



# Guidelines and Procedures: Establishing chairs and appointing and appraising Professorships at Wageningen University

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## 1. Introduction

### 1.1. Philosophy and starting points

When formulating the guidelines and criteria for professorial chairs and professors, Wageningen University applied a number of essential starting points. These starting points should be borne in mind when interpreting and applying the regulations in this document.

Wageningen University is a unique institution. It is not only a university where outstanding research is carried out, but also a university with the ambition to excel and rank among the world's best. Furthermore, it is one of the few universities with a subject-related mission: Science for Impact. Teaching and research in unique, interesting and relevant disciplines are essential in order to fulfil these ambitions. The appointment of top academics/scientists to lead these disciplines is a critical success factor.

The academic activities of Wageningen University are based within the chair groups. They are the smallest organizational units and therefore form the core of the university. The chair groups are led by Professorships. In the vision of Wageningen University, there is an inextricable link between the theory, practice and communication of academic research and academic teaching. The Professorships personify this link, and are consequently charged with the academic leadership within our institution. It is therefore reasonable to expect that they possess the qualities, experience, expertise and vision that make it possible to fulfil this special office.

By means of these guidelines and procedures, disciplines can be optimally defined and described, professorial candidates can be assessed against transparent, consistent and stringent criteria, and persons involved can take well-considered and substantiated decisions with regard to chairs and Professorships.

### 1.2. How to use this document

This document is intended for all persons involved in establishing chairs and in appointing and appraising Professorships at Wageningen University, including initiators, funders, managers, professors, professorial candidates, committee members, etc.

This document sets out and clarifies the criteria for Professorships and the requirements that apply to disciplines established within Wageningen University. These frameworks are important, particularly in the initiating phase for externally funded chairs. This document enables initiators and funders to estimate and enhance the chance of success of their proposal and align it as closely as possible to the objectives and existing activities of our institution. In addition, this document provides information for anyone who wishes to understand how professorial appointments are made and the procedures that are followed for this purpose.

Section 3.2 describes the procedures that must be followed in order to establish chairs and make professorial appointments, and is particularly important for initiators, funders, managers and decision-makers.

The sections that are most relevant for the members, chairpersons and secretaries of Assessment Committees, Appointment Committees or Structure Committees are 2.3 (criteria) and 3.4.1 to 3.4.6.

## 2. **General**

Before setting out (in section 3) the processes for establishing chairs and appointing Professorships, it is important to clarify what Wageningen University intends to achieve by means of its chair policy, as well as clarifying the types of chair that exist within the institution for this purpose, the criteria that Professorships must meet, quality management, and the allocation of responsibilities and powers.

### 2.1. Summary of chair policy

The establishment of chairs and the appointment of Professorships contribute to the achievement of three important objectives:

#### Substantiation of the disciplines of Wageningen University.

The chair groups form the core of the institution. Within the framework of the mission and objectives of Wageningen UR, teaching mandates are formulated for the chair groups (approx. 90 in total) of Wageningen University. The mandates define and describe the discipline in question. On the basis of the mandate, the chair holder leads and directs a chair group, and the scientific domain is established. The Institutional Plan of Wageningen University specifies the chairs for the current plan period within Wageningen University. It also specifies how those chair groups are decided upon and how they are established and phased out.

#### Interaction with the institution's environment.

In the vision of the Wageningen University, externally funded chairs are an excellent way to give shape to interaction with the community, provided, of course, that the chairs meet academic standards and are related to the disciplines of Wageningen University. Through externally funded chairs it is possible, in co-operation with stakeholders from the wider community, to provide independent research and teaching in themes that are of interest to both parties. This involves the subdivision/differentiation of an existing Wageningen University discipline.

In this way, the university often works with social organizations, companies and institutions to focus on new technologies, social themes or specific scientific questions. This is done through the appointment of Special Professorships.

#### Managing Human Resources.

Through the awarding of a Professorship it is possible to establish academic disciplines, but this is also an important instrument for retaining and stimulating academic talent, recognising quality, acknowledging distinguished contributions and standing, or building relations with other organizations. For this purpose, Wageningen University uses professorial appointments such as Personal Professorships, University Professorships and Honorary Professorships.

## 2.2. Types of professors

All professors, apart from Honorary Professors, carry the rights and obligations that attach to the office of Professorship. This includes the right to supervise PhD students and the right to use the title of Professor. Honorary Professorships may use the title, but are not entitled to supervise PhD students.

A brief explanation is given below for each type of appointment.

- **Chair**  
Chair holders are appointed by the Executive Board of Wageningen University to the chairs specified in the Institutional Plan. Appointments are usually for an indefinite period and on a full-time basis, with responsibility for leading a chair group.
- **Personal Professorship**  
Personal Professorships are appointed by the Executive Board (CvB). Approximately every three years, the Executive Board holds a round whereby staff can be nominated by their directors on the basis of their academic achievements. A Personal Professorship has no teaching mandate and is appointed for 5 years. The increase in salary to Professorship level is funded by the Executive Board. Personal Professorships are appraised after 5 years and the appraisal result determines whether their appointment is extended.
- **Special Professorship with external funding (buitengewoon hoogleraar)**  
Special Professorships with external funding (previously '0.0 Professors') are appointed by the Executive Board to a chair that has also been established by the Executive Board and on the initiative of an external party (i.e. a party outside Wageningen University, including the DLO Foundation). Such appointments at Wageningen University are unsalaried and usually on a part-time basis (0.2 FTE). The salary, and in some cases an additional budget, are provided by the external party. The Professorship is based within the chair group of which his/her research area is a differentiation/subdivision. The teaching and research activities of the chair are in line with those of the group within which the chair is based, and examination rights also rest with Wageningen University (see model regulations). The initiator and/or funder can propose a candidate. If no candidate is available, a recruitment process can be initiated. The chair is established and the appointment made for a period of 5 years, to be extended subject to a positive appraisal result.
- **Special Professorship for religious and ideological reasons (bijzonder hoogleraar)**  
This type of appointment is reserved for religious and ideological organizations. The number of these chairs at Wageningen University is therefore limited.  
Professorships occupying this kind of chair are appointed by an external party (usually a foundation) that the Executive Board has authorized to establish a chair at Wageningen University. The appointment is confirmed by the Executive Board. This means that the chair is less closely connected to the institution. The examination rights for courses given by the chair rest with the external party and a syllabus must be submitted with its proposal. The appointment is usually on a part-time basis (0.2 FTE) for a term of 5 years, to be extended subject to a positive appraisal result. These Special Professors are based within the appropriate chair group.
- **Special Professorship (IO-hoogleraar)**  
In the context of working with Institutes of International Cooperation, a possibility has been created whereby Professorships appointed at these institutions have the right to supervise PhD research at Wageningen University. They are given an unsalaried position for 5 years, usually on a part-time basis (0.2 FTE) and are based within a chair group of a related discipline. The appointment may be extended, subject to a positive appraisal result.
- **University Professorship**  
University Professorships are appointed by the Executive Board on merit and by virtue of their expertise and standing. A University Professorship has no teaching mandate, but is responsible for institution-wide issues relating to science in general or specific areas and themes of science. The conditions of appointment are drawn up by the Executive Board in consultation with the candidate, but usually apply for a period of 5 years, to be extended subject to a positive appraisal result.
- **Honorary Professorship**  
Appointments in this category are made by the Executive Board. Appointees may use the title 'Professor' but are not entitled to supervise PhD theses. This kind of appointment can only be applied for persons with exceptional records in science, administration or business related to Wageningen UR. Wageningen UR must benefit from the connection with these persons by increasing her impact on important areas and attractiveness for students, partners and potential employees. Other conditions applying to the appointment are determined in consultation between the Executive Board and the candidate in each individual case. In this case, too, appointments are for 5 years and may be extended subject to a positive appraisal result.

The professorial appointments discussed above are summarized in the following table, with the main distinguishing characteristics.

**Table: Types of professors at Wageningen University**

	<b>Funding</b>	<b>Appointed by</b>	<b>Full / part-time</b>	<b>Term of appointment</b>	<b>Recruitment and selection</b>	<b>Positioning</b>
Chair	First-flow funding WU	CvB	Full-time	Indefinite	Open	In WU: Sciences Group
Personal Professorship	RvB	CvB	Full-time	5 years	On recommendation of Sciences Group and CvP	With chair group
Special Professorship with external funding	External legal entity	CvB	Part-time, usually 0.2 FTE	5 years	Open or on recommendation of external funder and assessment	With chair group
Special Professorship for religious and ideological reasons	External legal entity with religious or ideological objectives	Legal entity, confirmed by CvB	Part-time, usually 0.2 FTE	5 years	Open or on recommendation of external funder and assessment	With chair group
Special Professorship	IHE or ITC	IHE, ITC	0.2	5 years	On recommendation of IHE or ITC. Assessment by CvP	With chair group
University Professorship	RvB	CvB	In consultation with CvB	5 years	On recommendation of RM	With CvB
Honorary Professor		CvB				

Abbreviations used in the table: RvB = Executive Board of Wageningen UR, CvB = WU Executive Board, IHE and ITC = institutes for international education

The table below shows the Dutch and English terminology generally used at WU with regard to professors:

Type of appointment	Dutch term	English term	Form of address
Leerstoelhouder	Hoogleraar	Chair	Professor
Persoonlijk hoogleraar	Persoonlijk hoogleraar	Personal Professorship	Professor
Buitengewoon hoogleraar	Buitengewoon hoogleraar	Special Professorship	Professor
Bijzonder hoogleraar	Bijzonder hoogleraar	Special Professorship	Professor
IO-hoogleraar	Buitengewoon hoogleraar	Special Professorship	Professor
Universiteitshoogleraar	Universiteitshoogleraar	University Professorship	Professor
Honorary professor	Honorary professor	Honorary Professor	Professor

### 2.3. Appointment and appraisal criteria for Professorships

In order to ensure that Professorships meet Wageningen University standards, quality criteria have been drawn up. These criteria are used to recruit and select candidates, to assess the suitability of a candidate for a professorial chair, and to appraise Professorships. The criteria are summarized below. This list should be used by Appointment Advice Committees (BACs) and Assessment Committees as a checklist for substantiating nominations and making recommendations.

Before assessing a candidate's suitability for a professorial appointment, it is important to bear in mind a number of general and specific factors that are separate from the criteria that apply to all Professorships.

Clearly, the field in which the candidate will be working must be taken into account when he/she is assessed. The candidate shall, in the relevant academic field in Europe, the US and Japan, have or be able to build support and comply with the specific academic conventions and views that are specific to those areas. The candidate must be an accomplished participant in academic debate.

The assessment must also take into consideration the candidate's future work environment. The candidate must be able and willing to build a working relationship with members of the chair group, the management of the sciences group, fellow professors and researchers.

In principle, all the criteria apply to all Professorships. This means that a professorial appointment should be a full appointment, and that a Wageningen University Professorship must meet the minimum requirements on all points. Given the various types of professorial appointment mentioned in the previous section, it is realistic to indicate the criteria for which expectations are higher. The table shows how the criteria should be weighted according to the type of appointment.

The checklist is divided into criteria and indicators. The criteria are essential preconditions, and must be fulfilled by the professorial candidate. If a committee proposes a candidate who does not meet certain criteria, it must explain this decision in its report. Indicators define the extent to which a candidate meets the criteria and, therefore, are primarily helpful in forming a judgement.

## CHECKLIST OF CRITERIA AND INDICATORS

### CRITERIA

- A. Vision for knowledge in the scientific domain
- The candidate has a vision for the social and academic significance of the subject area and its relationship to the profile of the chair.
  - The candidate has knowledge of the impact that scientific developments in this field can have on social developments and problems.
  - The candidate is aware of current and possible future developments in the scientific domain.
- B. Teaching
- The candidate has a vision for academic/scientific teaching within the discipline and in general.
  - The candidate has demonstrated the ability to set up courses and possesses the required didactic abilities, both in terms of group teaching and individual supervision.
  - The candidate is able to contribute to educational innovation, in terms of content and organization, within the scientific domain and relevant courses.
  - The candidate can help to give direction to international cooperation in the field of teaching.
  - The candidate is a stimulating and motivating teacher.
- C. Research
- The candidate has a vision for research in the scientific domain and the priorities in that domain.
  - The candidate has demonstrated his/her ability to carry out independent scientific research. The candidate holds a PhD, which is probably of an exceptional standard.
  - The candidate has experience as a supervisor or co-supervisor of a thesis, thereby demonstrating his/her ability to supervise PhD research.
  - The candidate is able to develop, maintain and extend his/her own line of research.
  - The candidate can establish and maintain an international scientific/academic reputation/position. The candidate publishes in internationally respected scholarly journals. The candidate is active in an international network for the field of study, and participates in a recognized research school.

- D. Management
- The candidate is able to lead a chair group and possesses the necessary leadership skills.
  - The candidate has the skills and experience to manage a research group successfully, while maintaining viability and realising growth in academic terms.
  - The candidate has good communication skills and an understanding of administration and organization.
  - The candidate can attract external resources.
- E. Strategic significance of expertise
- The candidate's field of work is of exceptional importance for the future of Wageningen UR.
  - The subject area anticipates new teaching and produces new fields of expertise or makes a significant contribution to fundamental fields of expertise for WU.
- F. Social profile
- The professorial candidate has the ability successfully to represent and communicate the subject area to the wider community.
  - The candidate has a network that reflects the current situation, and in which the relevant actors from the wider community are represented.
  - The candidate is also able successfully to communicate academic discussion and developments to the media.

## **INDICATORS**

- A. Continuity of output  
The candidate has published academic/scientific work for several years at a constant rate, with no recent lapses. If such a lapse has occurred, the committee must give a reasonable explanation for this.
- B. Projects  
List of the projects which the candidate has completed and the turnover involved.
- C. Teaching
- The candidate has developed his/her own line of teaching.
  - The candidate has developed products such as information events, media communications, CD-ROMs and publications, and has supervised researchers, students and trainees.
- D. Patents (where relevant)  
The candidate has demonstrated innovative and application-oriented thinking by protecting his/her scientific research with a patent.
- E. Membership of committees and councils  
The candidate is a member of societies, committees or advisory councils of high academic/scientific standing.
- F. Prizes  
A respected international jury has awarded the candidate a prize for his/her work.
- G. Offers of professorial chairs
- The candidate has received offers for a professorial chair, or already holds a chair at another university.
  - The candidate already holds a position that is similar to a professorial chair in terms of research, teaching, administration or management.

### Weighting of criteria for professors

Criteria	Chair	Personal Professorship	IO	Special Professorship	Honorary Professor
<b>Vision</b>	X	X		X	X
* Social and scientific significance					
* Awareness of impact of science					
* Currency and development					
<b>Teaching</b>	X	X		X <sub>or x</sub>	
* Vision for teaching					
* Didactic skills					
* Educational innovation					
* International co-operation in teaching					
* Enthusiasm in teaching					
<b>Research</b>	X	X		X <sub>or X</sub>	
* PhD					
* Co-supervisor					
* Vision for priorities					
* Own line of research					
* International standing					
<b>Management</b>	X				
* Leadership					
* Knowledge and skills					
* Communication skills					
* Acquisition					
<b>Strategic significance of expertise</b>	X	X <sup>2</sup> <sub>or x</sub>			
<b>Social profile</b>	X	x <sub>or X</sub>			

<sup>1</sup> IO-Professorships are appraised by their own institute and assessed by an Appointment Advice Committee.

<sup>2</sup> The large and small 'x' indicate the weighting in each case (e.g. a for a Personal Professorship, strategic expertise and/or social profile are important. For a Special Professorship teaching and/or research are important).

## 2.4. Quality

As mentioned in the introduction, high-level professorial appointments are essential for the university in terms of realising its subject-related mission and maintaining its position in the academic field. It is essential to maintain the highest possible standards for Professorships and chairs. The procedures, regulations and criteria in this document ensure an optimum start when establishing chairs and making professorial appointments. There are also a number of instruments for monitoring and promoting quality once the chair has been established and the professorial appointment made. These instruments are as follows (with a summary in the table):

### Participation in Wageningen Graduate Schools

The most important means of assuring quality is the requirement at Wageningen University that all Professorships, unless their appointment specifies otherwise (Honorary Professor), must participate in one of the Wageningen Graduate Schools (WGS). This guarantees that they satisfy the minimum quality requirements, but also stimulates cooperation with colleagues in related areas and participation in academic debate, while contributing to professionalization and in-depth knowledge building. Membership of a research school is not only a means for monitoring academic output, but also for ensuring that the subject-based orientation of the teaching mandate or research field remain current.

The graduate schools apply criteria that are usual in their scientific domain. With regard to externally funded chairs, the question is whether the criteria should apply absolutely, or in proportion to the basis of the appointment (i.e. full-time or part-time). The directors of the graduate schools advise the Rector Magnificus on this matter when there is doubt as to whether such quality requirements are appropriate.

### Result and Development discussions

All Professorships must take part in an annual Result and Development discussion (R&D discussion) with their manager. The discussion covers aspects such as results from teaching as well as research. Professorial appointments are made by the Executive Board, which has delegated the R&D discussions to the General Directors of the Sciences Groups (who cannot delegate this further) for Chairs and Personal Professorships. With regard to Special Professorships, the R&D discussions have been delegated to the chair holder with which they are based.

The General Directors report their findings from the R&D discussions to the Rector Magnificus. If necessary, the Rector Magnificus may enter into discussion with Professorships. The Rector Magnificus in any case holds a discussion with the Chair or Personal Professorships during each plan period.

Supervision and administrative support for R&D discussions is provided by HRM.

### Appraisal Committees

At the end of an appointment period, or whenever the Rector Magnificus deems it necessary for other reasons, the chair will be evaluated by an Appraisal Committee. This applies to Personal Professorships and Special Professorships. Further information can be found in section 3.5.

### Annual reports

Finally, in accordance with the model regulations, every externally funded chair is expected to submit an annual report of activities. Together with the R&D discussions, this report provides important information in terms of quality monitoring, and also with regard to cooperation, positioning, etc.

Type of professor	Participation in WGS	R&D discussion	Appraisal	Annual report
Chair	Yes, 100%	Yes, with Gen. Dir. of SG	Every plan period, in context of new chair plan	No
Personal Professorship	Yes, 100%	Yes, with Gen. Dir of SG	Yes, after 5 years	No
Special Professorship with external funding	Yes	Yes, with Chair	Yes, after 5 years	Yes
Special Professorship for religious and ideological reasons	Yes	no	Yes, after 5 years	Yes
Special Professorship (IO)	Yes	No	Yes, after 5 years	No
University Professorship	According to conditions of appointment	Yes, with RM	Yes, after 5 years	No
Honorary Professor	No	No	Yes, after 5 years	No

### **3. Procedures**

#### **3.1. General**

The procedures that lead to the establishment of a chair and the appointment of a professor enable the person in question to make a well-informed decision, and ensure that the responsibilities and powers of the new professor and persons involved are properly allocated. The procedures for the various types of professors are not identical. They are set out in the table below, followed by a brief description of the procedure for each type of chair. This section is of particular importance to initiators and funders. Sections 3.3 to 3.4.6 explain the key elements of the procedures, and are of particular importance to committee members.

## Summary of procedures

	Structure Committee	Consultation round on teaching mandate	Assessment Committee	Appointment Advisory Committee (BAC)	Evaluation (with a view to extending appointment)
Chair	<ul style="list-style-type: none"> <li>By order of CvB</li> <li>Consults OWI, OZI, SG (incl. DLO)</li> <li>Proposes teaching mandate</li> <li>CvB confirms</li> </ul>	n/a	n/a	<ul style="list-style-type: none"> <li>On recommendation of CvB</li> <li>Consults OWI, OZI, SG</li> <li>Nominates candidate</li> <li>CvB appoints</li> </ul>	R&D discussion
Special Professorship with external funding	External funder submits proposal, preferably in consultation with the relevant professor at Wageningen	<ul style="list-style-type: none"> <li>CvB submits financier's proposal to OWI, OZI, CvP, and SG for advice</li> <li>CvB establishes chair</li> </ul>	<ul style="list-style-type: none"> <li>By order of CvB</li> <li>Assessment Committee consults OWI, OZI, SG</li> <li>CvB appoints</li> </ul>	Appoint BAC if no candidate available	<ul style="list-style-type: none"> <li>Appraisal after 5 years</li> </ul>
Special Professorship for religious and ideological reasons	External funder submits proposal (incl. exam regulations), preferably in consultation with the relevant Wageningen professor	<ul style="list-style-type: none"> <li>CvB submits funder's proposal to OWI, OZI, CvP, and SG for advice</li> <li>CvB authorizes the funder</li> </ul>	<ul style="list-style-type: none"> <li>By order of CvB</li> <li>Assessment Committee consults OWI, OZI, SG</li> <li>Funder appoints, CvB confirms</li> </ul>	Appoint BAC if no candidate available	<ul style="list-style-type: none"> <li>Curatorium (annually)</li> </ul>
Personal Professorship	n/a	n/a	<ul style="list-style-type: none"> <li>Proposals by Gen.Dir. based on criteria, in consultation with OWI and OZI</li> <li>Proposals assessed by CvP at request of CvB</li> <li>CvB appoints</li> </ul>		After 5 years, with special emphasis on academic output, by a committee in which OZI, OWI and SG are represented. Additional: request for a vision for the scientific domain
Special Professorship (IO)	n/a	n/a	<ul style="list-style-type: none"> <li>CvP proposes candidates (on basis of BAC report, IHE/ITC institute and CV and publications list) whether right to supervise PhD research can be granted</li> <li>CvB appoints</li> </ul>		
Honorary Professor			<ul style="list-style-type: none"> <li>CvB proposes candidates</li> <li>Consultation between CvP and SGs</li> <li>CvB appoints</li> </ul>		

Abbreviations used in table: RvB = Executive Board of WUR, CvB = Executive Board of WU, IHE / ITC = Institutes for International Education, OZI = Research Institute, OWI = Educational Institute, CvP = Academic Board, BAC = Appointment Advice Committee, SG = Sciences Group

### 3.2. Procedures for each type of professor

The steps involved in each type of chair are set out below.

#### 3.2.1. Chair

- a. The Executive Board of Wageningen University determines whether a chair within the Institutional Plan (chair plan) is vacant, and whether a teaching mandate shall be drawn up or implemented.
- b. In the latter case, a Structure Committee must first be appointed. When the Structure Committee has reported, the Executive Board confirms the teaching mandate and instructs an Appointment Advice Committee to propose two candidates.
- c. On the basis of the recommendation made by the Appointment Advice Committee, the Rector Magnificus enters into discussion with the shortlisted candidate.
- d. The chairperson of the Appointment Advice Committee informs the candidates of the ranking. If the Rector Magnificus and the shortlisted candidate can reach agreement on the date of commencement of the appointment and on the conditions of employment, the Rector Magnificus communicates the decision to appoint to the Executive Board.
- e. The chairperson of the committee informs the other candidate.

#### 3.2.2. Personal Professorship

- a. The Executive Board asks the directors of the Sciences Groups, in consultation with the directors of the Educational Institute and the graduate schools, and after consulting the Professorships, to submit proposals.
- b. At the request of the Executive Board, the Academic Board carries out an initial screening of the proposed candidates and determines which candidates will be assessed against the criteria in section 2.3.
- c. An Assessment Committee is set up for each Sciences Group and is chaired by a member of the Academic Board.
- d. These committees assess the candidates' suitability for a professorial chair, and each prepares a proposal, which is submitted to the Executive Board of Wageningen University.
- e. The Executive Board appoints Personal Professorships for a period of 5 years.
- f. The appointment will not be extended without a positive evaluation result.

#### 3.2.3. Special Professorship with external funding

- a. The request is directed to the Executive Board of Wageningen University, for the attention of the Rector Magnificus.  
The request for the appointment of a Special Professorship comprises:
  - a statement supporting the request
  - a description of the research area according to the format in Appendix A. It is advisable to formulate this in consultation with the relevant Professorship at Wageningen University
  - a proposal for the positioning of the chair within a chair group
  - endorsement of the model regulations
  - the candidate's curriculum vitae and list of publications.
- b. In this case the consultation round is oriented to a subject-related assessment of the research area. It is premature to assess the candidate at this stage. The Rector Magnificus asks the Sciences Group and the Educational Institute, the graduate school and the Academic Board for advice on the request.
- c. The Executive Board takes a decision on the establishment of the chair, the profile of the chair and its positioning within a chair group.
- d. The Rector Magnificus sets up an Assessment Committee in consultation with the external organization in order to assess the proposed candidate's suitability for this professorial chair.
- e. Based on the advice of the Assessment Committee, the Executive Board takes the decision to appoint the candidate as Professorship for a fixed period and on a specified full/part-time basis.
- f. The chair is established and the Professorship appointed for a period of 5 years. This period will not be extended without a positive evaluation result.

#### 3.2.4. Special Professorship for religious and ideological reasons

- a. The request is directed to the Executive Board of Wageningen University, for the attention of the Rector Magnificus.  
The request comprises in this case:
  - a statement supporting the request
  - a description of the research area of the chair, according to the format in Appendix. It is advisable to formulate this in consultation with the relevant Professorship at Wageningen University.
  - a proposal for positioning the chair within a chair group
  - syllabus
  - endorsement of the model regulations
  - the statute of the foundation
  - a proposal for a Curatorium.
- b. In this case the consultation round is oriented to a subject-related assessment of the research area. The Rector Magnificus asks the advice of the Sciences Group and the Educational Institute, the Graduate School and the Academic Board.
- c. The Executive Board takes the decision with regard to authorizing the foundation, the profile of the chair, the composition of the Curatorium, and positioning within a chair group.
- d. If there is a suitable candidate, the foundation sets up an Assessment Committee in consultation with the Rector Magnificus. If there are no candidates, an Appointment Advice Committee is set up and will propose candidates following an open recruitment process.
- e. The foundation appoints and pays the salary of this Professorship. The Executive Board then confirms the appointment.
- f. The authorization and confirmation of the appointment are for a term of 5 years and will not be extended without a positive evaluation result.

#### 3.2.5. Special Professorship

- a. The request by the IHE/ITC Institute is directed to the Executive Board of Wageningen University, for the attention of the Rector Magnificus. The request for such a chair comprises:
  - a statement supporting the request
  - a profile of the chair in the IHE/ITC institute
  - a description of the procedure that has led to the appointment of the Professorship to the institute (e.g. appointment report)
  - a proposal for the positioning of the chair within a chair group
  - the candidate's curriculum vitae and list of publications.
- b. The consultation round for this category of appointment is limited to asking the Academic Board whether the candidate – in the light of his/her CV and list of publications – is entitled to supervise PhD research at Wageningen University.
- c. In this case, the Executive Board takes a decision on the unsalaried appointment of the Professorship at the Wageningen University and the positioning in a chair group. The designation for the chair at Wageningen University is the same as the designation at the IHE/ITC institute (which can therefore be identical to the designation of a Wageningen University Professorship's teaching mandate).
- d. The appointment is for a period of 5 years and will not be extended without a positive evaluation result.

#### 3.2.6. University Professorship

University Professorships are appointed by the Executive Board. The conditions of appointment are drawn up by the Executive Board in consultation with the candidate. A University Professorship is appointed on the basis of his/her proven ability, position and standing. A University Professorship has no teaching mandate, but has responsibility for institution-wide themes. It is therefore not necessary to formulate a teaching mandate or conduct an assessment. The Executive Board shall form an opinion on the level of support for the appointment by means of a consultation round conducted by the Rector Magnificus.

The appointment is for a period of 5 years and will be extended if a positive evaluation has taken place.

### 3.2.7. Honorary Professor

The appointment of an Honorary Professor can take place by means of one of the procedures described above. This type of appointment enables an agreement on matters like availability, length of academic service, conflict of interests, between the Executive Board and the candidate, and between the candidate and the group in which he/she will be based.

In addition, Honorary Professors can be appointed to honour a person or to affiliate him/her to the institution. Such appointments are made on the initiative of the Executive Board. In these cases too, the Executive Board will form an opinion on the level of support for the appointment by means of a consultation round to be conducted by the Rector Magnificus.

The appointment is for a period of 5 years and will not be extended without a positive evaluation result.

### 3.3. Consultation rounds

As the table shows, the decision-making procedure includes a consultation round, the purpose of which is to inform the relevant persons within the organization, but also to make an informed decision with regard to establishing the chair or appointing a candidate. A consultation round involves several aspects that require coordination, modification of the teaching mandate or learning area, recommendations for a candidate and suggestions for focus and cooperation. Furthermore, a consultation round is extremely important in terms of creating support for a new chair and/or Professorship.

Consultation rounds are initiated by the Rector Magnificus in the case of externally funded chairs whereby the initiator of the chair has drawn up a description of the research area in consultation with a Wageningen University Professorship. The Rector Magnificus then asks the advice of the Academic Board, related groups, Graduate Schools, the Educational Institute and the directors of the relevant Sciences Groups.

In addition, Structure Committees, Appointment Advice Committees and Assessment Committees conduct consultation rounds. The committees' decision and reports to the Rector Magnificus must include a consideration of the advice they have received.

If the Rector Magnificus does not follow the advice of a committee or other advisory body, he shall inform the persons concerned. This is very important since those persons will often have to deal with the consequences in the form of problems relating, for example, to affiliation to a graduate school, participation in teaching activities or the availability of the new Professorship.

A consultation of other faculties is carried out on behalf of the Rector Magnificus if he thinks this is functional, f.e. when these faculties are not represented in Appointment Advice Committees or Assessment committees.

### 3.4. Committees

#### 3.4.1. Committees in general

Committees set up with regard to professorial chairs are always appointed by the Rector Magnificus, who is responsible for chairs and Professorships on behalf of the Executive Board. These committees are therefore advisory committees acting under the instruction of the Executive Board, and they report to the Rector Magnificus. Depending on the information he needs and the decisions he has to make, the Rector Magnificus may decide, for example, to issue more detailed or phased instructions to committees. The following also apply to Structure Committees, Appointment Advice Committee and Assessment Committees:

- The Board shall aim to appoint at least one woman to the committee
- Where possible, the committee shall have two student members
- Where possible, the committee shall have two professors from outside WU
- Staff members from the chair group in which a chair is vacant or will be established are not entitled to serve on a committee. This also applies to persons employed by the party funding an externally funded chair.
- Committee members are members in a personal capacity and are not bound by instruction or consultation. Committee meetings shall be closed. The committee shall conduct its work in the strictest confidence. Members shall disclose no information about the committee's work. Members shall ensure that persons who are not committee members cannot access documents relating to meetings of the committee. After the committee has been discharged, members shall hand in all documents to the secretary of the committee.
- The Rector Magnificus is responsible, on behalf of the Executive Board, for the appointment procedure, and is therefore the contact person for the Board during the process. The chairperson of the committee maintains contact with the Rector Magnificus.

### 3.4.2. Instructions for Structure Committees

Appointments are preceded by an initiating phase during which the scientific domain of the appointment must be clarified. The domain must be defined. In this context it is important to describe the social context, the status quo of the domain, the relationship to the objectives at Wageningen University, relevant academic questions, research and teaching activities, and cooperation with others.

If the learning area of a chair group is involved, a teaching mandate (*leeropdracht*) is formulated. In the case of a Special Professorship, it involves a description of a differentiation/subdivision within an existing Wageningen University teaching mandate, and this is referred to as a research area (*aandachtsgebied*). A committee that has the task of formulating a teaching mandate or research area is called a Structure Committee.

Appendix A sets out a format that can be used to formulate a teaching mandate. Teaching mandates and research areas described according to this format are a solid starting point for a new Professorship and for appraisal in the longer term. Externally funded chairs described according to this format are almost always considered without delay. Structure Committees are required not only to describe the scientific domain, but above all to take account of other groups and involved persons within the institution. They are required to submit their draft recommendations to the relevant graduate schools, the Educational Institute, related groups from the same and other Sciences Groups, and the directors of the Sciences Group in which the chair is or will be based. In its report to the Rector Magnificus, the committee must provide insight into the results of the consultation round and the way in which it considered those results in its decision-making.

On the basis of the Structure Committee's recommendations, the Executive Board confirms the teaching mandate and establishes the chair.

### 3.4.3. Instructions for Appointment Advice Committees

If a teaching mandate or research area has been formulated and no candidates have been proposed, an Appointment Advice Committee (BAC) is set up. The task of this committee is to select and propose professorial candidates (preferably two) by means of open recruitment. The duties of the committee can be divided into three main phases:

#### **Recruitment**

- a. The committee draws up a profile of the professorial chair and an advertisement text, based on the teaching mandate. The committee must ensure that the profile is precisely formulated to avoid overlap with related teaching mandates, and should consult the directors of the Sciences Group for this purpose. The committee also suggests national newspapers or professional periodicals in which the advertisement could be placed.
- b. The committee submits the advertisement and chair profile to the Executive Board. The Executive Board approves the profile and advertisement text.
- c. With regard to recruitment in the Netherlands, and possibly outside the Netherlands, the committee makes recommendations to the Executive Board as to where the advertisement should be published: at least once in a national daily or weekly newspaper, and possibly once in a national or international academic journal/periodical. In consultation with the committee, the Director of HRM has the profile advertisement translated if necessary, and ensures that the advertisement is placed.
- d. Recruitment outside the Netherlands should preferably take place by writing directly to academic teaching/research institutions and experts in other countries, who are able to suggest possible candidates to the committee.
- e. The committee sends the profile and advertisement to other institutions, research institutes, professional associations, Wageningen University departments, and individual experts within and outside the Netherlands in order to inform them of the vacancy, and invites them to suggest possible candidates. In the accompanying letter, the committee shall ask the persons in question to be alert to potential female candidates.
- f. The committee asks candidates, who have been brought to the committee's attention by a third party and have not yet applied, whether they are interested in the position. If the committee does not invite such a candidate to apply, it must state the reason(s) in the report or appendix. The committee cannot invite candidates to apply if they have not been proposed by a third party.
- g. The secretary of the committee confirms receipt of letters of application, informs applicants about the further procedure, and provides them with further information about the position and subject area. If necessary, the committee asks applicants for further information (e.g. curriculum vitae and publication list).

## Selection

- a. The committee must select candidates according to the criteria in point 2.3.
- b. The committee makes an initial selection from the letters of application. These candidates are invited for interview with the committee. It is recommended that an assessment matrix be used for this purpose.
- c. The committee invites for an interview, in any case, all female candidates who may fit the profile. The committee will send a brief letter as soon as possible to applicants who are not selected for an interview, informing them why they have not been selected.
- d. The committee must not raise the candidate's expectations with regard to his/her personal and material wishes. These matters will be discussed during the candidate's interviews with the Executive Board.
- e. After the interviews, the committee draws up a shortlist of candidates (with no order of preference). Candidates who are not selected will receive an explanatory letter from the committee as soon as possible.
- f. If a shortlisted candidate lives outside the Netherlands, the committee shall inform him/her, in consultation with the personnel officer, about living and working in Wageningen.
- g. If there are candidates from outside the Netherlands, the committee shall inform them that they are required to learn Dutch. The Executive Board can make resources available for this purpose upon the candidate's appointment.
- h. The shortlisted candidates write a vision statement pertaining to the subject area and chair.
- i. The shortlisted candidates are introduced to the faculty and the chair group. The committee organizes this introduction, which shall be based on a presentation to be given by the candidates. In principle, this shall be a public presentation. The committee shall send a written invitation to, at least, the chair group (including PhD candidates), the directors of the Sciences Group, the members (including student members, if present) of the most closely involved programme committee, the director of the Educational Institute (OWI) and the scientific director of the relevant graduate school(s). The committee shall inform the invitees about the candidates by means of curricula vitae, publication lists, and vision statements.
- j. The committee informs the candidate that, by means of the presentation, his/her candidacy will be made public within the university. The committee can decide to keep the presentation confidential at the candidate's request. In such cases, the reason should be stated in the report.
- k. After the presentation, the committee asks the opinion of those present as to the candidate's suitability, placing special emphasis on his/her didactical qualities. The committee records the students' views in the report.
- l. When all candidates have been introduced to the faculty, the committee draws up a provisional shortlist in order of preference, thereby indicating that it considers the shortlisted candidates to be suitable for appointment to a chair.
- m. On behalf of the Rector Magnificus, the committee asks the advice of the chair group, the department, the Education Institute and the relevant research institutes. For this purpose they receive substantiated proposals (not the integral draft report), the letter of application, curriculum vitae, list of publications and vision statement of the proposed candidates. They send their recommendations to the Rector Magnificus, with a copy to the committee.
- n. When all advice and recommendations have been received, the committee confirms the final selection and informs the candidates in question. In this phase it is important for the committee, in reasonableness, to ensure that shortlisted candidates do not withdraw from the process. Unsuccessful candidates will be informed, stating the reasons.

## Final report

- a. The report summarizes the committee's work method and most important findings. More detailed information about the committee's work and the procedure can be appended.
- b. The report must conclude with substantiated proposals of candidates. With regard to the proposed candidates, the committee reports in accordance with the checklist of criteria in section 2.3.
- c. The final report + appendices shall contain at least:
  - the task and members (including changes) of the committee
  - an explanation of the profile, scope and advertisement
  - recruitment method, the names of academic teaching and research institutions and persons who were approached for advice
  - the names of applicants and of persons suggested to the committee, and the way in which the committee dealt with these suggestions
  - an explanation of the way in which the committee considered the availability and suitability of female candidates
  - explanation of the selection procedure, indicating the considerations for each candidate in each phase (e.g. by means of an assessment matrix) and how the applicants were informed about this by the committee
  - minority opinion in the committee
  - a list of signatures of committee members showing that they endorse the final report (minority opinions must also be accompanied by signatures)
  - a list of enclosures of all correspondence and documents relating to the final report and, for the sake of complete clarity, all enclosures/appendices (including, at least, the nominated candidates' letter of application, CV, list of publications, vision for the discipline, and all advice relating to the nomination). In the interest of privacy, it is recommended not to mention persons who withdrew their application at an early stage in the procedure.
- d. The committee submits the report (signed by all members and advisors) and all enclosures to the Executive Board, for the attention of the Rector Magnificus. In consultation with the chairperson of the committee, the Rector Magnificus may decide to take further steps on the basis of the draft report.

### 3.4.4. Instructions for Assessment Committees

When the teaching mandate or research area have been defined and a candidate nominated, or, in the case of a Personal Professorship, if candidates have been proposed by a board of directors, an Assessment Committee is set up to assess the candidates against the criteria in section 2.3 in relation to the teaching mandate or research area. In the case of a Personal Professorship, there is no teaching mandate or research area, and the candidate does not need to write a vision or give a presentation, since the person in question is appointed on merit and has already established a reputation within the organization.

- a. The committee uses the criteria to make a general assessment of the candidate based on the CV, publication list and teaching mandate / research area.
- b. The committee invites the candidate for an interview and asks him/her to write a vision statement pertaining to the teaching mandate or research area.
- c. In consultation with the candidate, the committee plans a presentation, which, in principle, is a public presentation. The committee shall send a written invitation to, at least, the chair group (including PhD candidates), the directors of the Sciences Group, the members (including student members, if present) of the most closely involved programme committee, the director of the Educational Institute (OWI) and the scientific director of the relevant graduate school(s). The committee shall inform the invitees about the candidates by means of curricula vitae, publication lists, and vision statements.
- d. The committee informs the candidate that, by means of the presentation, his/her candidacy will be made public within the university. The committee can decide to keep the presentation confidential at the candidate's request. In such cases, the reason should be stated in the report.
- e. After the presentation, the committee college asks for the views of those present as to the candidate's suitability, placing special emphasis on his/her didactical qualities. The committee records the students' views in the report.

- f. On behalf of the Rector Magnificus, the committee asks the advice of the chair group, the department, the Education Institute and the relevant research institutes. For this purpose they receive substantiated proposals (not the integral draft report) and the letter of application, curriculum vitae, list of publications and vision statement of the proposed candidates. They send their recommendations to the Rector Magnificus, with a copy to the committee.
- g. After receiving all recommendations, the committee makes a final decision.
- h. The report summarizes the committee's work method and most important findings. More detailed information about the committee's work and the procedure can be appended. The report should conclude with an assessment of the proposed candidates according to the checklist of criteria in section 2.3. Finally, the committee gives its decision on the candidate's suitability for the chair in terms of the teaching mandate or research area.
- i. The final report + appendices shall include at least:
- the task and composition (including changes) of the committee
  - minority opinion in the committee
  - a list of signatures of committee members to show that they endorse the final report (minority opinions must also be accompanied by signatures)
  - a list of all enclosed/attached correspondence and documents relating to the final report and all necessary attachments (including, at least: the nominated candidates' letter of application, CV, list of publications, vision for the discipline, and all advice relating to the nomination).
- The committee submits the report (signed by all members and advisors) and all enclosures to the Executive Board, for the attention of the Rector Magnificus. In consultation with the chairperson of the committee, the Rector Magnificus may decide to take further steps on the basis of the draft report.

#### 3.4.5. Appraisal Committees

The Rector Magnificus can appoint an Appraisal Committee in order to determine whether the period of a chair or appointment should be extended. This usually applies to Personal Professorships, Special Professorships with external funding and Special Professorships for religious and ideological reasons. Depending on the decision to be taken, committee members will come from the group in which the candidate is or will be based, the relevant graduate school, and one member from the Educational Institute. They will be asked, on the basis of documentation to be provided by the Professorship, to form an opinion of the candidate's achievements (according to the criteria in section 2.3), the relevance for Wageningen University and prospects for the future. In that context, they will also be asked to make a recommendation regarding the continuation of the chair/appointment. On the basis of the committee's report, the Rector Magnificus will consult the Professorship, directors of the Sciences Group and the funder.

#### 3.4.6. Curatorium and supervisory committee

In the case of a Special Professorship for religious and ideological reasons there is a Curatorium consisting of no less than three and no more than five members, one of whom is appointed by the Executive Board of Wageningen University and the other members appointed by the foundation, having heard the advice of the Executive Board. The Curatorium elects one of its members as chairperson.

The task of the Curatorium is to supervise the Special Professorship and, in particular, to ensure that teaching carried out by the Special Professorship occupying the chair to meet the required academic standard. The Curatorium reports its findings on request (or on its own initiative, if necessary) to the board of the foundation.

If he deems it necessary, the Rector Magnificus can, also arrange for a Personal Professorship or any other Special Professorship to be supported by a Supervisory Committee similar to a Curatorium. The Rector appoints the committee and formulates its task in consultation with the initiator, funder, directors and professor in question.

## Appendix A

Format for teaching mandate and research area

### **1. Rationale of the person requesting the chair (in relation to the interests of Wageningen University)**

- 1.1. The person requesting the chair shall make a case for the fact that the chair primarily serves the interest of research and teaching at Wageningen University.
- 1.2. Description of the societal importance of the chair and how the discipline relates to social issues.
- 1.3. Description of the strategic importance of the cooperation for Wageningen University and Research Centre.

### **2. Work area and mission of Wageningen University and relationship to the chair plan**

- 2.1. Description of the way in which the proposed scientific domain fits with the area of work and the mission of Wageningen University and Research Centre, and in particular that of Wageningen University.
- 2.2. In the case of a Special Professorship a description of the important, relevant and innovative subdivision/differentiation of a structural chair and/or the introduction of new academic/scientific insights, methods and techniques.
- 2.3. The applicant shall make the case for teaching in the research area at professorial level.
- 2.4. Description of the coordination, delineation and cooperation with related chair groups and externally funded chairs.

### **3. Significance for teaching**

- 3.1. There is an interesting, relevant and innovative contribution to teaching in the 1<sup>st</sup> and/or 2<sup>nd</sup> phases (indicate which).
- 3.2. Teaching activities are satisfactorily formulated and are embedded in the regular teaching of the chair group (in principle, only the group's own research project only; a professor's own subject cannot be a compulsory course module).
- 3.3. The planned tasks are in line with the scope of the appointment.  
The chair is expected to acquire contract research.

### **4. Significance for research**

- 4.1. Description of interesting, relevant and innovative contribution to research by means of academic research questions. The research task is satisfactorily formulated in terms of content, and is embedded in the research programme of the chair group.
- 4.3. The planned tasks are in line with the scope of the appointment (see also Teaching).
- 4.4. The chair is expected to acquire external resources for research.

Wageningen Executive Board  
Attn. the Rector Magnificus  
Prof. M.J. Kropff  
P.O. Box 9101  
6700 HB WAGENINGEN

Dear Rector,

At the beginning of December 2006 you appointed the 'Advisory Committee on Guidelines and Procedures for establishing chairs and for appointing and evaluating professors'. On 15 June last, the committee concluded its work with a final meeting. I have pleasure in presenting to you, on behalf of the committee, the final report.

You instructed the committee to formulate new guidelines and procedures that are better aligned to the current situation, and to set these out in a document that can serve as a guide for anyone involved in any way with the establishment of chairs and the appointment of Professorships. We enclose the document containing the new guidelines recommended to you by the committee.

Sections 1 and 2 outline the main framework for decision-making with regard to Professorships, such as the significance of the office within Wageningen University and Research Centre, the chair policy, types of professorial appointment, quality criteria, etc. Section 3 outlines the procedures that must be followed, as well as step-by-step plans and instructions for the persons who are responsible for taking, preparing and substantiating these decisions. Finally, the most important regulations, formats, checklists etc. are appended to the document.

The following changes have been made in relation to existing guidelines and procedures:

1. Naming of professorial appointments

In the first place, the committee recommends changing the naming of professorial chairs to correspond with that used in other institutions and with external communication. The committee suggests that '0.0 Professors' now be referred to as Special Professorships with external funding (*buitengewoon hoogleraren*). There are three important reasons for the change. First, the title '0.0 Professors' is frequently used for professors in university hospitals. Second, the title 0.0 is not always taken seriously in communications relating to chairs and, third, 0.0 Professors are Professors according to the law, with the difference that the chair is externally funded.

2. Refinement of the distinction between Special Professorship with external funding and Special Professorship for religious and ideological reasons.

The current guidelines stipulate that both types of Professorships have teaching duties according to the conventions of the university. It is not currently clear that the external legal body is responsible for teaching and examinations provided by Special Professorships for religious and ideological reasons, as legislation stipulates and must be regulated by means of a syllabus. Currently, both forms are used for themes that are related to Wageningen UR.

With regard to the latter point, the committee recommends that the differences between the two types of chair be emphasized, and that 'bijzondere leerstoelen' be restricted to religious or ideological organizations, thereby limiting the number of such chairs. In the longer term, this will lead to a reduction in the number of chairs of a religious or ideological nature that are further removed from the institution, and to an increase in the number of chairs with a subject-based relation under the responsibility of the Executive Board of WU. Wageningen University thereby conforms with legislation, and responsibilities are properly designated.

According to the current guidelines, '0.0 Professors' are appointed by Executive Board of Wageningen University subject to assessment, and 'bijzonder hoogleraren' are appointed by an external party. The committee recommends removing the distinction between open recruitment and assessment for both types of chair. It should be the case for both types of appointment that an available candidate is assessed, and, if there are no candidates or several candidates, a recruitment and/or selection process must take place.

3. Reduction in the types of professorial chair

The committee investigated whether it would be possible to reduce the number of externally funded chairs to one or two. There are currently three such chairs at Wageningen University, namely Special Professorships with external funding, Special Professorships for religious and ideological reasons and Special Professorships (IO-hoogleraar). Special Professorships (IO-Professorships) are appointed under the terms of an agreement with the Institutes for International Development, and must therefore be retained in accordance with this agreement.

The Committee has considered whether the distinction between the other two could be abandoned. This would mean that the type of chair least closely affiliated to the institution in administrative terms, would have to be abolished. If the Executive Board were to decide in favour of this, it would deprive religious and ideological organizations of the opportunity to establish a chair at Wageningen University. The committee advises against this; since our institution also fulfils a societal role.

However, the committee recommends that these chairs be created only for religious and ideological organizations, thereby reducing the number of endowed chairs. (Wageningen University has three endowed chairs: Reformational Philosophy, Radboud Chair of Catholic Philosophy, Humanist Philosophy).

4. Introduction of Honorary Professorships

The committee recommends that the Executive Board introduces Honorary Professorships (*titulair hoogleraarschap*). This type of appointment could be used to establish relations with other organizations, as a mark of recognition or respect, or to foster close academic cooperation. The nature of such appointments (in terms of duties, availability, remuneration, etc) would be determined in each individual case by means of consultation between the Rector Magnificus and the candidate. An Honorary Professor does not have the right to supervise PhD research and therefore cannot contribute to PhD awards. For this purpose, agreements (e.g. on thesis supervision) will have to be made with the graduate school and the Dean of WGS.

Such an appointment is a possible solution for highly-placed persons who fulfil an important role in the academic world, administration or business. They are of great value to Wageningen UR, but their other activities prevent them from producing the high level of academic output required by the graduate schools.

5. Elaboration and refinement of criteria for Professorships

An important part of the Committee's task was to elaborate and refine the criteria for Professorships. The Committee has elaborated and added to the current criteria to enable more precise interpretation. In addition, the Committee proposes a number of indicators that can assist an Appointment Advice Committee or Assessment Committee in forming a judgement. The Committee also advises giving the criteria a different weighting for each type of professorial appointment, while assuming that every Professorship who is entitled to supervise PhD research must fulfil the minimum requirements.

6. Appraisal and extension of appointments

The Committee recommends that chairs be established and professorial appointments, with the exception of Chairs (*leerstoelhouders*), be made for a period of 5 years, with the possibility of extension subject to a positive appraisal result. Previously, the regulations stated that appointments to externally funded chairs could be extended once only. However, experience has shown that it is not until after five years that the value of such an appointment is experienced, or the subject-based orientation evolves into a new scientific domain that is interesting for both parties.

Therefore, extension must always be possible subject to a positive evaluation result for all aspects: academic output, cooperation, future prospects, funding, etc. This means that it is more important to carry out a serious evaluation and monitor quality during the term of the appointment, a matter which therefore requires the attention of the Executive Board.

7. Clarification of terminology

Where relevant in the document, the Committee has also attempted to clarify the terminology used in the Dutch and international context.

8. Simplified instructions

Instructions and step-by-step plans have been simplified and structured so that, when committees are appointed, easy reference can be made to a section containing the relevant guidelines for that committee. In addition, a number of standard procedures have been discontinued (e.g. consulting sister faculties).

All these changes can be found in the enclosed document. However, in the course of its work, the Committee has also dealt with a number of other aspects, and would like to make recommendations on these to the Executive Board. These recommendations relate to matters that do not need to be dealt with in such a guide, but should be addressed in another way. Those matters are as follows:

9. The office of Professorship

In the introduction to these guidelines, the Committee describes the significance of professorial appointments within our institution. The Committee is of the opinion that a strong awareness and a clear vision for that significance is essential to the correct interpretation of the guidelines and procedures. Discussions about the office of Professor and the way in which it is fulfilled must not be avoided, but put to constructive use. In this way it remains clear and accepted that a professorship is a unique and essential office on which stringent demands must be placed.

10. Tenure track and career development

With regard to the job profile and salary scale for chair holders, the UFO system (*Universitair systeem tot functie-ordening*) applies as set out in the CAO (collective labour agreement) for Dutch Universities. This means that Chairs are designated as Professor 1 and Professor 2, depending on the job profile. This distinction is different from that made in the guidelines, and has not been considered by the Committee. With regard to the suitability of academic staff for a professorial appointment, the following points are important.

First, in the context of the Institutional Plan 2007-2010, Wageningen University is currently working on recommendations with regard to career policy for academics. A Tenure Track workgroup is currently focusing on the development of academics in the first 12 years of their career. An Associate Professor (UHD) is assessed on his/her suitability for a personal chair; an appointment based on merit. The guidelines and criteria outlined here should be the basis for recommendations on this point.

Second, the Executive Board should consider whether it is desirable to introduce an additional category of professorial appointment. This category would comprise Wageningen University chair holders who have distinguished themselves in an academic field, and fulfil a leading role within that field. This would provide an opportunity to recognize Wageningen's own academics and foster their loyalty. The conditions that would attach to this will have to be studied in more detail.

11. New Professorships within Wageningen University

The formulation of, and above all compliance with, these guidelines set out careful procedures for the appointment of new Professorships. The procedures conclude with a press release and an introductory meeting with the Rector Magnificus. Currently, and in contrast to the past, little attention is paid to the introduction of new Professorships at Wageningen University. Professorships appointed to an externally funded chair are received and introduced by the chair group in which they are based. For new chair holders in particular, more structural provision should be made for preparing and supervising the new professor's entrance. This involves making the relevant preparations within the chair group, as well as providing an office and an induction programme. For example: the general directors of the sciences groups, the directors of the graduate schools, the OWI director and the corporate directors (e.g. of HRM) could play a role in this regard.

12. Central and decentral responsibilities and administrative relations

Professorships are appointed by the Executive Board, but then work independently within a Sciences Group. They are expected to conform to the institution's policy, while at the same time independently developing a scientific domain, and preferably establishing a leading position within that domain. Within this context, regular questions arise with regard to which powers and responsibilities rest with the Professorship, with the directors of a Sciences Group, or with the Executive Board. In the course of its work, the Committee was regularly confronted with issues of this nature. It is advisable to review the existing agreements relating to this.

13. Minimizing throughput time

Currently, the initiating phase for a professorial appointment varies from 6 weeks to almost 2 years. The Committee is aware of the fact that the length of this process depends on many factors (e.g. coordination, availability of committee members, etc.) However, the Committee regards a period of longer than one year as unacceptable. The Committee recommends limiting the period to a maximum of 9 months.

#### 14. Transition

The Committee recommends that the new guidelines should come into effect at the beginning of the academic year 2007-2008 (1 September 2007). This would result in a new round of professorial appointments (ad hominem) according to the refined guidelines.

The Committee therefore recommends using the new title for the existing chairs, and making the transition to the new form. This will apply to:

- all 0.0 Professorships now to be referred to as Special Professorships
- a number of Professorships occupying a Special Professorship for religious and ideological reasons, under the new guidelines, are Special Professorship with external funding
- a number of 0.0 Professors who will become Honorary Professors (*titulair hoogleraar*).
- the Special Professorships for religious and ideological reasons will draw up their own syllabus.

#### 15. Flexibility and responsiveness

A final and very important aspect is the way in which these new guidelines should be used. The guidelines set out a method for making well-informed decisions for which there is sufficient support. However, circumstances may require a different method, to be indicated by the Rector Magnificus. These guidelines comprise a range of practical instruments, such as committees, evaluations, consultation rounds and checklists, etc. that facilitate sound decision-making and provide for alternative procedures in situations where a more flexible approach is required. The guidelines should never be regarded as a 'straitjacket'. In such cases, the Committee advises, more emphatically than in the past, that a procedure be formulated and communicated to the relevant persons.

The Committee has taken pleasure in working on its report. The Committee comprised representatives from important Wageningen University bodies such as the WGS, Academic Board, the Educational Institute (OWI) and the directors of Sciences Groups. This was beneficial to the discussions on this material, and the persons involved now have an increased awareness of the significance of professorial chairs within our institution and the involvement of others in establishing the chairs.

With kind regards,

Prof. R.B.M. Huirne  
Chairman