



Professorial Appointments Policy

UNIVERSITY POLICY PAPERS



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1 Preamble

1.1 Motivation and basic principles

In 2006, the paper ‘Policy regarding professors at the University of Amsterdam’ (*Beleid ten aanzien van hoogleraren aan de Universiteit van Amsterdam*), comprising an overview of developments within the professorial body and the professorial appointments policies of the different faculties, was enacted. During the past few years, the policy has been further developed by the faculties in accordance with the 2006 memorandum. By describing the basic principles and central themes of the professorial appointments policy of the University of Amsterdam, the present policy paper seeks to identify the common ground between the different faculty regulations.

The basic premise for this policy paper is that staffing policy, including the recruitment and career development of academic staff, is a crucial factor in the success of any academic institution. But the fact that staff – both academic and non-academic – constitutes the basic capital of a university must be more than just an administrative truism. In this context, professors, as the pillars of academic teaching and research, deserve special attention.

A number of developments over the past few years have made it necessary to update the University’s professorial appointments policy for the coming five years. The retirement of a large number of professors during that period will give rise to many staff changes. From an economic point of view, a clear reference framework for professorial appointments is also essential. The University Job Classification (UFO) system of the VSNU (Association of Universities in the Netherlands), including a job description for professors, was implemented, an internal procedure was adopted for Professor 2 to Professor 1 promotions, and external interest in endowed chairs has increased. A number of innovations proposed in this paper will help to create a professorial appointments policy that will be able to respond effectively to these recent internal and external developments, including the 2007-2010 Strategic Plan ‘Learning to Excel’.

Chapter 2 discusses professorial appointments within the context of the University of Amsterdam's staffing policy. Chapter 3 examines in succession the various types of professorial appointments at the University of Amsterdam, as well as the similarities and differences between them. Lastly, Chapter 4 explores the relationship between the University of Amsterdam and those professors who have retired or left the University for appointments elsewhere, but with whom the University of Amsterdam wishes to maintain close ties.

2 Staffing policy with regard to professorial appointments

2.1 Career prospects within the University of Amsterdam

A professorial appointments policy plays a crucial role in the development of academic teaching and research. Talented professors are the bedrock of academia; they inspire students, teachers and researchers of all ages with their innovative ideas on teaching and research. In the past, the recruitment of candidates for senior positions within the academic body adhered strictly to a 'faculty chair plan'. Over time, however, the role of this plan has changed such that the premise on which it was founded is no longer iron-clad. Professorial appointments on the basis of vacancies noted in the chair plan are becoming increasingly uncommon. Today, an appointment proposal can arise just as easily as a result of the availability of a distinguished candidate (who may or may not have already been granted a professorial appointment elsewhere in the Netherlands or abroad). This policy may lead to a position being deliberately kept vacant if a candidate of sufficient merit is not immediately available. In fact, in this job category, 'vacancy' as a concept is gradually beginning to lose its meaning. The faculties strive to be constantly alert to the availability of excellent candidates. They are also responsible for creating the necessary financial leeway, for ensuring that all the requisite duties are performed and for maintaining the desired balance between professors and persons holding other academic positions.

In view of the need to achieve a responsible and effective partnership between the Executive Board of the University and the faculties, strategic staff planning is of crucial importance. Such strategic planning makes it possible to quickly assess the extent to which new appointment proposals are in line with the faculty's staffing policy and available financial leeway, but also with the University's overall academic mission. In all cases, this strategic staffing policy includes an updated overview of all chairs within the faculty, an indication of the chairs that are expected to become vacant within five years and the faculty's intentions with respect to these future professorial vacancies. The Rector Magnificus and the dean regularly discuss the faculty's planned recruitment activities.

1) www.vsnun.nl

In comparison with other universities in the Netherlands, the University of Amsterdam's score with respect to the number of employed professors is average.¹ An important question regarding the University of Amsterdam's professorial appointments policy is whether it is desirable for academics to move up the academic career ladder – from the rank of student to PhD student to professor – at the same university without interruption. This was once regular practice; indeed, there are currently several members of the academic staff whose highly successful careers have evolved exclusively within the University of Amsterdam. However, bearing in mind the University's international reputation, the question arises whether such a career path remains desirable today. The input of ideas from elsewhere as well as the need to avoid even the slightest semblance of academic inbreeding are now more critical than ever if an institution of higher education is to establish and maintain an international reputation.

One of the cornerstones of the University of Amsterdam's professorial appointments policy is the great importance attached to mobility. Academic careers that evolve exclusively within the University of Amsterdam are expected to become a thing of the past. At the same time, various faculties still find it very difficult to allow highly talented young scholars to leave for posts at other universities. It is, nevertheless, essential that a clear and consistent line be drawn in this matter. Throughout the University, the starting point should be that a permanent appointment as lecturer, senior lecturer or professor is not possible unless the candidate has been employed at another university or academic institution, preferably abroad, for at least three years after having received his/her Master's degree. Exceptions are possible depending on circumstances in the labour market, but to protect this general policy line from opportunism, these exceptions must be sharply and explicitly defined. In such an interrupted career line, faculties may of course decide for themselves where the 'break' should occur. For example, a faculty can decide that its own PhD students may not be appointed to permanent positions until they have worked elsewhere for a period of four years. Another option would be to offer outstanding PhD students temporary postdoc positions on the clear understanding that progression to

a higher academic position is excluded (though a return to the University of Amsterdam would of course remain an option after the candidate has fulfilled a term of at least three years at another academic institution).

To attract highly qualified academic staff, it is essential that the faculties provide an explicit description of the career prospects available in principle. Academic staff occupying a lower rank than that of professor are entitled to know to what extent their academic ambitions within the University of Amsterdam can be fulfilled. Of course not every lecturer may wish or be able to achieve the ultimate position of professor. This will depend not only on the faculty's staffing policy but also on the personal academic development of the staff member concerned. The annual consultations (*jaargesprekken*) and/or assessment interviews (*beoordelingsgesprekken*) should establish whether the expectations of the staff member and faculty management continue to correspond closely enough. These consultations and interviews thus play an essential role in the development phase of academic careers at the University of Amsterdam. The criteria and procedures for appointments to more senior academic posts must be clear for all parties involved. The basic criteria for appointments to the higher ranks are described in the University Job Classification (UFO) system. It is up to the faculties to define these criteria more concretely.

It is crucial for the international reputation of the University of Amsterdam that its own talented staff also pursue their academic careers at other universities, both in the Netherlands and abroad. A university that does not 'supply' staff to top institutions at the international level will itself never be able to claim the reputation associated with a top institution. The Executive Board of the University is aware that a consistent implementation of this policy will require adjustments in the existing policies of some faculties. The Executive Board will therefore negotiate agreements with the individual faculties about the specific moment of implementation, on the understanding that all faculties will have adopted a modified policy by the end of 2010.

In this context, the position of women academics deserves special attention. Generally speaking, women have shown an avid interest in many academic disciplines in which the University of Amsterdam is active, while on the supply side there is a notable scarcity of jobs available in these disciplines. This gives rise to the need to create optimal conditions so that women will be inspired to choose an academic career, and to nurture female talent with great care. Special attention must be paid to the role played by labour market conditions, including the availability of qualified women candidates.

2.2 Professorial appointments procedure

Professorial appointments must be approved by the Executive Board of the University. Substantiated appointment proposals from individual faculties are submitted by the dean to the Executive Board. This procedure applies both to candidates from outside the University and to internal promotions within the University. A meticulous appointments procedure is, after all, essential, irrespective of whether a (known) internal or external candidate is involved.

Furthermore, a system that allows the post of senior lecturer at the University of Amsterdam to be combined with a part-time professorial appointment within the same organisational unit (i.e. the same faculty) is undesirable from the point of view of a meticulous staffing policy. Professors are, after all, expected to fulfil their duties in full and to function at the corresponding level. For this reason, such combinations will no longer be possible at the University of Amsterdam. Acting on the dean's proposal, the Executive Board will make a provisional appointment decision. This will be followed by an interview with the professor, after which a final decision will be made.

2.3 Promotion from Professor 2 to Professor 1

Classification criteria have been formulated in the University Job Classification (UFO) system for the positions of Professor 2 and Professor 1. Individual faculties can expound in greater detail on these criteria. Upon nomination by the dean, a promotion from Professor 2 to Professor 1 requires the approval of the Executive Board of the University.

Within the framework of a well-balanced faculty and university staffing policy, it is desirable that a dean seek the opinion of others regarding nominations for promotion to Professor 1. Due care and continuity are preconditions in this procedure. Nominations for promotion can be presented to the deans by department heads as well as by the candidates themselves. To ensure that standards correspond to those set by respected national and international institutions of higher academic education, a meticulous procedure is followed in which the deans are assisted by a faculty Review Panel, no less than three members of which hold the position of Professor 1.

A promotion from Professor 2 to Professor 1 should not be subject to labour market considerations as such. Scarcity of suitable staff may, however, play a role in determining remuneration, which may take the form of a labour market allowance.

2.4 Sustainable quality control

The significance of annual consultations (*jaargesprekken*) for incumbent professors can be more precisely defined. In these consultations, conducted with the relevant department chair (and, in the case of a department chair, with the dean), the professor's specific competences and ambitions are discussed, career path developments are formulated and the results to be achieved with respect to the various task areas are established and evaluated. On the basis of the University Job Classification (UFO) system and the faculty's supplementary criteria, any decisions regarding promotion to the position of Professor 1 will be strictly linked to the results achieved. All professors should be invited for an annual consultation at least once a year. This also applies to Professors 1, whereby in all cases the expectations on which the appointment was based are evaluated in relation to the actual level of performance.

3 Types of appointments

3.1 Chair types

The responsibility for the quality of academic teaching and research resides chiefly with professors. A basic premise of the University's professorial policy is therefore that a professor holds responsibility for both teaching and research. A minimum appointment criterion is that professors must qualify demonstrably in both of these task areas. These criteria are described in the University Job Classification (UFO) system.

The Dutch Higher Education and Research Act (WHW) distinguishes between two types of professors: professors, referred to below as 'full professors' (*gewone hoogleraren*), and professors by special appointment (*bijzondere hoogleraren*). These are also the two categories between which the Executive Board of the University of Amsterdam distinguishes. The University of Amsterdam does not recognise any specific categories of full professors, such as professors of professional practice (*praktijkhoogleraren*) or teaching professors (*onderwijshoogleraren*). Faculties may, however, assign professors a specific mandate and pursue their own policy in this regard. For example, some faculties recognise 'profiling chairs' (*profielingsleerstoel*) for professors with a specific mandate. Other faculties recognise 'strategic chairs', allowing professors the opportunity to develop a strategic research programme over a five-year period. There are also faculties that have chairs 'ad personam'. In all cases, however, the person involved is appointed by the Executive Board of the University, either for a limited or unlimited period of time, and agreements on the precise details of the position are made within the faculty. The Executive Board also recruits and (after having heard the deans) appoints University Professors as one of the 'full professor' options. Full professors are appointed by the Executive Board, while professors by special appointment are appointed by a legal entity (often a foundation or association) and named by the Executive Board. Full professors can be appointed on either a full-time or a part-time basis.

3.2 Full professor

Full professors have a specific teaching and research mandate and excel in a particular academic field. There may be differences between the minimum criteria described in the University Job Classification (UFO) system and the actual criteria, depending on the specific responsibilities. Examples include professors with a specific teaching and research mandate or professors who simultaneously serve as dean, the so-called ‘professor-dean’. Together, the general basic criteria according to the University Job Classification (UFO) system and the specific additional criteria help create a flexible and dynamic professorial policy which, on the one hand, can respond to the complex and changing task fields within the faculties and, on the other, can fully maintain the basic qualifying criteria for professorial appointments.

A separate job description has been formulated within the University Job Classification (UFO) system for the position of Professor 1. This description already incorporates sufficient flexibility for minor differences in emphasis. Again, faculties are allowed to expand upon or more precisely define the result areas and classification criteria.

Within the context of being explicit about career path policy, the faculties are invited to elaborate on their appointments policy for full chairs based on the University Job Classification (UFO) system and within the framework outlined above, resulting in clear appointment criteria.

3.3 Professor by special appointment

A legal entity not affiliated with the University of Amsterdam can ask a dean to submit a request to the Executive Board of the University for the establishment of a special chair (*bijzondere leerstoel*) – to be occupied by a professor by special appointment (*bijzonder hoogleraar*) – in order to facilitate academic teaching and the related research in a specific field. This usually involves non-profit organisations aiming to promote academic teaching and research on a particular theme. The initiative to create a legal

entity whose sole purpose is to use the chair cannot be taken from within the University of Amsterdam. This always involves special chairs established on a part-time basis (normally 0.2 FTE). Special chairs are established for a period of five years, with an optional extension of another five years. It is also possible to revoke a chair, for example in response to the chair's output, decreasing student numbers or changes in a faculty's research profile. Sometimes, the expertise of a professor by special appointment is so specific that he/she cannot adequately be succeeded.

In the past few years, the University of Amsterdam has adopted a more reticent attitude towards granting requests for the establishment of special chairs. Such requests will only be granted if the relevant field represents a substantial enhancement of the available teaching and research programmes of a faculty, the special chair is likely to attract sufficient interest among students and the programme itself ties in well with the faculty profile. It is therefore a precondition that it must be possible to embed the proposed chair into the faculty's existing profile.

Sometimes the party on whose initiative the chair was established will demand (or express its expectation) that at the end of the five-year period the relevant study programme will be integrated into the faculty's regular programme. The University of Amsterdam will never accede to such a demand.

Regarding financial matters, the University of Amsterdam will only accept a special chair if the initiator guarantees adequate remuneration for the occupant of the chair for a period of five years, and also provides a guarantee for additional costs (such as housing, secretarial support, travel and conference costs). In specific cases, in mutual consultation between the Executive Board and the faculty, this condition may be waived in part. It is therefore imperative that the cost of such an appointment be covered either in full by the initiator or by a supplementary budget from the faculty (in 2009, the total cost of an appointment of 0.2 FTE is estimated at €40,000 a year).

In principle, the recruitment procedure for a special chair is open, exemption only being possible with prior permission from the Executive Board. Valid grounds for granting of exemption can stem from the chair's importance to the teaching or research in relation to a particular social organisation, without prejudice of course to the fundamental quality criteria that the candidate is required to meet.

The criteria that apply to full chairs do not automatically also apply to special chairs. It is crucial that the appointment criteria for special chairs be more clearly defined than is presently the case, especially now that some faculties have tightened the appointments policy for full professors in light of the career track policy described in Chapter 2. Of course faculties are free to apply the same criteria to appointments for full and special chairs. However, if in certain cases a faculty is not amenable to such an equal approach, the following criteria should apply:

- the ability to conduct academic research, as evidenced by a doctorate and a regular stream of publications,
- the necessary skills to conduct academic teaching, backed by specific expertise in the field of the special chair,
- national and international standing in the relevant professional field,
- the necessary skills to improve communication between academics and managers in government, the corporate world and other social sectors.

If open recruitment does not yield a qualified candidate, the chair will remain unoccupied or its establishment will be cancelled. Only in highly exceptional cases can a candidate without a doctorate be appointed. Internal candidates cannot be appointed to a special chair, since the request to establish a special chair will only be made if the relevant expertise is not already available within the University of Amsterdam.

It is not uncommon for a social organisation to seek to forge specific ties with the University of Amsterdam through the establishment of a special chair and to want to reserve it exclusively for someone within its own ranks.

Such an offer should not be accepted under these conditions. Nonetheless, it is conceivable that an internal committee can undertake a preliminary assessment to determine whether the relevant person is indeed an eligible professorial candidate. If the outcome of the assessment is negative, the initiator will be given the opportunity to withdraw. If the outcome is positive, the initiator will be required to accede to an open recruitment procedure in which the candidate involved may compete openly for the position. Of course the Appointments Advisory Committee itself must have a balanced membership in order to safeguard the academic interests involved in the appointment.

The first contact with an external legal entity is usually established at faculty level. In consultation with the Executive Board of the University, the dean holds preliminary discussions with the initiator. If this exploratory phase is successful, the dean will submit a request to the Executive Board for the establishment of a special chair, including a description of the proposed chair and information concerning the background and motivation of the external party. The Executive Board will then make a decision. If the Executive Board decides to grant the request, the dean will ask the initiator to invite the Curatorial Panel (*curatorium*) to convene in order to prepare an appointment recommendation (*benoemingsadvies*). Based on the opinion of the Appointments Advisory Committee and after external advice has been obtained, the dean will submit a proposal for acceptance of the appointment to the Executive Board of the University. In all other respects, the procedure for the approval of the nomination of a professor by special appointment is identical to the procedure for the appointment of a full professor. A professor by special appointment is never contractually engaged by the University of Amsterdam; the institution initiating the establishment of the chair is responsible for the terms of employment and other relevant matters.

3.4 University Professor

A University Professor (*Universiteitshoogleraar*) is an exceptional professorial appointment reserved for distinguished professors; it represents a top position that will be reflected in its academic and social impact. In comparison to full professors, University Professors are given a great deal of freedom, additional funds for research and, often, exemption from administrative duties or teaching obligations. Sometimes, a University Professor will head a larger research group and his/her duties will no longer fall under a single faculty or research group. University Professors at the University of Amsterdam are expected to provide an impulse to scholarly developments that transcend the traditional disciplines and to contribute significantly to enhancing the University's public profile.

Generally speaking, University Professors are expected to devote 60% of their time to their own discipline, 20% to activities within the University that extend beyond their own discipline and 20% to improving the visibility of the University in society at large. Ideally, University Professors constitute a representative sample of the University's disciplines. The appointment of University Professors takes place on the initiative of the Executive Board of the University. It is advisable to submit the profiles and/or nominations of potential University Professors to one or more university bodies (i.e. the Executive Council, the Senate) in order to enhance the involvement of the University community in the appointment of University Professors. The programming and reporting of these activities should be given the necessary attention, such as in annual meetings with the Rector Magnificus.

Sufficient support for University Professors is vital: adequate housing, an efficient secretariat, support in organising activities and, if necessary, academic assistance in obtaining and managing indirect government and contract research funding. A personal budget for travel and materials and a general budget for a programme of activities is available.

3.5 Endowed chair

In the past few years, an increasing interest has been noted from public institutions (including companies) seeking to establish ties with the University of Amsterdam. This interest originates not so much from a need to place a specific teaching or research topic on the academic agenda, but rather from a desire to become more closely entwined with academic research within a certain discipline. The availability of specific expertise within the University of Amsterdam is precisely what generates this interest among external parties. In such cases, the establishment of an endowed chair (*gesponsorde leerstoel*) instead of a special chair (*bijzondere leerstoel*) is relevant. In principle, there is no objection if the organisation or company involved wants to visibly connect its name to the endowed chair. It is, however, unacceptable for the organisation or company in question to demand that the research results be made available initially only to the company itself and that publication of the results be postponed until some date in the future. An arrangement for an endowed chair is entered into for a period of no less than five years. In 2009, the minimum amount for supporting an endowed chair is €40,000 a year. The University uses a standard contract for endowed chairs.

In the case of endowed chairs, competition by internal candidates is the more obvious procedure since the donor will be attracted by the expertise available within the University. Incumbent professors may also be considered for an endowed chair: for them the availability of external funding may constitute an attractive advantage. If an internal University of Amsterdam lecturer or senior lecturer is appointed to an endowed chair part-time, the external funding must first be used to supplement the salary (*salarissuppletie*) required for a full-time professorial appointment. The appointment criteria that apply to an endowed chair are at least equivalent to those applicable to the position of Professor 2.

An even more specific form of endowed chair is the ‘named chair’. In this case, a sum of several million euro is made immediately available by a donor, such that a chair can be maintained for an indefinite period from the accrued interest or investment yield. The Executive Board of the University has undertaken to name only internationally acclaimed academics to such chairs. The name of the donor is permanently linked to the chair. This is a relatively new type of support in the Netherlands. Faculties are expected to be alert to opportunities for a named chair; the Executive Board of the University plays mainly a coordinating and supporting role in this process.

3.6 Rotating chair

The University of Amsterdam also has rotating or co-chairs (*wisselleerstoelen*), endowed or otherwise. Renowned professors, possibly with considerable public appeal, are appointed as visiting professors (*gasthoogleraren*) to these chairs for a limited period of 6 to 12 months. A visiting professor cannot be appointed as a doctoral thesis supervisor (*promotor*). A rotating chair serves to enhance a faculty’s academic and public standing. A basic premise for rotating chairs is that a high level of exclusivity should be maintained, to ensure that they remain attractive over time. A rotating chair is created for a period of five years and requires the approval of the Executive Board of the University. After a five-year period, the chair is evaluated and, if approved, can be continued for another period of the same duration. The dean decides who shall occupy the chair.

4 Emeritus professor, zero-time appointment and hospitality agreement

A retired professor retains the *ius promovendi*² for a period of five years, provided that he/she was already appointed doctoral thesis supervisor (*promotor*) at the moment of retiring. All emeritus professors are invited to all inaugural lectures, the *Dies*³ celebration and the opening of the academic year. Upon termination of the appointment, an emeritus professor is, however, no longer entitled to make use of work-related facilities, such as office space and a UvA account. Currently, a standard facilities package is being developed for UvA pensioners. Once these standard facilities become available, emeritus professors may choose to retain access to the University's internet facilities (email, internal faculty network, library facilities) if they so wish.

Some faculties may prefer to retain closer ties with the emeritus professor than those described above. Three options are available:

- a hospitality agreement,
- a non-salaried professorial appointment,
- temporary employment.

Hospitality agreement

If the faculty chooses to retain close ties with an emeritus professor who wishes to continue fulfilling incidental tasks without being paid to do so, a hospitality agreement can be entered into. For instance, an emeritus professor can remain affiliated with a research school in order to retain his/her academic network. Such an emeritus professor would then have access to a number of facilities at the University, such as workspace and a PC. The available facilities would be noted in the hospitality agreement as well as the period that would apply.

2) *Ius promovendi*: the legal right to present candidates (*promovendi*) for the examination (*promotie*) the successful completion of which leads to the conferral of a doctorate.

3) *Dies* or *Dies Natalis*: the annual celebration commemorating the founding of Athenaeum Illustre, the precursor of the University of Amsterdam, on 8 January 1632.

Non-salaried professorial appointment

If a faculty wishes to grant an emeritus professor the full *ius promovendi*, the emeritus professor can be given a non-salaried appointment for a specific period of time. In this case, the dean submits a request to the Executive Board of the University to extend the professorial appointment in question by one year. Such an appointment can be held for a maximum period of one year. Upon expiry of the appointment, an extension can be granted for a new period of one year at the request of the dean.

Temporary employment

If an emeritus professor performs structural duties and receives remuneration for these duties, he or she can be appointed on a temporary basis upon termination of the original agreement after the professor in question has reached the pensionable age. This is a regular appointment with a specified duration. Remuneration depends on the work performed by the emeritus professor, but should correspond to the salary scales indicated in the University Job Classification (UFO) system. (Social premiums and pension contributions no longer have to be deducted.) Depending on the tasks to be performed (such as the supervision of PhD students), it may be necessary to extend the appointment term; this can only be done with the approval of the Executive Board of the University.

The options above are also applicable in the event a professor accepts an appointment elsewhere. In all instances, such appointments can be granted solely on the initiative of the dean of the faculty, and there can be no question of any 'entitlement' on the part of the professor or emeritus professor involved.

Appendix 1

Professorial body at the University of Amsterdam: national comparison

Composition of University staff as at 31 December 2008

Number of appointments per institution per job category (in FTE)

	Professors	Senior university lecturers	University lecturers	Other academic teaching staff
LEI	211	128	364	132
UU	279	280	720	365
RUG	222	217	322	205
EUR	110	109	232	73
UM	129	146	297	183
UvA	275	205	442	347
VU	216	190	355	227
RU	201	122	250	191
UvT	175	101	152	100
TUD	216	246	386	192
TUe	127	116	268	74
UT	125	114	244	65
WU	99	130	272	31
OU	31	35	112	72
Total	2,415	2,139	4,415	2,258

Source: Higher Education Staff Information (WOPI) files. Reference date 31 Dec. 2008. Excluding student assistants.

LEI = Leiden University; UU = Utrecht University; RUG = University of Groningen; EUR = Erasmus University Rotterdam; UM = Maastricht University; UvA = University of Amsterdam; VU = VU University Amsterdam; RU = Radboud University Nijmegen; UvT = Tilburg University; TUD = Delft University of Technology; TUe = Eindhoven University of Technology; UT = University of Twente; WU = Wageningen University; OU = Open University Nederland

Other academic research staff	Other academic staff	Total (excl. PhD students and administrative staff)	% Professors (HGL)
290	4	1130	18.66
306	85	2033	13.71
248	12	1227	18.12
52	6	581	18.91
280		1035	12.48
324	25	1617	16.99
307	15	1310	16.47
279	9	1052	19.13
89	7	625	27.99
519	63	1622	13.3
247	178	1010	12.57
268	10	827	15.12
241		773	12.76
10	1	262	11.85
3,460	416	15,104	15.99

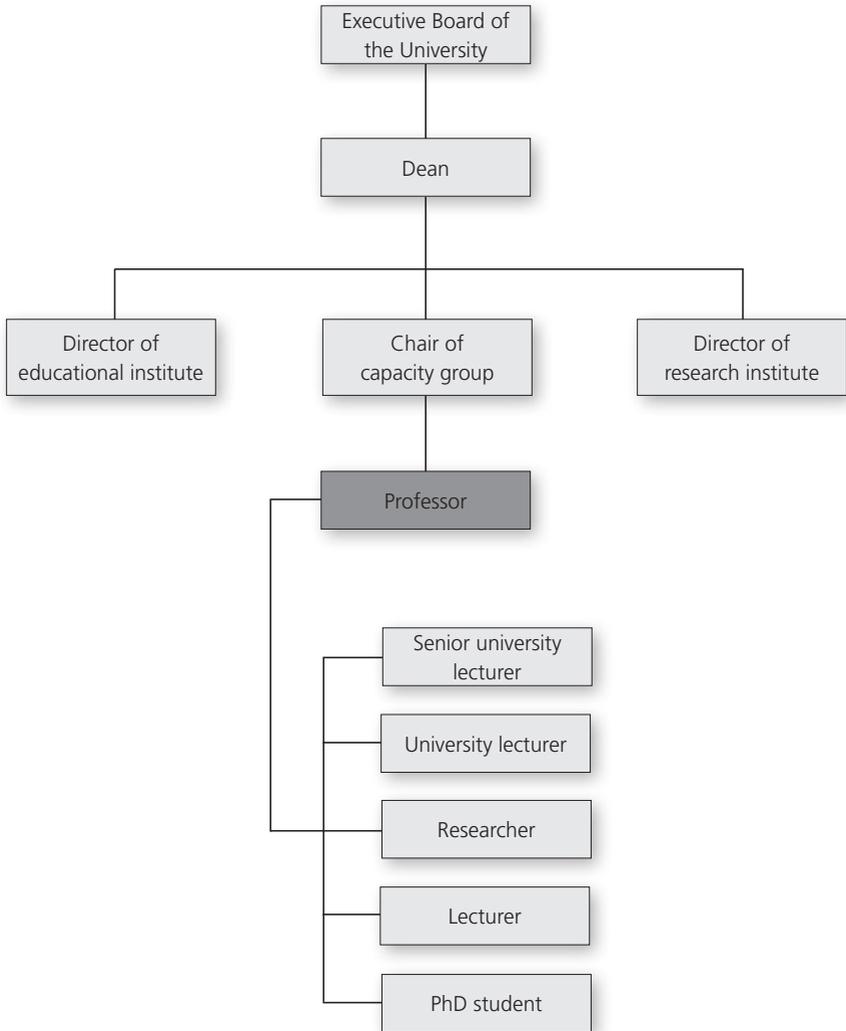
Appendix 2

Job profile: professor

Goal

To ensure the development, cohesion and provision of the chair's assigned academic course components within the faculty teaching programme, so that students can meet the course objectives associated with the attainment targets of these course components in terms of knowledge, understanding, skills, competence and attitude.

To ensure the acquisition and implementation of scientific research within the research programme of the capacity group/institute, so that recognised academic knowledge and understanding can be developed and applied within the remit of a particular chair.



Result areas

Main activity	Framework	Result
1 Faculty/capacity group plan		
To provide input from the chair and collect and record ideas and priorities	Teaching and research programme	Contribution to a teaching and research programme of a faculty/institute and a capacity group plan
2 Direction and guidance of teaching and research		
To provide leadership and direction to teaching and research relevant to the chair	The institute's teaching and research programme	Contribution to the realisation of these programmes
3 Staffing policy		
To implement the staffing policy laid down by the dean within the scope of the chair	Capacity group plan Collective Labour Agreement (CAO) The institute's central guidelines	Quantitative and qualitative staffing to implement the teaching and research programmes
4 Development of teaching and teaching-related activities		
To bear responsibility for analysing the level that students have attained and the needs of society	Aims of the faculty teaching programme Relationship with other course components in the teaching programme	Content, didactics, testing method(s) and design of course components assigned to the chair
5 Acquisition of contract teaching and research		
To acquire and develop contract teaching and research and represent the chair	Faculty and capacity group plan In consultation with the directors	Contracts with potential national and international partners and funders, for substantive and financial participation

	Activities
	<p>■ Map out the long-term policy for the chair ■ Analyse the available resources for teaching and research in terms of FTE for the coming academic year ■ Read professional journals, attend conferences and maintain contact with fellow researchers</p>
	<p>■ Maintain and develop contacts within the academic networks ■ Promote national and international cooperation with other faculties and universities and other partners in society ■ Hold discussions with the chairperson of the capacity group concerning the progress of the teaching and research within the scope of the chair and make adjustments based on these</p>
	<p>■ Contribute to the recruitment and selection of staff ■ Conduct annual consultations and assessment interviews with own staff ■ Develop employees' talents and professionalism ■ Coach and guide own staff ■ Pass on information from the various consultative bodies to own staff</p>
	<p>■ Keep up to date with relevant national and international developments in own educational field ■ Bear responsibility for selecting relevant literature and teaching methods ■ Bear responsibility for translating relevant developments into one or a number of course components and submitting these to the programme or course committee for approval ■ Bear responsibility for formulating teaching material, assignments, questions for interim and final exams</p>
	<p>■ Initiate the development of non-initial, i.e. (post)graduate, degree programmes ■ Explore the external market for funding and the requirements of potential external partners and funders ■ Negotiate with external parties about the requirements placed on contract research and teaching and write and submit proposals to external parties ■ Develop and maintain contacts with influential researchers and funders of teaching and research ■ Encourage staff affiliated to the chair to apply for external funding</p>

Result areas

Main activity	Framework	Result
6 Implementation of teaching		
To bear responsibility for the implementation and quality of the course components assigned to the chair	Faculty teaching programme	Achievement of the course objectives in terms of knowledge, understanding, competence, skills and attitudes as a contribution to the chair's standing
7 Supervising students		
To bear responsibility for supervising students, including assessing students' work and progress on their assignments	Course objectives Agreements concerning academic student counselling	Enabling students to complete the programme within the set time
8 Policy regarding doctoral students		
To appoint, supervise and assess doctoral students in their work and progress on their doctoral research in the role of doctoral thesis supervisor	Collective Labour Agreement (CAO) Faculty policy	Contribution to high-quality research and the doctoral student's ability to complete the doctoral thesis in good time, including maintaining research potential for the chair
9 Development of research		
To analyse research programmes and the needs of society	Research policy of the institution/ faculty/institute	Content and methodology of a research programme

	Activities
	<ul style="list-style-type: none"> ■ Bear responsibility for preparing and implementing the assigned course components ■ Bear responsibility for evaluating and, if necessary, adjusting the assigned course components ■ Bear responsibility for integrating research results into the teaching ■ Bear responsibility for applying the quality control system ■ Discuss the staffing required to teach the assigned course components with the director of the education institute
	<ul style="list-style-type: none"> ■ Discuss possible assignments with students ■ Discuss the plan, work and progress on the assignment with students ■ Assess the students' assignments and submit the assessment to the Examinations Board
	<ul style="list-style-type: none"> ■ Inform doctoral students of possible subjects for doctoral research ■ Accept doctoral students for doctoral research ■ Supervise and discuss progress of the research or parts of it with the doctoral students ■ Assess the doctoral student's doctoral thesis ■ Test the course components developed by doctoral students against the requirements of the doctoral student policy and, if relevant, the requirements of the national research school
	<ul style="list-style-type: none"> ■ Keep up to date with relevant national and international developments in the chair's research field ■ Initiate and set up new research programmes based on relevant developments, in consultation with relevant colleagues in the Netherlands and abroad ■ Bear responsibility for translating a research programme into research projects

Result areas

Main activity	Framework	Result
10 Implementation of research		
To bear responsibility for research being carried out and for its quality	Capacity group plan	New insights and their dissemination in recognised scientific media and making colleagues partners in this
11 Responsibility for contract teaching and research		
To assess and guide the way contract research and teaching is done	Requirements of the contract	Research and teaching in line with agreements made with the commissioning bodies
12 Patient care		
Bear responsibility for the setting up and implementing of a treatment plan (specialist dental care, specialist veterinary care)	After referral by an external practitioner (dentist, veterinarian)	Development of treatment skills and/or benefits to patients' health
13 Public service		
To represent and encourage the dissemination of knowledge in one's own field in the various media	Institutional policy Faculty policy	Scientific knowledge that is transparent, understandable and applicable for a broad public, and a contribution to the social standing of the institution
14 Working groups and committees		
To take part in and/or chair committees or working groups both within and outside the University, including carrying out the assigned administrative and managerial tasks as a representative of the chair	Faculty policy	Contribution to the development and/or positioning of the faculty

	Activities
	<ul style="list-style-type: none"> ■ Implement research ■ Direct and offer guidance to scientific and research support staff ■ Bear responsibility for applying quality control system to the research ■ Publish articles and give lectures at national and international conferences ■ Hold discussions with the chairperson of the capacity on the progress of research and, based on these discussions, take action to make adjustments ■ Discuss the staffing required to conduct the research with the director of the education institute
	<ul style="list-style-type: none"> ■ Report to the commissioning body on work and results ■ Discuss progress and progress reports with contract lecturers and researchers ■ Adjust contract research and teaching if there are discrepancies with respect to contract requirements in terms of funding, duration, planning and objectives
	<ul style="list-style-type: none"> ■ Supervise trainee specialists/dentists with regard to their skills in patient care in the relevant research field ■ Bear responsibility for implementing and evaluating the methods considered suitable for diagnostics and/or treatment ■ Provide care ■ Take part in or lead patient interviews ■ Keep medical reports up to date
	<ul style="list-style-type: none"> ■ Encourage and give lectures ■ Encourage and give interviews to the various media ■ Contribute to topical social discussions ■ Initiate national and international opportunities for cooperation with other faculties, universities and other partners in society
	<ul style="list-style-type: none"> ■ Prepare topics to be discussed in the working groups or committees ■ Take part in or chair committee and working group meetings ■ Work out the details of certain topics in preparation for subsequent meetings ■ Keep staff informed on matters discussed in the working groups

Classification criteria for professors

Job level Classification criteria	Professor 1
Teaching	Propagates a clear and appealing vision of teaching and the development of teaching, focused on the renewal of the faculty teaching programme and the optimisation of study success.
Research	Translates developments into international research programmes. National and international authority in one's own research field, which gives the institution its position, as evidenced by: n academic publications in authoritative scientific journals which are regularly quoted by prominent scientists; ■ membership in the editorial board of one of the ten most authoritative scientific journals; ■ pioneering research results in connection with prominent research collaborations; ■ acting as keynote speaker at seminars where the state of the art in the research field is established.
Organisation	Manages a professorial chair, capacity group or institute with ≥ 10 FTE academic staff. Chairs national or international committees or working groups with which the institution also positions itself.

Classification rules for professors

- The Professor 1 category applies if the criterion 'Research' is met or if the criteria 'Teaching' and 'Organisation', as described for Professor 1, are met.
- The Professor 2 category applies if all the criteria described for Professor 2 are met.

Professor 2
<p>Responsible for the quality of teaching within the chair. Makes strategic proposals and implements faculty teaching policy within the chair.</p>
<p>Translates developments in the research field into national research programmes. Authority in the field of research with which the faculty positions itself, as evidenced by: ■ academic publications in authoritative scientific journals, ■ membership in the editorial board of scientific journals, ■ research results in connection with prominent research collaborations, ■ acting as speaker at seminars.</p>
<p>Manages a professorial chair, capacity group or institute with < 10 FTE academic staff. Chairs or takes part in committees or working groups focusing on the management of the faculty or institute.</p>

Job-related explanation

Working groups and committees

The working groups and committees referred to always have to do with the content of the job description. In other words, working groups and committees relating to employee participation and the consultative meetings (werkoverleg) of the relevant unit are not involved here.

Patient care

The generic 'Patient Care' result area can be applicable within specific faculties, such as Medicine, Dentistry, Veterinary Medicine and Health Sciences. Minor differences in terms of emphasis and depth in the 'Patient Care' result area have not been examined. For purposes of recognition, some differentiation is made between the positions of Professor and Senior University Lecturer, both in relation to each other and to the other job profiles where this result area applies. The 'Patient Care' result area does not entail an increased burden in relation to the other result areas within the relevant job descriptions.

Appendix 3

Procedures

Procedure for the establishment of a chair

Step	Description	Action
1	The dean appoints a Profile Committee. The department chair acts as chairperson of the Profile Committee. The majority of the Committee is composed of professors. At least one of the professors holds a position outside of the faculty/University. The Committee can be extended to include a student. At least one member of the Committee must be a woman. The Committee comprises an uneven number of members. The maximum number of members is seven.	Dean
2	Based on the profile, the dean formally submits a request to the Executive Board of the University for the establishment of a chair. The following must be included: - a report describing the structure of the chair, - a basic profile of the chair holder.	Dean
3	The Executive Board of the University decides to establish the chair and informs the dean of this decision.	Executive Board of the University

Procedure for the appointment of a professor

Step	Description	Action
1	<p>The dean appoints an Appointments Advisory Committee and asks the Rector Magnificus to approve the Committee. The department chair acts as chairperson of the Committee. The majority of the Committee is composed of professors. At least one of the professors holds a position outside of the faculty/University. The Committee can be extended to include a student. At least one member of the Committee must be a woman. The Committee comprises an uneven number of members. The maximum number of members is seven.</p>	Dean
2	<p>Based on the Committee's recommendation, the dean formally submits an appointment proposal to the Executive Board of the University. The following must be included:</p> <ul style="list-style-type: none"> - a report describing the structure of the chair, - a basic profile of the chair holder, - a report by the Appointments Committee, including the approval of the Rector Magnificus of the Committee's composition, - the curriculum vitae of the candidate, including a list of publications, - recommendations from sister faculties, - University Job Classification (UFO) classification form, - other relevant matters pertaining to the proposed appointment. <p>The dean will also refer to the fact that it has been ascertained an agreement can be reached with the proposed candidate regarding his/her terms of employment. The dean sends the recommendation to the Executive Board of the University, to the attention of the office of Academic Affairs.</p>	Dean

Procedure for the appointment of a professor (continued)

Step	Description	Action
3	After administrative preparations by the executive staff, the Executive Board of the University makes a provisional appointment decision.	Executive Board of the University
4	The candidate is invited for an initial interview with the Executive Board.	Executive Board of the University
5	The Executive Board of the University comes to a final decision concerning the appointment, signs the appointment decision and informs the dean and the candidate of the appointment.	Executive Board of the University

Procedure for the establishment of a special chair

Step	Description	Action
1	<p>The dean of the faculty requests the Executive Board of the University to approve a special chair to be established by a legal entity outside of the UvA.</p> <p>The request must be accompanied by:</p> <ul style="list-style-type: none"> - a brief profile of the special chair, - the Articles of Association of the institution initiating the establishment of the special chair, - the Regulations, in draft or finalised, of the special chair including the proposed Curatorial Panel, - the letter of agreement, including the financial guarantee, from the institution initiating the establishment of the special chair. 	Dean
2	<p>After administrative preparations have been completed and a recommendation issued by the Doctorate Board, the Executive Board of the University decides whether to approve the establishment of the special chair. The dean is informed of the decision, and the institution initiating the establishment of the special chair is invited to ask the Curatorial Panel to convene in order to prepare the appointment request.</p>	Executive Board of the University

Sample Regulations for a special chair

Regulations for the special chair in
at the University of Amsterdam, Faculty of

Article 1 Definitions

1. In these Regulations, the Act is understood to refer to the Higher Education and Research Act (1992, also known as the WHW; Bulletin of Acts and Decrees 593).
2. The terms used in these Regulations, in so far as they also appear in the Act, have the meaning assigned to them in the Act.

Article 2 Establishment

1. By order of the Executive Board of the University has, in accordance with Section 9.53 of the Act, declared the Foundation (*Stichting*) (hereinafter referred to as: the legal entity) to be authorised to establish a special chair in at the University of Amsterdam, Faculty of (hereinafter referred to as: the faculty).
2. The Board of the legal entity shall be vested with the duties and authorisations conferred on it pursuant to the Act or these Regulations.

Article 3 Curatorial Panel

1. The special chair is supervised by a Curatorial Panel.
2. The Curatorial Panel is composed of three members:
 - A. member one (representing the Executive Board of the University),
 - B. member two (representing the Foundation),
 - C. member three (representing the Faculty),The dean of the faculty is permitted to attend the meetings of the Curatorial Panel.
3. The Curatorial Panel shall appoint a chairperson from among its members. The Board members are appointed for a period of five years.

Article 4 Filling a special chair

1. When a special chair becomes vacant an open recruitment procedure is held, unless the Executive Board of the University has decided to refrain from doing so. The Curatorial Panel compiles a substantiated nomination for a candidate and submits this to the legal entity. After written approval has been received from the legal entity concerning the appointment of the professor by special appointment, the dean of the faculty consults the sister faculties concerned and informs the legal entity of the recommendations. The dean then advises the Executive Board of the University of the recommendations. The Executive Board of the University considers if the appointment proposal serves the University's interests.
2. The appointment shall be effective for a period of five years. Without prejudice to any other provisions of these Regulations, reappointment shall only be possible in so far as the principal task of the professor remains within the field of , unless the Executive Board of the University, having heard the dean of the faculty, decides otherwise.
3. The legal entity informs the dean of the faculty in writing of the decision concerning the appointment of the professor by special appointment within 30 days of that decision. The Executive Board of the University receives a copy of the appointment.

Article 5 Scope of the work

On a yearly basis, a professor by special appointment shall devote two-tenths of his/her normal working hours to duties pertaining to the special chair.

Article 6 Continuation of a special chair

One year before expiry of the appointment period as meant in Article 4.2 or when a special chair becomes vacant due to dismissal, the Curatorial Panel shall, after evaluation, consider whether the continuation of the special chair is desirable. The recommendation issued by the Curatorial Panel is sent to the legal entity and, through the intermediary of the dean, to the Executive Board of the University.

1. If the evaluation referred to in the previous paragraph has revealed that the special chair no longer corresponds to the faculty profile or that circumstances have changed such that the authorisation is no longer consistent with the interests of academic teaching and research, the Curatorial Panel shall recommend that the authorisation for the establishment of the special chair be revoked.
2. The Executive Board of the University is not entitled to revoke the authorisation referred to in Section 9.58 of the Act until prior advice has been sought from the Doctorate Board.

Article 7 Workplace/meetings

The Executive Board of the University designates the department/unit that is to accommodate the professor by special appointment's workplace, as well as the institutes where he/she is to conduct his/her teaching and research tasks.

Article 8 Use of facilities

A professor by special appointment has access to the lecture halls, furnishings, collections and teaching aids that are at the disposal of the faculty.

Article 9 Exams

A professor by special appointment is authorised, after having been appointed to do so by the relevant Examination Board, to administer exams in the subjects he/she teaches.

Article 10 Report

1. Before 31 December of the relevant year, a professor by special appointment shall submit an annual written report of his/her activities in the academic year that ended in that year to the Curatorial Panel and the dean of the faculty.
2. The report must include a list of the number of students that attended the classes given by the professor by special appointment, as well as the number of exams administered in the relevant academic year in that subject and an overview of the research publications in the academic year. The report must also include an overview of the duties performed in the context of PhD student supervision.
3. The report must also include an evaluation of the teaching provided in that year. Students who attended the professor by special appointment's classes should participate in the teaching evaluation.
4. The Curatorial Panel shall conduct an interview with the professor by special appointment if the report gives cause to do so.

Article 11 Notification of dismissal

The legal entity shall notify the Executive Board of the University and the dean of the faculty of the professor by special appointment's dismissal within 30 days after the dismissal has become effective.

Article 12 Neglect of duty

1. If the professor by special appointment fails to fulfil his/her duties or is guilty of misconduct, the Curatorial Panel shall take the necessary urgent measures and, if required, shall recommend that the legal entity issue a warning to suspend or dismiss the professor by special appointment.
2. If circumstances should arise as referred to in Section 9.58 of the Act, subparagraph b, the Curatorial Panel shall notify the Executive Board of the University through the intermediary of the dean of the faculty.

Adopted by the Executive Board ...-... year

Procedure for the approval of the appointment of a professor by special appointment

Step	Description	Action
1	The dean asks the institution establishing the chair to invite the Curatorial Panel of the chair to convene in order to make preliminary arrangements for the appointment.	Dean
2	The dean submits a request for approval of the appointment of a professor by special appointment to the Executive Board of the University. The request must be accompanied by: - a brief profile of the special chair, - the current Regulations of the special chair, - a basic profile of the chair holder, - a report by the Curatorial Panel, with the date and the signature of the chairperson, - the curriculum vitae of the proposed candidate, including a list of publications, - a letter of agreement from the institution initiating the establishment, - recommendations from sister faculties, - other relevant matters pertaining to the appointment proposal. The dean will also refer to the fact that it has been ascertained that an agreement can be reached with the proposed candidate regarding his/her terms of employment.	Dean
3	After administrative preparations by the executive staff, the Executive Board of the University decides to approve the appointment and informs the faculty of that decision.	Executive Board of the University
4	The institution initiating the establishment of the chair appoints the professor by special appointment and informs both the Executive Board of the University and the faculty within 30 days of this appointment.	Legal entity
5	The faculty sets the further administrative process in motion.	Dean

Application procedure for the establishment of an endowed chair

Step	Description	Action
1	<p>The dean requests the Executive Board to agree to the establishment of an endowed chair [chair name] within the department of [department name].</p> <p>The following must be included:</p> <ul style="list-style-type: none"> - a basic profile of the chair, - a draft funding contract, including the names of the members of the Curatorial Panel, which panel will also serve as the Appointments Advisory Committee, - a letter from the donor demonstrating agreement with the contract, in particular with the financial section, and a summary based on the documents in the file. 	Dean
2	<p>Following administrative preparations and a recommendation by the Doctorate Board, the Executive Board decides whether to approve the establishment of the endowed chair and informs the dean of the decision.</p>	Executive Board
3	<p>The dean draws up an appointment proposal for the Executive Board. The following must be included:</p> <ul style="list-style-type: none"> - an appointment proposal signed by the dean, - a basic profile of the chair, - a copy of the signed funding contract, (if applicable) agreement to observe an accelerated procedure, (if applicable) letters from sister faculties suggesting candidates, - a report from the Curatorial Panel, dated and signed by the chairperson, the proposed candidate's current CV, stating his/her home address and date of birth, - a signed recommendation from the faculty's standing professorial appointments committee, (recommended) a signed recommendation from the director(s) of the educational and research institute(s) most directly involved, - recommendations from sister faculties if the candidate is not yet a professor in the Netherlands, - a University Job Classification (UFO) classification form (indelingsformulier), - a summary based on the documents. 	Dean

Sample Agreement for the funding of an endowed chair

Agreement between < donor > and the University of Amsterdam with respect to the funding of the chair < chair name >

..... < donor >, legally represented by < name and job title >, the University of Amsterdam, legally represented by Dr K. van der Toorn, president of the Executive Board, jointly referred to as the 'parties'.

Taking into account that:

- greater involvement in academic research in the field of < description of field > is in the interests of < donor >,
- < any further considerations >,

the parties agree as follows:

1. < donor > shall provide the University of Amsterdam (hereinafter: 'the University') with funding to the amount of € (in words: euro) per year for a period of five years, commencing on < commencement date > for the establishment and maintenance of the chair < chair name > (hereinafter: 'the chair') in the field of < short description of chair >.
2. The objective of the chair is
3. The teaching and research remit of the chair is set out in the appendix to this agreement.
4. The funding (stated in 1.) shall only be used to maintain the chair and to develop activities closely related to it. The funding shall be paid out at the beginning of each quarter.
5. The dean of the faculty housing the chair shall bear administrative and substantive responsibility for the chair, and as such shall be responsible for the activities carried out under the teaching and research remit thereof.

6. The chair shall be occupied by a professor. To this end the University shall create a staff position of FTE, amounting to ...38 of a full-time position. The professor shall be employed by the University and shall work at the Faculty of < name of faculty > (hereinafter: 'the faculty'). In functional terms, the professor shall conduct his/her academic activities within < organisational unit >.
7. The professor shall submit a proposal to the dean for the appointment of researchers, student assistants and other job holders, with due consideration of the objective of the chair and the available budget.
8. The chair shall fall under the supervision of a Curatorial Panel, which shall consist of three persons. < donor > shall name one member, and the University shall name two members from its own network. The Curatorial Panel shall name a chairperson from its own ranks. Initially, the Curatorial Panel shall comprise the following members:
 - a. named by < donor >
.....
 - b. named by the University:
.....
.....
9. The dean shall submit an annual academic report to the Curatorial Panel.
10. The dean shall account for all expenditure to the Curatorial Panel by submitting an annual financial report.
11. The University shall be responsible neither for the usability of the results of the activities falling under this agreement, nor for the consequences of the application of said results.
12. < donor > shall have the option to acquire ownership rights to the results generated and/or obtained by the professor or the University during the execution of the activities within six months of the results being announced by the professor, under agreements to be established at a later date.
13. The University is entitled to publish the results of the academic research emanating from the teaching and research remit

14. In any external communication regarding the activities carried out within the context of the chair (e.g. seminars), < donor > shall be closely consulted when determining how to make known the fact that the activities were partially/fully made possible by < donor >. Displaying the logo of < donor > shall be one of the options.
15. Any obstacles to implementing the chair shall be reported immediately to < donor >. If the obstacle has emerged due to a situation qualifying as *force majeure*, the parties shall consult mutually to find a solution. If the parties do not succeed in finding a solution, each party shall be entitled to terminate this agreement with immediate effect by means of registered letter.
16. If one of the parties is declared bankrupt or is granted a moratorium, the other party shall be entitled to terminate this agreement with immediate effect by means of registered letter, without becoming liable for any compensation to the other party. Termination for this reason shall not result in the terminating party becoming liable for compensation to the other party.
17. At the start of each quarter, < donor > shall pay the amount of € to the University by way of an advance payment, which amount shall be equal to one-quarter of the amount stated in Section 1. To this end, the University shall send an invoice to < donor >.
18. In the penultimate year of the period for which these agreements have been made, the chair shall be evaluated by the Curatorial Panel. If the evaluation is positive, < donor > shall meet with the University to discuss the possible continuation of the funding by < donor > after < end date of the agreement >.
19. The rights and responsibilities arising from this agreement shall remain non-transferable for both parties.

20. The parties shall bring any disputes regarding this agreement before an *ad hoc* College of Arbitrators. Each party shall designate one member of the College of Arbitrators. This member must not have a relationship with the party in question. The two members shall consult to appoint an independent third party as chairperson. The College of Arbitrators thus formed shall decide on the dispute by means of a majority vote. The decision shall be binding for both parties.
21. This agreement shall come into force on < date >. The agreement shall be entered into for a period of five years, and shall therefore legally terminate on < date >.

Amsterdam, < date >

on behalf of
the University of Amsterdam

on behalf of
..... < donor >

Dr K. van der Toorn,
President of the Executive Board

..... < name >
..... < job title >

Appendix 4

Checklist for appointment proposals submitted to the Executive Board of the University

Appointment of full professors

- Approval of the composition of the Appointments Advisory Committee (by letter or email)
- Approval [optional] of an accelerated/closed procedure
- Report describing the structure of the chair (1)
- Letters from sister faculties with suggestions for candidates [optional]
- Report by the Appointments Advisory Committee (dated) (2)
- Full and current CV of the candidate (or candidates), including the candidate's address and date of birth
- Letter from the department chair [optional]
- Letter of agreement from the directors of the educational and research institutes most directly involved [preferred but not required]
- Recommendations from sister faculties if the candidate is not yet a professor in the Netherlands
- Letters from referees [optional]
- The UFO classification form
- Presentation letter from the dean
- Summary based on the documents in the file

Extension of the appointment of a full professor (who was appointed for a temporary period)

- Report on the professor's work
- Original and adjusted UFO classification form
- Letter of agreement from the directors of the educational and research institutes most directly involved [preferred but not required]
- Letter from the department chair [optional]
- Letters from referees [optional]
- Presentation letter from the dean
- Summary based on the documents in the file

Promotion of a full professor

- Full and current CV of the candidate
- Report by a faculty Review Panel (dated)
- Letter from the department chair [optional]
- Letters from referees [optional]
- Original and adjusted UFO classification form
- Presentation letter from the dean
- Summary based on the documents in the file

Approval of the establishment of a special chair

- Brief profile of the chair (1)
- Articles of Association of the institution initiating the establishment
- Draft Regulations of the special chair, including the composition of the Curatorial Panel
- Letter of agreement (including financial guarantee) from the institution initiating the establishment
- Presentation letter from the dean
- Summary based on the documents in the file

Approval of the appointment of a professor by special appointment

- Brief profile of the chair (1)
- Articles of Association of the institution initiating the establishment
- Final Regulations of the special chair
- Proof of approval of an accelerated procedure [optional]
- Letters from sister faculties with suggested candidates [optional]
- Report by the Curatorial Panel (dated) (3)
- Letter of agreement from the institution initiating the establishment
- Full and current CV of the candidate (or candidates), including the candidate's address and date of birth
- Letter from the department chair [optional]
- Letter of agreement from the directors of the educational and research institutes most directly involved [preferred but not required]
- Recommendations from sister faculties if the candidate is not yet a professor in the Netherlands
- Presentation letter from the dean
- Summary based on the documents in the file

Approval of the extension of the appointment of a professor by special appointment

- Report on the professor's work
- Letter of advice from the Curatorial Panel
- Letters from referees [optional]
- Letter of agreement from the institution initiating the establishment
- Presentation letter from the dean
- Summary based on the documents in the file

Approval of the establishment of a full chair

- Brief profile of the chair (1)
- Presentation letter from the dean

Approval of the revocation of a special chair

- Letter of advice from the Curatorial Panel
- Letter of agreement from the institution initiating the establishment
- Presentation letter from the dean
- Summary based on the documents in the file

Approval of the revocation of a full chair

- Presentation letter from the dean

- 1) The basic profile can be either submitted as a separate document or integrated into the Appointments Advisory Committee Report.
- 2) The Appointments Advisory Committee Report must comply with the set content-related requirements.
- 3) No explicit requirements govern the Curatorial Panel Report; practice has proven that most faculties more or less follow the line set out in the Appointments Advisory Committee Report.

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Spui 21
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1000 GG Amsterdam
The Netherlands

Text (Dutch):
Prof. D.C. van den Boom, Rector Magnificus

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