

TENURE TRACK MODEL FOR PROFESSORS (valid from 1 June 2019, updated by JYU's Tenure Track Committee on 20 December 2020 and 21 December 2021)

This document describes the University of Jyväskylä's tenure track model, which is a tool for progress in the researcher career. The purpose is to increase the predictability, competitiveness and attractiveness of academic careers. The person selected for a position will have personally defined criteria for proceeding on the tenure track, and the immediate supervisor and the person will have a follow-up discussion on progress on the tenure track twice a year. The structure of the model is illustrated in Figure 1.



Figure 1. Structure of the tenure track

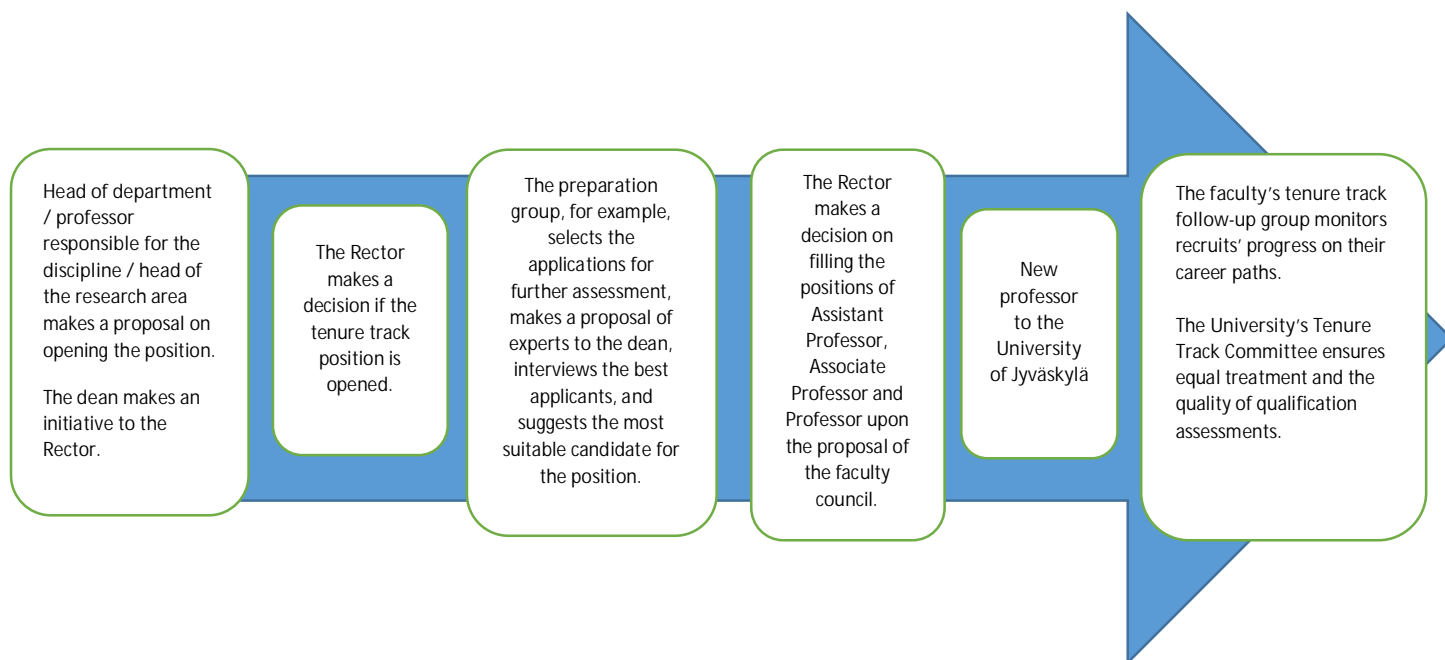
The tenure track model consists of three steps (see section 2):

- Step 1 Assistant Professor
- Step 2 Associate Professor
- Step 3 Professor

Entry to the first step takes place through an open international recruitment procedure. When the Assistant Professor duties end, the person can, if the criteria have been met in an external review, proceed to the following step of Associate Professor. A person may also be selected to step 2 through an international recruitment procedure. After the Associate Professor period, the person may, if the criteria have been met based on an external review, proceed on the tenure track to a full professorship (valid until further notice).

Tenure track positions are full-time jobs.

1. TENURE TRACK OPERATORS



1.1 Head of Department / professor responsible for the discipline / head of the research area

In faculties with departments, the head of department or, in faculties without departments, the professor responsible for the discipline or the head of the research area makes a proposal to the dean on opening a tenure track position.

1.2 Dean

Based on a proposal of the head of department or, in faculties without departments, the responsible professor or head of the research area, the dean makes an initiative to the Rector on opening a tenure track position. The position's suitability for the unit's strategy and core fields of research as well as needed resources are verified at this point. The dean serves as the chair of the faculty's tenure track follow-up group. The dean decides on launching the evaluation procedure, the time of the evaluation and the appointment of experts.

1.3. Faculty council

The faculty council makes a proposal to the Rector on the person to be selected for the positions of Assistant Professor, Associate Professor and Professor.

1.4 Rector

The Rector makes a decision if the tenure track position is opened. In the case of an Assistant Professor, Associate Professor or Professor position, the Rector makes a decision based on the proposal of the faculty council. The Rector signs the employment contracts.

1.5 Preparation group

The faculty's preparation group is responsible for the recruitment. The dean serves as the chair of the preparation group. The dean invites vice deans, the head of department and at least one professor of the faculty (in case of a faculty without departments: at least two professors) to serve as group members. When necessary, the group can be supplemented task-specifically with other professors at the university and an expert external to the university.

The preparation group, appointed by the dean, prepares and coordinates recruitment for a tenure track position, selects the applications for further assessment, makes a proposal of experts to the dean, interviews the best applicants, and suggests the most suitable candidate for the position on the basis of the selection criteria and the overall situation.

1.6 The faculty's tenure track follow-up group

The follow-up group includes the dean, vice deans, heads of departments / professors responsible for each discipline / heads of the research areas. The group meets twice a year, in November and May.

After the position is filled, the faculty's tenure track follow-up group monitors the setting of targets for the tenure track researchers recruited for the faculty as well as the progress of the targets. The group initiates necessary actions if there are challenges in the progress. The tenure track follow-up group confirms the targets set for the employee and makes an evaluation on the progress from one level to another (launching of assessment). At the end of the Associate Professor phase, the dean, upon a proposal of the follow-up group, contacts the Rector and discusses about starting a possible invitation procedure for the professorship. The tenure track follow-up group is responsible for ensuring that the process follows the principles and guidelines defined by the University of Jyväskylä.

1.7 Supervisor

The supervisor, together with the dean and the head of department or, in faculties without departments, the professor responsible for the discipline / head of the research area, sets targets for the tenure track researcher about one month from the beginning of the employment relationship. The targets are set together with the recruited researcher. The supervisor supports the tenure track researcher to ensure progress and has a monitoring discussion with the researcher twice a year.

1.8 HR Services

HR Services take care that each preparation group and follow-up group of a tenure track position includes an HR representative who ensures that good administrative practices are followed. The HR representative serves as a preparatory official and as a secretary in the preparation and follow-up groups of tenure track positions.

1.9 The University's Tenure Track Committee

The Tenure Track Committee monitors the implementation of the tenure track model at the University level. The committee comprises the deans of faculties, and the Rector or a vice rector serves as the chair of the committee. The purpose of the committee is to ensure unbiased treatment of tenure track researchers and the quality of qualification assessments.

2. POSITIONS IN THE TENURE TRACK MODEL

2.1 Assistant Professor

An assistant professorship is always a fixed-term position. The reason for the fixed-term nature is “earning qualification for an associate professorship in the tenure track model”. The term of office is three to five years, and the position is filled through a public international recruitment procedure. The assessments of at least two external experts are utilised in the selection process.

The recruited person must have completed his/her doctoral degree no more than nine (typically three to nine) years ago. In special circumstances (e.g. maternity leave, paternity leave, parental leave and childcare leave, military service or non-military service or long-term illness), it is also possible to consider an applicant who has completed his/her doctoral degree over nine years ago.

The qualification requirements for the position are a relevant doctoral degree, strong evidence of research, international collaboration and an ability to deliver high-quality research-based instruction and to supervise theses (University of Jyväskylä Regulations, Section 28). If needed, position-specific requirements may be set in terms of the content and field of the degree, as well as other requisite tasks, taking into consideration that the position is intended for starting an independent researcher career.

Optimal conditions for research work are to be ensured immediately at the beginning of the employment.

Progress to the Associate Professor level

In order to consider a possible move to the Associate Professor step, an external review of merits gathered during the qualification period must be initiated about six months before the end of the Assistant Professor period. The dean, after hearing the faculty's tenure track follow-up group, shall decide on the schedule of the review. The review must involve at least two external, primarily international experts. The evaluation criteria are presented in section 3 of this appendix. The criteria are applied in accordance with the general expectations set for each career step.

If the person's progress during the period does not fulfil the set targets or the criteria of the evaluation procedure, the employment relationship on the tenure track will end.

2.2 Associate Professor

If a person who has worked in an assistant professorship is, in an external review, considered to qualify for an associate professorship and is considered, based on the University's criteria, to have achieved such academic qualification that he/she can, for justified reasons, be expected to qualify within the time limit for a professorship, the person will move to a fixed-term associate professorship. The term of the position is five years and the basis for fixed-term employment is “earning qualification for a professorship in compliance with the tenure track model”.

The position can also be filled directly through a public international recruitment procedure. The Rector decides on the launching of a public application procedure for an associate professorship based on a motion by the dean. The qualification requirements for the position are a relevant doctoral degree, strong evidence of scientific research, international collaboration and ability to deliver high-quality research-based instruction and to supervise theses (University of Jyväskylä Regulations, Section 28). Appointment to the position requires a review

procedure that involves at least two external, principally international, experts. The procedure for filling an associate professorship through a public application process follows the same procedure as when filling an assistant professorship.

An exceptionally qualified person (e.g. a researcher who has received an ERC Grant) can be appointed directly to an associate professorship on the Rector's decision after an evaluation procedure.

Progress to the Professor level

During the associate professorship, an Associate Professor is expected to qualify for a professorship in compliance with the principles of the tenure track model. Possible transfer to a professorship always requires an external qualification review by at least two principally international experts. The dean, after hearing the faculty's tenure track follow-up group, shall decide on the schedule of the review and appoint the experts. A review of the fulfilment of the criteria set for the whole Assistant Professor period is started about 12 months before the end of the period. The faculty's tenure track follow-up group makes an evaluation of the person's progress.

The evaluation criteria are presented in section 3 of this appendix. The criteria are applied in accordance with the general expectations set for each career step.

A person who has successfully worked as an Associate Professor can, based on an external qualification review and an overall assessment of performance, be recruited to a full professorship valid until further notice through an invitation procedure.

If the person's progress does not meet the set goals or fulfil the criteria of the invitation procedure, a personal plan of at the most twelve months will be made for the person in order to end the employment relationship. If the faculty so considers, the person can also be hired, upon the Rector's decision, to another teaching and research position valid until further notice.

2.3 Professor

The qualification requirements for the position are a doctoral degree, high-level scientific competence and, when important for the tasks included in the professorship, practical familiarity with the field (University of Jyväskylä Regulations, Section 27).

To be selected to a professorship on the University of Jyväskylä's tenure track, the person must have successfully worked in an associate professorship at the University of Jyväskylä and have been found unquestionably qualified for a full professorship in an external international review. The evaluation criteria are presented in the following section. The criteria are applied in accordance with the general expectations set for each career step. The filling of a professorship follows the principles of the invitation procedure. The faculty council makes a proposal to the Rector about the person to be selected.

3. TENURE TRACK CRITERIA

The criteria and recommendations below are applied to the transition from one step to the next on the tenure track or when recruiting a professor through a public application procedure or when recruiting a professor directly without an application procedure (e.g. a researcher with an ERC Grant). The level of the position must be considered when weighting the criteria. The faculty's tenure track follow-up group ensures that the criteria are suitable for the discipline and the position.

If desired, the faculty may define more defined field-specific criteria.

In the recruitment of an Assistant Professor, Associate Professor or Professor and when progressing on the tenure track, the person is evaluated in the following three sectors:

Merits are weighted as follows:

- Scientific merits 60%–70%
- Teaching merits 20%–30%
- Impact on society and community 10%

The evaluation is implemented as an overall review and the same criteria are used both in recruitment and when progressing on the tenure track.

Scientific merits

Assessed criterion	Indicators
Position of the applicant's research in the strategy of the University/faculty	Description of the research area Research plan
Scientific publishing: quality and impact	High-quality scientific publications (number/year) Scientific publications Field-specific citations indexes
Research funding	Acquired competitive research funding (domestic and international)
Research project leadership	Experience in leading research projects
Supervision of doctoral students and postdoctoral researchers	Currently supervised and graduated doctoral students and the number of supervised postdoctoral researchers
Expert duties and positions of trust related to research	Academic expert duties (various assessment duties, organising of conferences, membership in the editorial boards of journals, etc.)
Other academic activity	E.g. scientific cooperation, networks, research consortia

Teaching merits

Assessed criterion	Indicators
Pedagogical education	University pedagogy studies or teacher's pedagogical studies Other pedagogical studies or courses
Test lecture	Evaluated test lecture
Amount and quality of teaching experience	Teaching experience at different levels (basic, intermediate and advanced studies) Supervision of bachelor's and master's theses Teaching experience described in the teaching portfolio and received feedback
Development of teaching	Participation in teaching development projects Produced course material University pedagogy publications
Expert duties and special responsibilities related to teaching	Memberships in national committees, participation in education assessment, leadership of a teaching development group or curriculum work, participation in teaching networks

Impact on society and community

Assessed criterion	Indicators
Societal visibility, impact and activity	<p>Societal expert duties and positions of trust, participation in societal discussion</p> <p>Recognitions, awards</p> <p>Amount of corporate funding, the number of projects with corporate or joint funding</p> <p>Authority support duties (e.g. radiation protection, chemical safety, environmental analyses and related training)</p> <p>The number of theses outside the university</p> <p>Articles, books, lectures, etc., that aim to popularise science</p>
Activity in the university community	Academic leadership, participation in working groups/committees and in the activities of the community

Evaluating an Assistant Professor / Associate Professor period and criteria for the period

When recruiting a person to a tenure track position, the head of department / supervisor and the dean have an initial discussion with the Assistant Professor / Associate Professor to set goals for successful performance during the period. At the end of the period, success in the position is assessed as a whole based on the criteria set at the beginning of the period.

The goals set for the Assistant Professor / Associate Professor period are always individualised. The Assistant Professor / Associate Professor, the head of department / supervisor and the dean agree on goals together with the recruited researcher at the beginning of the period. The goals are always documented. The Assistant Professor / Associate Professor and the head of department / supervisor evaluate the progress of set goals twice a year as part of follow-up discussions.

The faculty's tenure track follow-up group meets in May and November to ensure the progress of persons recruited to tenure track positions and, when necessary, launch support actions.

On the first step, an assistant professor is expected to have academic potential and ability to develop in the academic career. When recruiting to the first step of the tenure track, the aim is to recognise future talent.

When recruiting an assistant professor, among others, the following things should be considered depending on the field of science:

- High-level research merit relative to the phase of the applicant's career, evidence of an independent research approach and the originality and high level of research.
- Quality and number of peer-reviewed publications
- Active participation in domestic and international research groups and/or networks
- Doctoral studies, postdoc periods and/or working abroad
- Representatives from the field of science consider the applicant as a future talent
- Evidence of motivation to develop teaching and possible teaching experience and other teaching merits
- Activity in academic research communities
- Evidence of activity to acquire competitive research funding

Associate Professor, step 2

In addition to future potential, on the second step an associate professor is already required to have considerable scientific merits. The person already has clearly noticeable potential for a full professorship.

When recruiting an associate professor, among others, the following things should be considered depending on the field of science:

- Evidence of continuing and upward trending high-level scientific research
- Independently created peer-reviewed publications in significant publication series / publishing channels of the field and/or monographies published by significant publishers
- Active participation in international research groups and/or networks and working abroad
- Representatives from the field of science consider the person as a valued researcher
- Proof of teaching and guidance experience, evidence of teaching development and other educational merits
- Active participation (including academic experience and experience in leading research projects) in academic research communities
- Evidence of acquiring competitive research funding
- Participation in societal interaction and university community interaction

Professor, step 3

A person recruited as a professor is required to have strong academic merits and to be recognised as a significant influencer in the field of science.

When recruiting a professor, among others, the following things should be considered depending on the field of science:

- High-level scientific competence and significant publication merits
- Evidence for leading academic research
- Evidence for supervising dissertations and other guidance experience
- Ability to provide high-level research-based teaching
- Strong teaching experience and pedagogical education, test lecture is at least good
- Skills to produce and develop teaching materials
- Experience, skills and evidence as an academic leader, strong leadership and interaction skills
- Active participation in the activities of the science community

- Evidence of acquiring significant competitive research funding
- International scientific work and international positions of trust
- Evidence of societal interaction

4. EXTENDING OR SHORTENING AN ASSISTANT PROFESSOR / ASSOCIATE PROFESSOR PERIOD IN SPECIAL CASES

In tenure track positions, no leave of absence is granted for working in another university.

In some special cases, it is possible to extend or shorten the term of office of an Assistant Professor / Associate Professor. However, the aim always is to treat employees equally. This section defines the procedure for situations in which there is a need to continue or shorten the Assistant Professor / Associate Professor period.

Extending the Assistant Professor / Associate Professor period

It is possible to apply for an extension of an Assistant Professor / Associate Professor period based on the following reasons:

- Maternity, paternity, parental or childcare leave
- Military service or non-military service
- Long-term illness

The dean of the faculty, the head of department / supervisor and the Assistant Professor / Associate Professor assess together if there is a need to extend the period. If the question is about one of the reasons mentioned above, the dean can grant an extension of the Assistant Professor / Associate Professor period with his/her decision. As for a parental leave, the dean can extend the period at the most 18 months per child.

In case of a reason other than the one mentioned above, the Rector makes a decision upon the dean's proposal to extend the Assistant Professor / Associate Professor period.

Shortening the Assistant Professor / Associate Professor period

In a special case, the faculty's tenure track follow-up group may propose the Assistant Professor / Associate Professor period to be shortened. In any case, an assistant professorship / associate professorship is always at least three years long. For example, the following may be considered as special cases:

- 1) getting merits has started before the tenure period,
- 2) competition situations on the person with other universities and/or
- 3) exceptional merits in the achievement of criteria.

The faculty's tenure track follow-up group estimates if it is current to shorten the professorship period and if it can be noted that the Assistant Professor / Associate Professor indisputably fulfils all objectives set for the period. If the conclusion is to shorten the period, the dean submits to the Rector a justified proposal to shorten the period (Assistant Professor step) or to start an invitation procedure (Associate Professor step).

5. MONITORING OF PROGRESS

Together with researchers on the tenure track, clear goals are agreed in writing for each period, and the fulfilment of the goals is supported and monitored actively throughout the career path. Every six months, the immediate supervisor holds a free-form follow-up discussion on the person's progress on the tenure track. A follow-up form

is used as the template of the follow-up discussion and for documentation. If progress on the tenure track does not meet expectations, the immediate supervisor must report it to the faculty's tenure track follow-up group. The follow-up group may also request progress reports at other times.

6. OTHER RESEARCHER POSITIONS

In addition to the tenure track model, the University of Jyväskylä has researcher positions on four levels of researcher career. The positions are filled primarily using a public recruitment procedure. Doctoral Researcher and Postdoctoral Researcher are temporary positions in which researchers qualify for further duties. However, these positions are not directly connected to the tenure track model.

Senior Researcher and Senior Lecturer are positions external to the tenure track model. In addition to the tenure track system, a professorship can be filled through an international open application or an invitation procedure. The Rector's approval is always required for starting a direct recruitment procedure in order to fill a professorship. In addition, the dean must hear the professors of the faculty and the faculty council.