# UM Professorship Policy



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# List of terms

| | |
|---|---|
| AA | Academic Affairs |
| AOW | General Old Age Pension Act |
| BAC | Appointment advisory committee |
| BW | Civil Code |
| CvB | Executive Board |
| CvD | Board of Deans |
| CvT | Supervisory Board |
| JZ | Legal Affairs |
| LO | Local Consultative Body |
| MYA | Maastricht Young Academy |
| MUMC+ | Maastricht University Medical Centre+ |
| P&D | People & Development |
| PBL | Problem-Based Learning |
| R&R | Recognition & Rewards |
| SPP | Strategic Personnel Planning |
| UD | Assistant professor |
| UFO | University Job Classification |
| UHD | Associate professor |
| UM | Maastricht University |
| UNL | Universities of the Netherlands |
| WHW | Dutch Higher Education and Scientific Research Act |
| WP | Academic personnel |

# 1. Introduction

## 1.1. Context

The quality of professorship at Maastricht University (UM) is a key success factor for achieving UM's ambitions in education, research, leadership and impact. High-quality performance by professors defines the image of UM and contributes to its reputation and development opportunities. The aim of the professorship policy is to guarantee the quality of the activities in the field of recruitment, selection, appointment, promotion and retirement (the so-called employee journey) and to harmonise them among the faculties.

In 2017, the latest Professorship Policy was adopted by the Executive Board. That policy has provided the framework for the recruitment, selection and appointment of professors at UM since then.

There have been various developments in recent years, such as: the entry into force of the Act on the Standardisation of the Legal Status of Civil Servants, agreements around professorships in light of the Recognition & Rewards programme, the changes in the collective labour agreement in the field of permanent and temporary employment, the increasing societal need for transparency around ancillary activities and media attention to the external financing of endowed as well as ordinary chairs, which have influenced the professorship policy.

In addition, there is a desire to critically review the various procedures surrounding the appointment and hiring of full professors; some are outdated, may cause unnecessary delays or need clarification or finetuning. Moreover, the interpretation of the policy has had its own dynamics, resulting in current practice deviating partly from the policy as it was laid down in the 2017 memorandum. Finally, there are also situations for which no policy yet exists.

All these are reasons for updating the policy on professorship. The result is the present policy memorandum in which the basic principles and main lines of UM's updated professorship policy have been elaborated.

## 1.2. Structure

This memorandum is structured as follows: Chapter 2 places the appointment of full professors and professors of endowed chairs in the context of UM's P&D policy. Chapter 3 describes the various appointment variants, and Chapter 4 discusses career and leadership development in more detail. Chapter 5 discusses the emeriti policy, and Chapter 6 deals with scientific integrity, ancillary activities and knowledge security. Finally, Chapter 7 contains some final points for attention.

# 2. P&D policy in relation to full professors

## 2.1. Job requirements in a changing context

In recent years, a broad national and international discussion started about the recognition and rewarding of academic staff within universities. The starting point has been that in academia, the balance between recognising and valuing core tasks is sometimes felt to be insufficient. The emphasis is often on the research task with measurable output indicators in the lead. This is at the expense of the recognition and appreciation of core tasks in other domains, where there is still more work to be done. Moreover, it gives a too one-sided picture of the quality of research. In addition, the complex scientific and societal challenges of our time call for an organisational culture that does justice to the talent of the individual scientist, disciplinary and multidisciplinary cooperation and contribution to teams.

The dialogue surrounding the Recognition & Rewards programme also has repercussions on the professorship policy. The basic requirements a candidate full professor must meet are laid down in the standard Dutch university job profile for 'Professor'. However, UM attaches great importance to recognising and valuing the work of academic staff in their entirety. Besides teaching and research, this also means appreciation for leadership, impact and patient care as well as recognition of the strategic added value of a specific focus area.

To enable diversification and vitalisation of career paths and talent development - one of the main goals of Recognition & Rewards - profiles have been drawn up for various academic staff positions. These profiles serve as the main guideline for academics - together with their managers - to shape their careers.

UM also considers it important to take these developments into account when appointing a new full professor. Explicitly, this means that in the nomination dossier, in addition to the description of the research as well as the field of science in which the professor performs their duties, attention must be given to all components of the position (education, research, impact and leadership), although the focus may be on one of these components.

The quality of teaching and research should also be highlighted in a balanced way in the dossier. For instance, to substantiate a candidate's research qualities, it is not enough to use only measurable output indicators (number of publications, citations, etc.).

## 2.2. From chair plan to strategic human resources management

The recruitment of new professors is based less and less on a predefined so-called chair plan. The role of these plans seems to have changed over the years, and professorship appointments take place increasingly less on the basis of a vacancy indicated by the chair plan. National policy, regional opportunities, university development, availability in the market of leading candidates and developments in science require flexibility.

In an increasingly complex and dynamic scientific field, it is very important to retain the right people at our university, and this is certainly true for key professorial positions. The tool UM has adopted to achieve this robust flexibility and dynamism is strategic personnel planning (SPP). UM's SPP policy aims to always have the required capacity, knowledge, skills and competences in place at the right time.

Therefore, the faculties work with well-developed personnel planning in a form that suits each faculty in order to anticipate its particular needs. SPP also contributes to clearer career perspectives for academic staff, the ability to proactively manage the attraction, development and retention of talent and to create (financial and other) resources for appointing top talent.

It is tricky to do justice to the interests and talents of individual staff while keeping the interests of the team, department and faculty in mind. If personal ambitions or goals do not match the needs of the organisation, or if insufficient resources are available at any given time, it may mean that goals have to be adjusted. Clear and open communication are essential here.

Every year, the dean discusses the SPP with the Executive Board during the administrative consultations.

## 2.3. Diversity & Inclusivity

Maastricht University, the leading European university in the Netherlands, is committed to an inclusive culture. As a European university with a global outlook, we are aware that in our diversity lies our strength. We stand for an environment where everyone feels welcome and valued and create conditions for a socially safe working environment. The core values of diversity, equality and inclusion are therefore embedded in UM's strategy.

One of the ambitions is to increase the diversity of the workforce. Hereby, diversity is interpreted in a broad sense because UM recognises that sex and gender have intersections with other dimensions such as age, life stage, sexual orientation, socio-cultural background, ethnicity, world view and ability to work.

This ambition is explicitly included in UM's Professorship Policy because professors fulfil an exemplary role and are role models. To fulfil this, the following measures have been adopted:

- When filling vacant professorial positions, UM strives for a more balanced representation of diverse groups. The aim is to have no more than 50% of professorial positions filled by people of the same sex or gender identity. We also aim for maximum inclusion of people from underrepresented groups, such as people with a migration background and first-generation academics. Faculties elaborate on this in their Strategic Personnel Plan (SPP) and, when nominating a candidate, substantiate how they have recruited broadly and paid explicit attention to diversity. In addition to measurable characteristics such as nationality, age and gender, characteristics indicated on the basis of self-identification are also included in creating maximum diversity.
- The composition of appointment advisory committees (BAC) reflects UM's broad diversity objectives. A BAC should be composed in such a way that different perspectives and backgrounds are represented. This means that there should be preferably at least two members of different sex or gender identity participating and one member with a non-Dutch cultural background.

These desiderata are the starting point for nominations from the faculties and for the procedures for the appointment of a new full professor by the Executive Board.

## 2.4. Promotion from Professor 2 to 1

For full professors, the University Job Classification (UFO) system has the positions Professor 2 and Professor 1, an indication of the weight of the position of the professor in question, with Professor 1 being a higher scale with more experience and responsibilities. Classification criteria have been formulated for the positions in the UFO. Faculties can make these criteria more explicit. The Executive Board decides on the dean's nomination for promotion from Professor 2 to Professor 1.

In the context of a balanced faculty and university strategic personnel policy, it is desirable that promotion proposals to Professor 1 are carefully drawn up. Candidates for promotion to Professor 1 have proven to excel in one of the focus areas over a longer period of time. Suggestions for promotion proposals can be submitted to the deans by department chairs as well as by those involved themselves.

The review of the promotion proposal follows a careful process, in which the dean is assisted by a faculty review committee of at least three members, including at least two members who themselves hold a Professor 1 position and preferably one external member (from another faculty or from outside UM).

Also in this faculty review committee (which may have different names in practice), we strive for a broad diversity and representation of perspectives. Therefore, all faculty review committees have preferably at least two members of different sex or gender identity, as well as one member from a non-Dutch cultural background.

## 2.5. Quality assurance

At UM, all full professors are appointed by the Executive Board which checks whether candidates meet the required criteria. An important instrument for quality control of current full professors are the annual appraisals. In these interviews, specific competences, tasks, development paths and results to be achieved are discussed and recorded.

In addition, the university offers a wide range of training and education modules aimed at the further professionalisation of professors. These include modules for leadership development, improvement of teaching quality and supervision of PhD students. Participation in these modules forms an integral part of the annual appraisals.

For professors of endowed chairs, attention is also paid to quality assurance. This is done through annual progress consultations, organised by the supervisory board appointed specifically to the professorship. The board gathers information from all members in advance and shares the agreements made for the coming period after the consultation.

A substantive evaluation by a professor of an endowed chair at the end of the appointment period is crucial. This explicitly addresses the extent to which the teaching assignment and the profile have been fulfilled, and what concrete results have been achieved. In the case of reappointment, a look ahead to the coming period is also given, with the evaluation and points for attention for the future forming an important part of the reappointment dossier.

# 3. Appointment variants

In the Dutch Higher Education and Scientific Research Act, two types of professors are described: **full professors** and **professors of endowed chairs**. These are also the categories used by UM to distinguish among professors.

For the two categories, those involved are always appointed by and with the approval of the Executive Board on the basis of a nomination by the dean. Full professors are employed by UM, whereas professors of endowed chairs carry out their activities or are employed by another legal entity, often a foundation or association.

Both full professors and professors of endowed chairs may act as PhD supervisors by law (so-called *ius promovendi*). Honourably dismissed full professors and professors of endowed chairs retain the ius promovendi for five years after their dismissal. The general right to act as a supervisor does not mean that a professor automatically has the right to be appointed as such in a specific case. It is up to the Board of Deans to decide this.

The combination of an assistant or associate professor position at UM with a part-time full or endowed professorship at UM is not permitted from the point of view of maintaining a clear personnel policy. After all, a full professor is expected to hold the position integrally and to function at that level.

## 3.1. Full professor

A full professor has an assignment in teaching and research within a specific field of science. The University Job Classification system defines the minimum requirements for a full professor. The professor's assignment should always include the basic qualifications of teaching and research, although the emphasis may vary in the career. As part of the international and national scientific community, UM has wholeheartedly joined the Recognition & Rewards programme and is committed to creating an environment that provides space for all talents and does justice to achievements in teaching, research, impact, leadership and patient care in a balanced way. By working with general basic requirements according to the UFO system supplemented by our own vision on Recognition & Rewards, a flexible and dynamic professorship policy has been created, which on the one hand responds to the complex and changing fields within the faculties and on the other hand fully upholds the basic qualifications for a professorial appointment and the combination of teaching and research.

### 3.1.1. Job requirements

Within the UFO system, a separate job profile has been drawn up for the full professor, which we use as a basis. To enable diversification and vitalisation of career paths and talent development - one of the main goals of Recognition & Rewards - profiles have been drawn up within UM for various academic functions (including the full professor). These profiles serve as guidelines for academics - together with their managers - to shape their academic careers. They provide clarity on what is expected of the employee and offer tools for a broad and continuous development dialogue. Download the academic profiles here.

### 3.1.2. Recruitment and nomination

In principle, when recruiting a new full professor, open recruitment takes place. This means that the vacancy is actively opened to several candidates. Open recruitment can be limited to internal candidates (a limited, internal competition), but can also focus on both internal and external candidates. In open recruitment, the appointment advisory committee always makes a proposal for an appointment based on selection from multiple candidates, using the UFO and faculty criteria. The

dean's nomination dossier for the Executive Board always includes the committee's substantive considerations in choosing the nominated candidate in relation to the other candidates.

However, there may be good reasons to deviate from open recruitment. UM therefore does not make open recruitment compulsory. A valid reason to deviate from open recruitment is that the promotion of an internal candidate is based on previously made agreements/achieved goals. Another reason may be that there is (suddenly) an opportunity to commit an excellent candidate to UM.

In a closed recruitment, the vacancy is open to one candidate, internal or external. In a closed recruitment, the appointment advisory committee gives a positive or non-positive advice on the appointment of the intended candidate based on the set criteria.

There is thus room for faculties to differentiate between open and closed recruitment. This choice is also up to the faculties and does not require prior approval by the Executive Board. However, the faculty should clearly indicate in the dossier why closed recruitment has been chosen. The faculty should therefore motivate this to the Executive Board.

At UM, consulting sister faculties when nominating a professor is optional.

### 3.1.3. Appointment

The starting point is that the Dutch Higher Education and Scientific Research Act appointment follows the Civil Code employment contract. A full professor is appointed for an indefinite period in most cases. Only in exceptional situations can this be deviated from. A temporary appointment of a full professor should be motivated by the dean. Any appointment for a fixed term (the exception to the rule formulated above) is always followed by an appointment for an indefinite term if the full professor performs well. The conversion of a fixed-term appointment into an indefinite-term appointment requires a decision from the Executive Board. A minimum of 0.5 FTE applies to the appointment of a professor. Faculties may deviate from this but should then justify this deviation.

If a new full professor from outside UM has a fixed-term employment contract, the initial appointment will be equal to this period. As soon as the employment contract is converted to an indefinite period, the appointment is also automatically converted to an indefinite period.

### 3.1.4. External funding for a chair

A chair can be externally funded, wholly or partly. The external partner is at all times minimally recognisable to third parties by the statement: 'this chair is co-funded by'. The full professor appointed to this chair is employed by the university and is appointed for an indefinite period.

As a rule, external funding for a chair is temporary in nature. The faculty bears the costs after the end of the cooperation period.

Establishing or converting a chair with external funding requires the approval of the Executive Board and is always submitted to the Executive Board prior to and separately from the nomination of a candidate.

When requesting to co-fund a chair, the reason for choosing the partner and whether there are any potential risks in collaborating (independence, reputation damage, knowledge safety, ethical review) are indicated. The request to establish a chair with external funding is always accompanied by a draft cooperation agreement. The request is assessed, among other things, on the basis of the considerations to cooperate with the particular partner, whether cooperation fits within UM's values and whether the above-mentioned risks are involved. After a positive decision by the Executive Board, the cooperation agreement can be signed.

The external partner has no formal role when it comes to the content of research and teaching. However, the partner can be involved in the chair, preferably by receiving an annual report by the chair holder.

Cooperation can include not only financial support, but also contributions to reputation or social impact.

Every six months, UM publishes an overview of all externally funded chairs on its website, including the legal entities and funders. [1]

[1] UM conforms to the agreements made in the context of Universities of the Netherlands. If these change in the future, we will adjust accordingly.

## 3.2. Professor of an endowed chair

The Dutch Higher Education and Scientific Research Act includes the position of a professor who is appointed to an endowed chair in addition to full professor. By law, the endowed chair must be established by a legal entity with full legal capacity (hereinafter: legal entity), an externally established authority. These professors are appointed by the legal entity with the approval of the Executive Board and are not employed by the university. A so-called hospitality agreement is entered into between the professor of the endowed chair and the university, and an agreement is concluded between the university and the legal entity.

UM only approves the establishment of endowed chairs when:

- it represents a substantial enrichment of a faculty's offer in education and research;
- the chair fits well with the profile and strategy of the faculty and the university;
- the collaboration with the external legal entity and/or the actual financier cannot damage UM's reputation by affecting independence, integrity, ethics or academic freedom;
- the cooperation is in line with UM's values;
- knowledge security is not at stake.

### 3.2.1. Job requirements

There is no separate UFO profile for the position of a professor of an endowed chair. The requirements set out in the UFO profile for a full professor are leading.

### 3.2.2. Recruitment, appointment and reappointment

Initial contacts with a legal entity usually occur at faculty level. The faculty board submits the nomination to the Executive Board after receiving the advice of the faculty council and the Board of Deans. The dean submits a nomination for the establishment of the endowed chair to the Board of Deans in which the faculty elaborates on the profile of the intended chair as well as information on the background and motives of the legal entity. The Executive Board takes a final decision based on the advice of the Board of Deans.

If the Executive Board makes a positive decision, an appointment advisory committee[2] is set up to prepare an appointment recommendation. Based on the committee's findings, and after any external advice is obtained, the dean submits a proposal for consent to the appointment to the Executive Board.

Otherwise, the procedure for consent to the appointment of an endowed professor is identical to that for the appointment of a full professor. Open recruitment is also the starting point when recruiting an endowed professor. The endowed professor will not be employed by UM; the legal entity is responsible for agreements on employment conditions and the like.

In principle, UM applies a minimum appointment of 0.2 FTE for an endowed professor. This is based on the idea that dedication of at least one day a week is a requirement for substantial enrichment of teaching and research.

### 3.2.3. Supervisory board

A supervisory board is appointed by the Executive Board for each endowed chair. Often the members of the supervisory board have been involved in the appointment advisory committee.

[2] If there is closed recruitment for the chair, there is no committee. The candidate's nomination is then included in the structure report and the Board of Deans also advises the Executive Board on this. The Executive Board decides on the structure report, closed procedure and the nomination of the candidate.

The supervisory board consists of at least three members; a maximum of one member is external and at least two members of different sex or gender identity participate. The dean of the faculty in which the professor is to work is chair of the board. The supervisory board has the task of evaluating the performance of a professor of an endowed chair. The members of the board are appointed for the duration of the establishment of the endowed chair, and the dean for the duration of their term in office. If the endowed chair is renewed, the board is also reappointed.

A professor of an endowed chair is appointed for five years. After that, reappointment is possible without limit. The decision for reappointment after five years is initiated by the supervisory board. They advise the faculty board on the basis of at least a report of the entire appointment period. If renewal of the endowed chair, reappointment of the professor or reoccupation of the endowed chair is desirable, the faculty board submits a request to the Executive Board who requests advice from the Board of Deans before taking a decision.

### 3.2.4. Financial conditions

To establish an endowed chair, UM imposes financial requirements. UM will only agree to the establishment of an endowed chair if the legal entity guarantees adequate remuneration for the professor and prior agreements have been made between the legal entity and UM on the financing of additional costs (accommodation, secretarial support, travel and conference expenses, etc.).

## 3.3. University professor

Within UM, we have the position of university professor, a special professorial position awarded for a period of five years. University professors have a university-wide assignment on a strategic theme in addition to their responsibilities within their own faculty. This role is fulfilled by professors with deep expertise in teaching, research and social impact.

University professors at UM aim to foster scientific developments that transcend traditional disciplines and contribute significantly to the profile of the university.

Candidates (internal or external) are appointed on the initiative of the Executive Board. The management and evaluation of the university professor is a collaboration between the Executive Board (especially the Rector Magnificus) and the responsible deans. To ensure continuous alignment and monitoring of the university professor's activities and performance while strengthening the university's strategic direction, annual progress meetings are held with the Board of Deans.

In principle, the university professor is appointed for one term of five years and at the end of the appointment period will return to the faculty where they were employed for the full scope of their tenure. If a university professor is recruited from outside UM, agreements will be made with a faculty prior to employment on embedding them as a professor after the five-year period as university professor.

## 3.4. Visiting professor

A visiting professor is a professor employed at another domestic or foreign university, who works as a professor at UM for a limited period of time. A so-called hospitality agreement is concluded between the visiting professor and the university.

The temporary presence of a renowned scientist provides an attractive opportunity to establish or strengthen strategic partnerships with other universities, make internationalisation of science visible within one's own faculty and, above all, an opportunity to temporarily strengthen research groups and their research. As such, these positions make an important contribution to UM's reputation and visibility.

A visiting professor is temporarily attached to UM and is formally admitted by the Executive Board as a visiting professor for a minimum period of three months and maximum period of two years. This protects the title of visiting professor within UM and makes it more attractive for scientists to stay at UM as a visiting professor.

## 3.5. UM Fellow

The UM fellow position is intended for renowned professionals who do not qualify for an appointment as a professor of an endowed chair. The main reasons for this are a) insufficient research experience, b) insufficient teaching experience or c) insufficient experience in supervising PhD students. However, these individuals may offer substantial enrichment to UM.

A UM fellowship is designed to initiate collaborations and build bridges at the strategic level. This helps us further strengthen our position in the world's top universities. A UM fellow does not have a specific academic profile, but can make connections within the societal field on a strategic level between academia and external partners, bringing in important knowledge, experience and networks that have great added value for education and research at UM. This prestigious position will be reserved for a select few.

A UM fellow is not employed at UM. Just as for a professor of an endowed chair, a hospitality agreement is entered into between the UM fellow and the university and a contract is concluded between the university and the legal entity. A UM fellow has no formal teaching assignment or chair. However, agreements are made and laid down with the UM fellow regarding commitment, activities and intended results.

A UM fellow is temporarily attached to UM and is formally appointed as a UM fellow by the Executive Board for a period of five years. This protects the title of UM fellow within the university and makes it more attractive for professionals to stay at UM as a fellow.

The following renowned professionals may be considered for the position of UM fellow:

- those working in government, business or other social sectors;
- who substantially enrich teaching and/or research with their professional experience;
- whose activities fit within the faculty's profile and strategy;
- who do not qualify for an appointment as professor due to insufficient teaching or research experience, including supervising PhD students;
- who a faculty wishes to retain.

For cooperation with the external party, the same conditions apply as for externally funded chairs and endowed chairs (see Chapter 3).

A UM fellow must have sufficient time to work at UM and work at the external party. A minimum of 0.2 FTE, in line with the minimum for a position as a professor of an endowed chair, is therefore required. A UM fellow will not obtain ius promovendi from UM.

## 3.6. Holding the title

Both full professors and professors of endowed chairs are entitled to use the title ‘Professor’. Former professors who have been honourably dismissed as professors for health reasons, voluntary early retirement, or upon or after reaching the age limit for public service are also entitled to continue to use the title.

Under the law, a former professor who has resigned for other reasons and who may or may not accept a position elsewhere in a position other than professor may no longer use the title. In cases where a former professor still holds the ius promovendi, they may continue to use the title in connection with the yet-to-be-completed promotions of their doctoral students.

Professors of endowed chairs who remain in office until retirement age may continue to use the title after retirement age. These professors whose assignment ends before retirement age may no longer hold the title.

## 3.7. Resignation and termination of appointment

Within UM, the Executive Board is authorised to dismiss professors. A professor may submit their own request for dismissal to the board. At the end of the month in which a full professor or professor of an endowed chair has reached the age limit for public service, they will be honourably dismissed. Honourably dismissed professors retain the ius promovendi for five years after their discharge, in accordance with the law.

# 4. Career policy

UM strives to ensure that every employee's career is fulfilling and that their abilities are used, seen and recognised by others. By helping all talents develop, we also contribute to the goals of our university. We aim to be an open, inclusive and diverse community in which employees flourish through recognition of their talents and efforts and are rewarded for their own merits. We believe this fosters a challenging work environment and increases job satisfaction.

## 4.1. Career development

To enable diversification and vitalisation of career paths and talent development - one of the main goals of the Recognition & Rewards programme - academic profiles have been drawn up for various positions. These profiles serve as guidelines for academic staff - together with their managers - to shape their careers. They provide clarity on what is expected of the employee and offer tools for a broad and continuous development dialogue.

In line with the academic profiles, a format has been developed for the development consultations: the UM Career Compass. The compass facilitates the annual conversation about the employee's development and how UM supports the employee in this. In this talk, the work, behaviour and performance of the employee are discussed. The balance between the employee's personal talents and ambitions and the organisation's strategy and needs is also looked at.

In practice, most full professors are appointed via internal transfer from associate professor positions. In that case, the nomination for appointment is the result of a carefully implemented personal development plan in which time-bound performance and guidance agreements have been made on the path for growth to the professorial position. The nomination is also prepared in the faculty's strategic personnel planning.

## 4.2. Leadership

The content and context of contemporary leadership in our academic environment is constantly changing. The world is changing, our society is changing and so is our university. An increasing focus on transparency, diversity, social safety, monitoring and promoting integrity, internationalisation and dealing with work pressure are becoming increasingly important. Moreover, we are in the midst of one of the biggest organisational and cultural changes UM has ever experienced.

Full professors play a crucial role as managers. They lead groups and must ensure an inspiring and safe environment, an appealing vision of the discipline, external profiling of the group and proper implementation of UM's personnel policy.

To meet these ambitions and further shape their leadership role, professors can participate in the multifaceted learning offering of the UM Leadership Academy or train in the field of leadership in another way.

# 5. Emeritus policy

Upon reaching retirement age, a professor generally becomes emeritus and their employment with UM ends by law. Emeritus status marks an important moment in the professor's career and a change for the faculty's organisation. After all, a professor has led a team and built up a wealth of experience and knowledge over the years, but there should also be room for new talents and ideas to grow. Partly because of this, it is very important to start transferring knowledge and tasks in good time. Retirement is a foreseeable circumstance for which agreements between the faculty, department, departmental or

capacity group and colleagues, and the professor should be made well in advance to ensure the most pleasant transition possible for everyone.

After reaching retirement age, it may be desirable to keep emeritus professors involved with the faculty; they can continue to make a valuable contribution to the UM community through their ambassadorship, knowledge, experience and network, among other things. Prior to reaching retirement age, the professor and dean jointly agree on what would be an appropriate conclusion for the professor's career. Unambiguous agreements are needed to keep this on track. This chapter outlines the options for officially continuing the relationship.

## 5.1. Form

It is important that professors retire after retirement age and new employment contracts are in principle not desired. Nevertheless, in this next phase it may be important to create a formal relationship between the emeritus professor and UM. In the months before reaching retirement age, agreements are made about the transition and it is determined whether it is desirable to continue the relationship in the form of an emeritus contract or, in highly exceptional cases, to enter into a new employment contract.

## 5.2. Emeritus contract

Under the Higher Education and Scientific Research Act, emeritus professors retain the right to act as supervisors for five years after reaching retirement age. The PhD students must already be enrolled at the relevant graduate school at the time when retirement commences. Retaining this ius promovendi is explicitly not a reason for entering into a new employment contract between UM and the professor. However, it is important that the emeritus professor retains access to certain facilities in order to supervise PhD students. This can be arranged through an emeritus contract that at least maintains access to e-mail, ICT and the University Library, physically and digitally.

An emeritus contract can also provide a solution for emeritus professors who still offer guidance to colleagues on a voluntary basis, complete publications or perform some occasional tasks such as guest lectures. Ambassadorship also falls within this category. In all cases, the emeritus professor must make an active contribution to the faculty and UM in order to receive an emeritus contract.

As a rule, it is not desirable to apply for grants that continue after reaching retirement age. Because these may entail obligations for the faculty and UM, the professor makes arrangements, well in advance of submission, with the dean about applying for a grant that would continue beyond retirement age.

## 5.3. Temporary employment emeriti

In exceptional cases, it is possible to enter into a new temporary employment contract with the professor. This decision should always be taken from the interest of the faculty and university. This may be the case, for example, when a period of time needs to be bridged until the arrival of a successor. This is then a regular (i.e., remunerated) employment contract with a defined time horizon, which may also involve a reappointment. The remuneration depends on the activities performed by the emeritus, but should correspond to the UFO scale.

UM has laid down the principles for all its university staff about continuing to work after reaching retirement age in the policy 'Sustainable employability and preparing for retirement' (2024).

# 6. Quality assurance and scientific integrity

## 6.1. Ancillary activities

Ancillary work is paid or unpaid work that a professor does in addition to the professorship at UM. In principle, UM takes a positive view of ancillary work. It can benefit an employee's performance and can result in valuable contacts and interactions for the university and academia in general. Sometimes the ancillary work is at odds with UM's interests, for example, because there is a conflict of interest or because there is a risk of damage to UM's image. Professors are obliged to register and update their ancillary activities themselves; UM then publishes the overview on its website.

The dossier for an appointment of a full professor should always include a review of ancillary work. The dean assesses whether there are any conflicts of interest and ensures that there is a statement in the nomination file stating that this is not the case.

A professor of an endowed chair usually has a main position elsewhere. In this sense, there is always ancillary work from UM's perspective. When establishing a chair and nominating a candidate, it is up to the dean to check whether there is a possible conflict of interest. The dossier submitted to the Executive Board for the appointment of such a professor not only mentions the main position elsewhere, but the dossier also contains an overview of other ancillary work. Before submitting the dossier, the dean checks whether there are any conflicts of interest and, where necessary, makes arrangements to minimise the risks of such conflicts.

## 6.2. Scientific integrity

Maastricht University subscribes to the general principles of professional scientific conduct. Professors should also take care to maintain scientific integrity. By accepting a professorship, professors declare to be familiar with and act in accordance with the Dutch Code of Conduct for Scientific Integrity of UNL and The European Code of Conduct for Research Integrity of the All European Academies (the ALLEA Code). The Dutch Code of Conduct for Scientific Integrity, the ALLEA Code and Maastricht University's Complaints Procedure for Scientific Integrity can be consulted on the UM website.

## 6.3. Knowledge security

Knowledge security is about protecting sensitive knowledge and technology from unwanted access, influence and other misuse. In many cases, it requires practical, organisational precautions and a degree of vigilance on the part of researchers.

When a faculty plans to enter into a collaboration (e.g., in the case of an endowed or externally funded chair) or when visiting professors are recruited, carrying out appropriate due diligence is important. More information and resources are available on UMployee, including the National Knowledge Security Guidelines and the UM Knowledge Security Policy.

# 7. Final points

## 7.1. How was the professorship policy developed?

The creation of the new professorship policy was a careful and intensive process, in which several stakeholders played an important role. People & Development, Legal Affairs and the Board of Deans were closely involved every step of the way. In addition, the Academic Affairs department and members of the Maastricht Young Academy also actively contributed ideas and provided valuable advice. Several drafts were prepared and discussed extensively in the Board of Deans. During these meetings, the concepts were sharpened and refined, with legal aspects thoroughly evaluated to ensure a solid policy. Through this close cooperation, the final professorship policy was formed, carefully balancing both strategic objectives and the interests of the professors involved. This UM Professorship Policy was adopted by the Executive Board in agreement with the Local Consultative Body.

## 7.2. Implementation of new professorship policy

As part of the implementation of the new professorship policy, a transitional arrangement will be introduced to ensure a smooth and equitable transition for current professors. This transitional arrangement applies to both professors of endowed chairs with fixed-term appointments and full professors with fixed or indefinite appointments.

### 7.2.1 Professors of endowed chairs

For professors of endowed chairs currently holding a fixed-term appointment, a phasing-out scheme will be applied. This means that these professors will retain their current appointment and associated rights until the end of their contractual period. At the end of this period, the appointment will expire or, if renewed, the arrangements under the new policy will be followed. Professors in this category will be informed in a timely manner about the expiry of their contract and the corresponding procedure.

### 7.2.2. Full professors

Professors who currently have a fixed-term or indefinite appointment will receive a new characterisation under the new professorship policy. This involves only a change in title and not a substantive adjustment of duties or responsibilities. Individual talks will be organised for these professors, preferably with the dean, to make personal arrangements that do justice to their specific situation and contribute to the objectives of the new policy.

During these talks, among other things, the following points will be discussed:

- Job title: Professors will receive a new job title in line with the new policy. For the key domain professor, personal professor and professor with a specialized remit, the title will be *Full Professor*.
- Transition period: agreement on a reasonable transition period for the professor to adapt to the new situation.

The outcome of these individual consultations will be recorded in an addendum to the appointment.

### 7.2.3. Communication

The introduction of the new professorship policy and the associated transitional arrangement will be communicated carefully and transparently. All professors concerned will receive a personal message explaining the transitional arrangement and the next steps. In addition, an informational meeting will be organised during which professors can ask questions and receive clarification on the new policy guidelines.

### 7.2.4. Guiding framework for UM

Once adopted, the new professorship policy will act as the guiding framework for the entire university. Decentralised policies will be evaluated and aligned with this policy where necessary.

# Appendix I

Procedure for establishing a structure report for full professors at UM.

## Reason for a structure report

A structure report is prepared in the following situations:

1. In the event of a vacancy due to the departure of a professor.
1. When a new chair is established.
2. Upon an approved request from an external legal entity to establish an endowed chair.

## Structure committee

The faculty board shall establish a structure committee after a vacancy occurs. This committee, headed by the dean and composed mainly of academic staff, is tasked with preparing the structure report. In the case of endowed chairs, the external legal entity is involved.

## Structure report

The structure report forms the basis for the recruitment and selection of full professors at UM and is crucial for ensuring the academic quality and strategic goals of the university. Three principles are central to the preparation of a structure report: transparent recruitment, diversity and inclusivity, and quality and relevance.

***Transparent recruitment:*** when recruiting a new full professor, UM aims for open recruitment, with the vacancy open to both internal and external candidates. However, there may be good reasons, *in all transparency*, to deviate from open recruitment. See section 3.1.2. of the Professorship Policy 2024.

***Diversity and inclusivity*** are fundamental to strengthening the academic community. Diversity and inclusivity are fundamental to strengthening the academic community. The structure committee is encouraged to actively explore the global labour market (both internal and external) with the aim of compiling a list of at least five potential candidates of at least two different gender identities. This approach ensures that the selection process can be actively started by the appointment advisory committee and is broad and representative and will contribute to a diverse and inclusive working environment.

***Quality and relevance*** are central to the profile of the professor to be appointed. The structure report accurately describes the requirements and responsibilities of the position. Each full professor is expected to propagate in word and deed the UM educational philosophy regarding Problem-Based Learning and to have a demonstrable affinity with cooperation in multidisciplinary teams. These criteria are essential to ensure that the professor can contribute effectively to UM's mission and vision.

## The structure report includes:

- the dean's assignment related to the strategic professorship plan;
- composition of the structure committee;
- description of the discipline of the chair;
- structure of the capacity group or department;
- relationship with adjacent disciplines;
- responsibilities of the full professor;
- future expectations and policy;
- position and tasks of the chair;
- profile of the chair holder;

- scope of appointment;
- criteria for appointment and weighting factors;
- any justification for a closed procedure with CV of the candidate;
- evaluation criteria in the event of a fixed-term appointment.

The structure report is public unless a candidate is nominated and the CV is attached.

## Adoption and approval

- The structure committee sends the structure report to the faculty board, which submits it to the faculty council for advice.
- The faculty board adopts the report and sends it to the Board of Deans for approval.
- The Board of Deans approves the report on behalf of the Executive Board.
- After approval, the vacancy is released and the appointment advisory committee starts recruitment and selection.

Note: Not all steps need to be sequential in practice. Should there be time constraints, for example, the structure committee may have the drafting of the structure report run in tandem with the setting up of an appointment advisory committee and the recruitment process. The Board of Deans then receives the structure report and the candidate nomination at the same time. This need not be a problem, as long as the right parties are involved and the recruitment process is conducted according to the rules.

# Appendix II

Procedure for assessing request for endowment by a legal entity

## Application for endowment

The board of a legal entity wishing to establish an endowed chair at UM must submit a request to the Executive Board. This request must contain the following information: a description of the subject or subjects in which education will be provided, an indication of the faculty in which the chair will be established and a motivation for the chair. In addition, the statutes of the legal entity and the regulations for establishing and maintaining the chair must be enclosed. The statutes or regulations must in any case stipulate that: a) the chair is supervised by a supervisory board appointed on the nomination of the Executive Board in consultation with the Board of Deans, and b) the appointment of the holder (i.e., professor) of the endowed chair only takes place after the approval of the Executive Board. The structure report must also be attached to the request.

## Assessment of endowment request

The Executive Board will have to make an assessment on the applicant legal entity when making the decision on the request. The following criteria will be used for this purpose:

a) full legal capacity;
b) undisputed societal and/or scientific reputation, independent of political, cultural or philosophical beliefs, both in objectives and actual activities;
c) the review of the objective of the legal entity against Article 1of the Dutch Constitution;
d) assessing the application against UM's education and research policy;
e) composition of the supervisory board;
f) the review of the legal entity must show that the conduct of scientific research and education is both a statutory and actual matter of interest or, where the objective is societally-oriented, the conduct of scientific research and education is a means of achieving the objective. For both, the criterion is that the establishment of a special chair is a corollary of the statutory objective;
g) if the special chair is aimed at research, the legal entity is expected to pay at least the costs of a PhD student in addition to the costs of the special professor;
h) the composition of the board must reflect its importance and recognition. It must be composed in majority of non-UM members. If a legal entity has an advisory council or similar body, the assessment of the national interest and its recognition may include this body.

The Executive Board decides on a request to establish an endowed chair after hearing the board of the faculty concerned and the Board of Deans.