

Guide to:
PROGRAMME
FOR PROMOTION TO PROFESSOR
Natural Sciences

September 2022

1. Purpose

The purpose of this guide is to describe the framework for and content of the programme for promotion from associate professor/senior researcher to professor at the Faculty of Natural Sciences (NAT).

The material may also serve to clarify the career path to a professorship and to support career dialogue, for example during an SDD, including for associate professors/senior researchers who have not been offered the promotion programme.

The basic purpose of the programme at NAT is to offer particularly talented associate professors/senior researchers the opportunity to participate in a programme for promotion to professor. The promotion programme is designed to support the faculty's strategy for career development and clear career paths, and is a supplement to [Norms for recruitment of academic staff to permanent positions](#), with broad and public advertisement of positions remaining the primary form of recruitment of researchers at senior level. Becoming a professor at NAT requires extraordinary academic achievements, whether it is through open advertisement or the promotion programme. The programme is a career development programme and merely one of more development opportunities for associate professors. The promotion programme is targeted at associate professors capable of developing, within the duration of the programme, their qualifications according to NAT's recruitment criteria for professors, the so-called [ABC criteria](#).

In *exceptional circumstances*, the promotion programme can be offered:

- when recruiting candidates who have applied for an associate professorship/senior researcher position.
- to already employed associate professors/senior researchers in connection with career development.

In both cases, *exceptional circumstances* refer to a situation in which a particularly talented candidate is expected to develop his or her potential to meet the recruitment criteria at professor level (see section 2 below), and where the promotion programme is expected to have a positive influence on the candidate's career development.

The programme typically has a duration of between three and five years. Therefore, it is important to agree on a realistic development plan and timeframe from the outset. Depending on the candidate, the duration of the programme can be shortened in exceptional cases, but efforts should be made to ensure that departments use the programme proactively to support the career development of particularly talented associate professors by focusing on planning long-term promotion programmes.

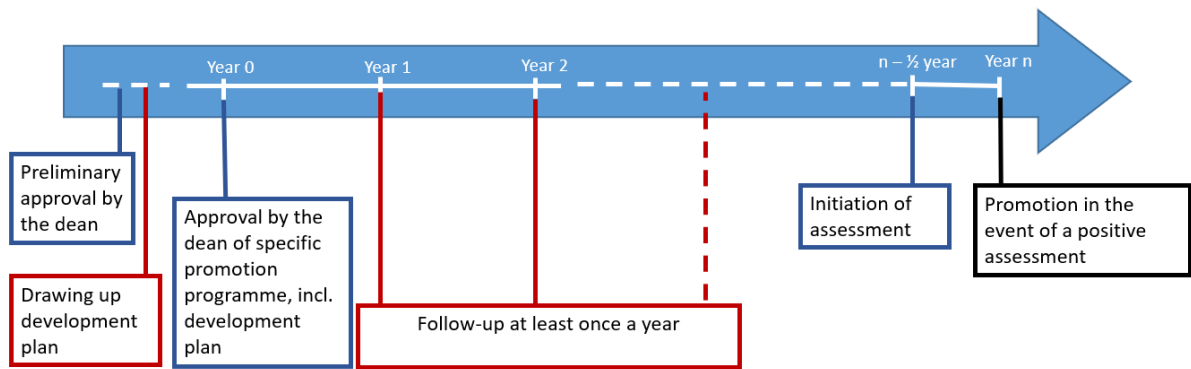


Diagram of programme for promotion to professor with duration of n=3 to n=5 years

2. Selection for the programme for promotion to professor

The process for selecting candidates for the promotion programme follows the faculty's current guidelines for academic appointments, including professional recognition and inclusion in the process.

Selection for the programme is closely linked with other appointments and employment planning, so the promotion programme is part of the department's recruitment plans and strategic considerations with regard to employment plans and talent development. When selecting candidates for the programme, emphasis will be on documented extraordinary academic initiatives and results. Considerations should also cover how the best qualified candidates can contribute to the strategic and long-term goals of the department to strengthen, for example, professional knowledge, diversity, research, education and collaboration within a given academic area.

The final selection of associate professors/senior researchers for the promotion programme will be made by the dean based on a recommendation from the head of department. Especially regarding associate professors/senior researchers who are already employed, the candidate talks to the head of department about promotion opportunities in connection with SDD. The head of department's recommendation of candidates to the dean is supported by the department's promotion committee, which is comprised of professors. The department is responsible for ensuring transparency of the promotion committee and its procedures.

The decision regarding selection and whether the promotion programme is to be applied depends on a specific assessment of the candidate's documented qualifications and potential for development, focusing particularly on NAT's [ABC criteria](#):

- Leadership skills within both education and research, i.a. through development of well-functioning academic collegial environments
- Ability to establish, innovate or expand a field of research
- Highly cited research publications in leading publication channels within the candidate's field
- Teaching activities and development of new research-based teaching, methods, courses and PhD education
- Ability to promote and develop the career of younger colleagues, both regarding education and research
- Involvement in councils or committees, journal editing, and the like
- Ability to disseminate knowledge to the general public, and to collaborate with industry or public sector

The final assessment of the candidate will be in accordance with NAT's ABC criteria. The candidate is expected to fulfil all the "A" criteria within the agreed time frame.

2.1 Recommendation

A recommendation to the dean from the head of department must include:

- Motivation from the head of department based on input from the candidate
- CV
- A complete list of publications indicating the five most important works (single pdf or links)
- A description of previous research activities (summary)
- A description of planned research activities
- Portfolio and teaching statement
- A description of participation in various committees and administrative forums

If the dean supports the recommendation, a development plan will be drawn up. The dean will approve the duration of the programme when approving the development plan.

3. During the promotion programme

3.1 Development plan

The head of department is responsible for drawing up the development plan in collaboration with the candidate. The immediate academic leader will be involved in drawing up the plan as required.

The vice-dean for research takes part in drawing up the development plan and can furthermore be involved as required.

The development plan must include a follow-up plan, including resolutions on follow-up frequency, participants in the follow-up process and whether follow-up is to take place in connection with the SDD.

The development plan is approved by the dean, who also decides on the duration of the programme. The approved development plan is sent to HR. HR ensures reminders of the follow-up that appears from the development plan.

As part of the development plan, and in dialogue with the candidate, the candidate will be assigned a professor, and possibly external, as a sparring partner, and an individual programme for the sparring sessions will be planned. Sparring partners must be selected by the immediate academic leader or head of department. The nature and extent of the sparring programme, including meeting frequency, is agreed by the sparring partner and the candidate.

3.2 Follow-up on the development plan

One month before the planned follow-up, the department will receive a reminder from HR. The head of department is responsible for ensuring that follow-up on the development plan proceeds as agreed in the development plan. The vice-dean for research participates in the follow-up to ensure consistent use of the programme. Follow-up must take place at least once a year and can form part of or be a continuation of the SDD. Apart from the follow-up activities specified in the development plan, additional follow-ups may be agreed.

The development plan can be updated during the follow-up dialogue if relevant. The date of the follow-up meeting, as well as the participants at the meeting, are specified in the development plan, along with the overall status, or the status of each individual item. Any changes must be recorded, so that it is clear what has been changed and what was originally agreed. Substantial changes must be discussed with the vice-dean for research before they are adopted by the head of department. If the status is that the plan is not being fully adhered to, the head of department will make recommendations to the candidate, and these will be entered in the development plan. If the status is that the plan is not being adhered to, and the candidate has not made relevant progress to attain the objectives specified in the development plan, following consultation with the candidate and the vice-dean for research, the head of department will decide on a plan for possible continuation of the programme. One month after the planned follow-up, the department will receive a reminder to add any updated development plan to the file.

4. Academic assessment for professorship

The assessment must be initiated no later than six months before the end of the agreed promotion programme. In exceptional cases, it can be agreed to carry out the assessment at an earlier point in time. The candidate in question must ask to be assessed. If the associate professor/senior researcher fails to request an assessment of his or her qualifications by no later than six months before the end of the promotion programme, or if the associate professor/senior researcher is assessed and found not to be academically qualified, his or her employment as an associate professor/senior researcher will continue outside the programme. It is possible to offer the associate professor/senior researcher an additional attempt at qualifying before the end of the promotion programme. A maximum of two academic assessments may be carried out.

Following a positive assessment, the head of department will submit a recommendation for transfer to professorship for final decision by the dean. The dean will make a decision solely on the basis of the assessment and will ensure that the academic quality corresponds to appointment of professors in open advertisements.

4.1 Process of the assessment:

The date referred to as the deadline is the date on which the promotion programme ends.

Date	Step
Approx. 7 months before the deadline	HR sends a reminder to the head of department and the candidate regarding the deadline for the assessment
6 months before the deadline	The candidate asks their head of department to initiate the assessment.
	The head of department submits the request to HR.
	HR informs the candidate of the materials to be submitted within a deadline of approx. one month. The head of department is asked whether there are any special requests for material. The candidate is requested to submit the following: <ul style="list-style-type: none"> • CV • A report on the status of the development plan and ongoing follow-up on the plan. • A complete list of publications indicating the five most important works (single pdf or links) • A description of previous research activities (summary) • A description of planned research activities • Portfolio and teaching statement • A description of participation in various committees and administrative forums • Any other material as requested by the head of department

	<p>The development plan (possibly in updated form) from the candidate's HR file is included.</p> <p>The material above constitutes the assessment material.</p>
In parallel	<p>The head of department appoints an assessment committee in accordance with the faculty's current guidelines. See the links below for a guideline on appointing permanent academic staff for department heads.</p>
	<p>HR sends information on the composition of the assessment committee to the candidate.</p>
	<p>HR sends the information on the composition of the assessment committee to the Academic Council for approval.</p>
Max. 5 months before the deadline	<p>Deadline for the candidate's submission of assessment material.</p>
Max. 4 months before the deadline	<p>The overall assessment material is sent to the assessment committee, which is given six weeks to submit an assessment based on NAT's ABC criteria. The specific requirements for the position described in the development plan, and the follow-up on these, form part of the assessment.</p>
	<p>HR submits the assessment to the candidate who is given a deadline of one week to submit comments on the assessment. At the same time, the head of department informs the candidate of the outcome.</p>
Before the deadline	<p>If the assessment is positive, the head of department will submit to the dean a recommendation for transfer to professorship. After the dean's approval, the department will enter the date of the new position type in MSK. HR will initiate salary negotiations and send a new employment contract.</p>

In the event of absence due to maternity/paternity or adoption leave or in the event of long-term illness, the programme may be extended subject to a specific agreement.

5. Links

The promotion programme is based on the job structure and governed by a framework decided by the senior management team. It is also governed by a framework decided by Tech, and the programme is implemented at NAT.

[Ministerial order on job structure for academic staff at universities \(*Bekendtgørelse om stillingsstruktur for videnskabeligt personale ved universiteter*\)](#)

[The senior management team's decision of 24 November 2021](#)

[NAT's ABC criteria for evaluating candidates for scientific positions](#)

[Development plan](#)

[Mentorship agreement](#)

[Book on mentoring](#)

[Guideline for department heads on appointing permanent academic staff \(concerning selection of members for assessment committees\)](#)

This guide was passed by NAT's Faculty Management on 30 September 2022 and is applicable from 1 November 2022.

The Faculty Management will review the guide in fourth quarter of 2024.