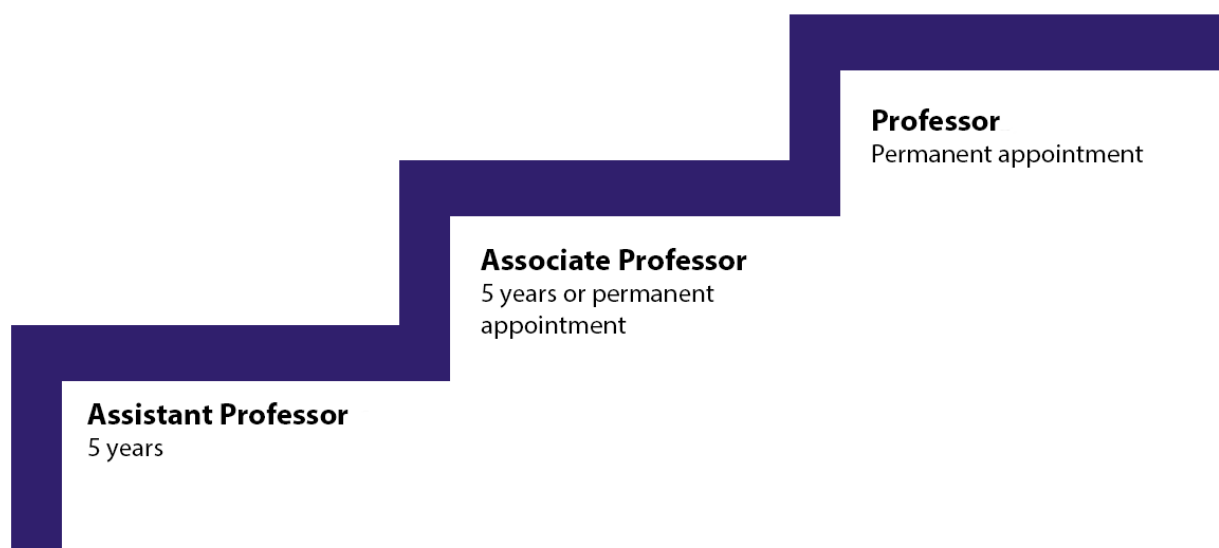


Tenure track at Tampere University

1. Tenure track model

Tampere University has an attractive and inspiring tenure track model that provides appointees with a clear and predictable career path towards a full professorship. The tenure track career model supports and promotes the quality and impact of research and education at Tampere University. The goal of recruiting is to employ the best possible people to the posts to achieve the University's strategic goals. This tenure track policy applies to filling the vacancies of all professors.



Appointments to the entry-level post of assistant professor are made for a term of five years. When an assistant professor is promoted to the position of associate professor, the appointment is made on a permanent basis. The associate professor post on the second level is for five years when the person is recruited to that level directly. Appointments to the third level of professor are made on a permanent basis.

Tampere University is committed to the individuals recruited to tenure track posts and provides them the opportunity to advance to the permanent position of a professor. Clear goals for each tenure track level will be agreed in writing agreement between the researcher appointed to the tenure track position, supervisor, and the dean. The achievement of the goals will be supported and monitored throughout the tenure track by the supervisor and the dean. If the mutually agreed goals are not met, the person may have to exit the tenure track. Tenure track positions

are openly and internationally advertised. The candidate who has demonstrated the best potential to attain full professor status on a high international level or who is an internationally recognised researcher in his or her field, is appointed to the tenure track position.

2. Indicative criteria for appointment to tenure track positions

Tampere University is committed to the responsible evaluation of research. For example, the following principles are applied in recruiting: DORA Declaration, recommendation for the responsible evaluation of a researcher in Finland and The European Charter for Researchers & The Code of Conduct for the Recruitment of Researchers. Tampere University also applies its own policies on research excellence and considers merits in Open Science in the development of research and learning.

The following criteria can be applied to both recruitment and advancement to each level (three levels). The faculties may issue their own policies that specify these criteria.

Assistant professor

When evaluating candidates for an assistant professorship, their potential is primarily considered.

For example, the following merits may be considered in the recruitment of an assistant professor:

- exceptional research or artistic achievements (including doctoral studies and postdoctoral experience)
- exceptional teaching achievements (including doctoral studies and postdoctoral experience)
- independence and innovativeness
- networking, especially international contacts

Associate professor

An associate professor is expected to both show potential and have significant scientific merits. Candidates must indicate clear potential for becoming a professor.

For example, the following merits may be considered in the recruitment of an associate professor:

- a track record of high-quality scientific or artistic activities that demonstrates continuous professional growth

- significant peer-reviewed publications and/or monographs
- experience of working in international research groups and/or networks and scientific or artistic work abroad
- experience of scientific or artistic work carried out in other universities and research institutions or similar relevant positions outside of academia
- activities within academic research communities (including leadership experience)
- the ability to obtain competitive research funding or similar funding in the sphere of artistic activity
- experience of teaching and supervising students, evidence of teaching development and other merits related to teaching, e.g., the capacity to produce and develop learning materials
- completed pedagogical studies
- quality of students' feedback
- participation in interactions with society and within a university community

Professor

Candidates for a professorship are expected to demonstrate a strong academic track record and to have achieved recognition as an expert in their field.

For example, the following merits may be considered in the recruitment of a professor:

- high-level expertise in scientific or artistic activities and outstanding research merits
- a track record of international scientific or artistic activities and international positions of trust
- evidence of managing scientific research or artistic activities
- a track record of academic leadership and strong leadership and interaction skills
- formal academic leadership training
- a track record of participation in the activities of a scientific community
- evidence of obtaining significant competitive research funding and a track record of sustained support for one's own research group
- evidence of supervising doctoral dissertations and doctoral education and other experience of supervising students
- an ability to deliver high-quality research-based teaching
- extensive experience of teaching and pedagogical studies, and strong teaching skills
- a track record of developing a degree programme
- an ability to produce and develop learning materials

- mentoring and tutoring younger colleagues
- a track record of societal interaction, such as:
 - active participation in the dissemination of research findings
 - collaboration within a university and academic schools and departments (for example, as a member of steering committees and working groups)
 - academic leadership positions, including advisory boards, and steering and expert groups
 - participation in the activities of a scientific or artistic community, or society at large

When promotion reviews are conducted, the focus will be on the person's post-appointment body of work.

3. Strategic HR planning and allocation of tenure track positions

Strategic HR planning reflects Tampere University's core values and goals, has a long-term perspective and is responsible and sustainable. HR planning is based on the University's overall strategy and its research and education strategies as well as faculty-specific HR plans, which are annually updated in internal negotiation processes. Posts are primarily filled in accordance with the HR plan which is part of the annual operations plan and budget.

The faculties' HR plans describe the personnel structure that would best help the faculties to achieve their goals. The faculties are committed to their HR plan by setting aside sufficient resources for new appointments and for supporting researchers' careers and career development.

The University's management decides on the allocation of tenure track positions based on the proposals submitted by the faculties as part of the annual operations planning. The recruitment of staff to tenure track positions included in the HR plan is authorised by the President. If a proposed position is not included in the HR plan, authorisation must be obtained from the President before starting the recruitment process. In such cases, a dean's proposal for beginning a recruitment is first submitted to the Provost for consideration.

4. Recruiting employees for the posts

A faculty initiates the recruitment process which is authorised by the President. A tenure track position will generally be opened for application at multiple levels (assistant professor, associate professor, and professor). The levels are publicised for each post.

The Provost establishes an appointment committee to prepare the recruitment process, invitation procedure or promotion review based on a proposal submitted by a dean. The dean chairs the appointment committee. Besides the chair, the appointment committee comprises professor-level members (3–5) and the faculty's HR representative as the secretary. The University recommends that the faculties appoint at least one external member to the appointment committee. The external member can represent a different faculty at Tampere University or an external organisation. In accordance with the principles of equality and non-discrimination, equal numbers of people representing different genders are selected to appointment committees when possible.

The appointment committee drafts the call for applications, decides on the profile of the post and the selection criteria, chooses the recruitment channels, canvasses for potential candidates, and actively promotes and advertises the vacancy via its networks. A recruitment process is prepared in accordance with the principles for the responsible evaluation of researchers. Tenure track positions are openly and mainly internationally advertised. The faculty where the tenure track position is located actively disseminates information about the call for applications also through its own networks.

When recruiting employees for tenure track posts, external reviewers are always consulted to assess the top candidates' scientific or artistic expertise. At least two internationally distinguished professors or persons with corresponding scientific merits are asked to review the top candidates' scientific or artistic merits. The dean appoints the external reviewers as proposed by the appointment committee. Non-discrimination is considered when appointing external reviewers, and different genders must be equally represented among the external reviewers if possible.

The conflict-of-interest provisions set out in Sections 27–29 of the Finnish Administrative Procedure Act apply to the members of appointment committees and external reviewers. Tampere University has a separate policy on the assessment of conflict-of-interest in recruiting. Candidates who are selected for the shortlist during a recruitment process are informed of the identity of the members of the appointment committee, interviewers, and external reviewers. Shortlisted candidates are reserved the right to comment on potential conflicts of interest concerning the members of the appointment committee and the external reviewers.

The appointment committee interviews the strongest candidates who may be invited to give a presentation of their research during the interview. Video interviews may also be used in the recruitment process. The teaching competence of the most meritorious candidates is evaluated in accordance with Tampere University's policy on the assessment of teaching competence.

For a justified reason, the appointment committee can narrow down the list of candidates so that at least three candidates undergo an external review. External reviewers are requested to provide a written statement of the candidates' scientific or artistic merits that are relevant to the post within a deadline that can be two months at the most from receiving the request. The reviewers are advised to assess the candidates' qualifications for appointment at a specific level of the tenure track but not to list them in an order of preference.

The University recommends inviting at least two shortlisted candidates to take aptitude tests carried out by an external service provider.

The appointment committee presents a justified appointment proposal to the Provost. The Provost presents the matter to the President based on the committee's proposal. The President and Provost can ask the appointment committee to clarify the proposal or return the matter for further consideration. If the President approves the proposal, the employment contract is drawn up, which the President signs on behalf of the University. If the selected candidate declines the offer, the appointment committee can prepare a new appointment proposal for the Provost or propose to leave the position unfilled.

5. Defining goals

Advancement on the tenure track is based on the achievement of personal goals agreed with the employee. The aim is to define the personal goals of tenure track staff members while their employment contract is prepared or no later than six months after their employment begins. The goals are documented by filling out the University's joint goal-setting form.

Persons appointed to the position of assistant professor or associate professor define their personal goals for each tenure track level together with their supervisor. The goals are confirmed by the dean. When the personal goals are defined, the parties consider the entire tenure track career path and anticipate the goals that the person in question can be expected to achieve during the different terms to advance to the position of a professor.

When defining the goals, the person's background, previous achievements, and the strategies of the University and the faculty are considered.

The personal goals are based on the following three areas:

- research achievements
- achievements in teaching and supervision
- interaction with society and the university community.

6. Support on the career path

The University is committed to its tenure track staff and offering them an opportunity to advance to the permanent position of a professor.

The supervisor and dean ensure that individuals holding a tenure track position can achieve the mutually agreed goals. They work together with the employee to regularly monitor progress and support the work. The University also recommends appointing a mentor for newly recruited tenure track staff.

The University pays special attention to providing recruited personnel with functioning preconditions for research, such as research infrastructures. In addition, the University offers training, coaching and other support for the development of teaching, supervisory and leadership skills, and other competencies.

7. Career advancement

Together, the dean and the supervisor annually monitor the achievement of goals during the tenure track. The supervisor of tenure track staff is responsible for ensuring that monitoring occurs as often as is required.

Advancement on the tenure track is based on an overall assessment of the person's progress and achieved results that are compared with the personal goals. Persons considered for promotion undergo an external expert review process. Leadership skills are also assessed when considering a person's promotion to the position of associate professor or professor. Associate professors undergo the same promotion review in both permanent and fixed-term positions.

The promotion review is initiated at least one year before the end of the person's tenure track term. The dean submits a proposal describing the composition of a promotion review group to the Provost. The faculty's HR representative asks the person undergoing the promotion review to provide a summary of the personal goals and their achievement as well as a self-evaluation of performance during the current term. The documents should be delivered within one month of receiving the request.

If a person finds that the goals set for the tenure track level have already been fulfilled, he or she may ask the supervisor and dean to bring forward the promotion review. The dean may approve or reject the request for a justified reason. However, in a fixed-term tenure track position, a promotion review may only be conducted once on the same tenure track level. The initiation of a new promotion review process of associate professors in permanent positions requires clear evidence of new achievements.

At least the following materials must be provided ahead of the promotion review:

- a summary of the goals and their achievement
- a self-evaluation of performance during the current term

The following documents are provided for the purpose of an external review:

- a curriculum vitae compiled according to the guidelines of the Finnish Advisory Board on Research Integrity (TENK)
 - including scientific and societal impact
- a list of publications compiled according to Academy of Finland's guidelines
- selected publications, max. 10 (5 of the publications should preferably have been authored during the current term) or other artistic works.

It is also recommended that the following documents are provided for the purpose of the external review in accordance with the faculty's instructions:

- a research plan, max. 4 pages
- a teaching portfolio that provides an overview of the current tenure track term

Conducting the promotion review:

Reviewing the goals

- The person holding the tenure track position prepares a statement for the dean that describes the achieved goals, and a self-assessment of how he or she has succeeded in achieving the goals on the tenure track level in question.
- If a promotion review is requested more than one year before the current tenure track term expires, the dean assesses the employee's situation based on the statement provided and either approves or rejects the request.
- The Provost appoints a promotion review group based on the dean's proposal. Before the proposal is submitted, the person who is due to undergo the promotion review is given the right to comment on potential conflicts of interest concerning the members of the promotion review group.
- The promotion review group assesses the goals achieved by the person undergoing the promotion review.
- If the promotion review group does not recommend initiating the promotion review, the matter will be delegated to the Provost to be decided by the President.

Review

- If the promotion review group recommends initiating the promotion review, external reviewers will be invited to provide statements about the person's scientific or artistic qualifications and promotion to the next level. The person being reviewed is reserved the right to comment on potential conflicts of interest related to the external reviewers.
- The promotion review group is responsible for organising the assessment of the person's teaching skills. It is recommended that members of tenure track staff undergo an assessment of teaching skills and receive feedback at least once during the tenure track career path.
- The promotion review group submits a proposal to the Provost concerning the person's promotion to the next level, continued appointment of the person, or exiting the tenure track. The Provost decides to either support or not to support the proposal and presents the proposal to the President. The matter may still be returned to the promotion review group for further consideration.
- The President approves the employment contract or confirms the employee's exit from the tenure track.

Invitation procedure

Stipulations on filling the post of a professor are set out in Section 33 of the Universities Act. When recommending advancement to the level of professor in the tenure track, an invitation procedure in accordance with the Universities Act is conducted. According to the Universities Act, a professorship may be filled by invitation without public notice of vacancy when an academically distinguished person is being invited to take the position, or a candidate is appointed to the position for a fixed term. In the invitation procedure, external reviewers assess whether the candidate indisputably fulfils the qualification requirements for the post.

A promotion review may lead to the following outcomes:

- advancement to the next level on the tenure track
- for a justified reason, an associate professor with a fixed-term position may be transferred to a permanent position on the same level, meaning that his or her personal goals will be redefined.
- the continued appointment of an associate professor with a permanent position at the same level, meaning his or her personal goals will be redefined. (In this case, there will be a waiting period of 3 years before a new promotion review can be initiated).
- exiting the tenure track (the fixed-term employment contract ends on the day when the contract expires). In such cases, the faculty may propose that the person takes up a non-tenure track appointment.

8. Considering extended leaves of absence

Members of tenure track staff who are on family leave or sick leave, performing national service or are absent for other similar reasons for at least three months may be granted an extension of their tenure track level term. The length of the extension is equal to the length of the leave of absence. The dean approves adding the period of absence to the length of the tenure track level and refers the employment contract to the Provost who proposes approval to the President. The employment contract is drafted in accordance with the University's policy, meaning that the President signs the employment contracts of tenure track staff.

9. Key actors in the tenure track career model

President

- is responsible for strategic HR planning at Tampere University
- based on presentations decides on vacancies to be filled, the recruitment of staff or the discontinuation of recruitment processes, a person's promotion to the next tenure track level, continued appointment of the person, or exit from the tenure track.

Provost

- is responsible for the implementation and development of the tenure track career model
- leads the university-level Tenure Track Steering Committee
- establishes appointment committees based on proposals submitted by the deans
- presents appointment proposals to the President.

Dean

- is responsible for the implementation of the tenure track career model within the faculty
- proposes new tenure track posts
- proposes members of appointment committees to the Provost for consideration
- appoints external reviewers
- chairs the appointment committee. For a justified reason, a dean may propose that a vice dean chairs the appointment committee

Appointment committee

- The appointment committee of a recruitment
 - is separately established to prepare the recruitment of a new member of tenure track staff. If necessary, the composition of an appointment committee may be changed if this is proposed by the chair.
 - is responsible for the practical implementation of the recruitment process in accordance with the principles for the responsible evaluation of researchers.
 - prepares an appointment proposal for the Provost identifying the candidate it is recommending and the level of the tenure track appointment if the vacancy is opened at more than one level simultaneously. The committee may also recommend leaving the position unfilled.

- Promotion review group
 - is separately established to manage the promotion review of a member of tenure track staff.
 - is responsible for the practical implementation of the promotion review in accordance with the principles for the responsible evaluation of researchers.
 - determines whether the person has achieved the goals and decides on the initiation of an external review.
 - submits a proposal to the Provost concerning the person's promotion to the next tenure track level, continued appointment of the person, or exit from the tenure track.

Tenure Track Steering Committee

- Chaired by the Provost
- Deans of all the faculties
- Vice President for research
- Vice President for education
- Preparer / secretary from support services
- Other expert members if necessary
- The Steering Committee guides and monitors the implementation of the tenure track model across the University and presents development suggestions to the President.

10. Transitional provisions

The members of tenure track staff who were formerly employed by the University of Tampere (UTA) or Tampere University of Technology (TUT) are gradually transferred to the joint tenure

track model of Tampere University when they go through their next promotion review. They will be considered for promotion to the next level of the tenure track model described in this policy and their employment contracts are prepared in accordance with the principles of this model.