

1) Tenure dossier
2) Evaluation criteria

1) Tenure dossier

a) General

The tenure dossier is an ongoing documentation of the candidate's performance and assessments. It must be kept strictly confidential and is kept chronologically according to the procedural steps in the Dean's Office of the Faculty. After completion of the tenure procedure, it is included in the personnel file.

The tenure dossier can only be inspected by persons who are authorized to properly fulfil their mandate within the framework of the tenure track procedure defined here. The tenure dossier contains at least the following documents:

1. Call for applications of the tenure track professorship
2. Documentation of the transfer of independent tasks (only in the case of academic staff in tenure track procedures)
3. Agreement, if applicable, on the individual procedure
4. Minutes and reports on the status discussions between the candidate and the dean
5. Self-evaluation reports of the candidate
6. Reports and recommendations of the Faculty Council
7. Reports (if applicable, justification of the reduced number according to sections 8 (2) and 11 (2))
8. Reports and recommendations of the Rectorate Tenure Commission
9. Candidate’s statements
10. Feedback on decisions.

b) Self-evaluation report

The self-evaluation report documents the candidate's performance. It must be written in English, unless the faculty decides otherwise in individual cases. The language in which it is to be written must be communicated to the candidate at the time of the call for submission. In particular, it must be ensured that international reviewers can participate in the procedure without hindrance.

The self-evaluation report must include at least:

General:
- CV
- List of publications (reporting period, structured according to publication form)
- List of academic presentations
• A max. 10-page presentation of the objectives achieved, taking into account the three areas of research, teaching (including a brief explanation of teaching forms and methods) and academic self-administration, and of the future research plans.

A tabular appendix shall also contain the following overviews:

i. Research:
• List and brief explanation of key research topics
• Grant applications, third-party funding acquired (public, commercial)
• Presentation of internal and external collaborations
• Awards, prizes, scholarships
• Memberships
• Collaborations in the area of practical application
• Transfer/patents.

ii. Teaching:
• List of courses, short description of course contents
• List of supervised final theses and doctoral dissertations as well as activities supporting early stage researchers
• Details relevant to internationalization in teaching (courses offered in foreign languages, supervision of international students)
• Results of teaching evaluations
• Other evidence of personal development in teaching: e.g., teaching projects, training
• Research on teaching.

iii. Self-administration:
• Short description of activities and personal contribution in self-administration
• Membership in research societies and professional associations
• Editorship of scientific journals, series etc.
• Review activities
• Further activities as an expert or reviewer in administrative, legislative and judicial proceedings.

iv. Proposals for reviewers for the evaluations.

The Faculty Tenure Commission and the Rectorate Tenure Commission may require the provision of further information/documentation.

c) Reports and recommendations of the Rectorate Tenure Commission and the Faculty Tenure Committee

In order to ensure comparability, reports of the Faculty Tenure Commission and the Rectorate Tenure Commission should be structured similarly and should address similar issues:
• Introduction
• Evaluation procedure (procedure, summary of self-evaluation report, justification for selection of external experts)
• Framework conditions (subject-specific characteristics)
• Criteria and benchmarks for evaluation
• Presentation and evaluation of research achievements
• Presentation and evaluation of achievements in teaching and academic self-administration
• Evaluation of overall performance and assessment of potential
• Summary (key results, recommendation).
2) Evaluation criteria

a) General

The overall criterion is the suitability and qualification of the candidate for a professorship, to be assessed according to the respective professional standards. Aptitude and qualification should be assessed according to the quality standards of the regular appointment procedures. Furthermore, a comparative classification of the candidate in the corresponding cohort of the subject should be made. In the comparative assessment, the special circumstances of the candidates (child-raising, care, disability) should be given due consideration.

The following catalogue of criteria provides a framework for establishing overarching standards for tenure track evaluations. The catalogue of criteria must be extended or narrowed down depending on the subject in question.

b) Research

- Quality, originality and creativity of the research
- Quality of clinical competencies
- Quality of publications (plausibility, methodological foundation, innovative character, contribution to the development of a research field)
- Impact factor/citations
- Reception and evaluation of publications (national/international)
- Development of research since the candidate’s dissertation
- Autonomy of research approach
- Funding applications (volume, funding organizations)
- Collaborations (internal/external)
- Guest lectures
- Prizes and awards, memberships in academies and academic associations
- Organization of conferences
- Editorial or review activities
- Transfer, patents
- Research development potential in international comparison.

c) Teaching

- Quality and teaching spectrum, theoretical/methodological foundations of teaching
- Supervision of theses and dissertations
- International orientation
- Results of teaching evaluations
- Teaching prizes
- Education competences and training.