

Guidelines for assessment committee School of Business and Social Sciences

Concerning assessment of applicants for professorships

November 2012

1. Basic Rules

The appointment procedure is based on Executive Order no. 242 of 13 March 2012 on the appointment of academic staff under the Danish Ministry of Science, Innovation and Higher Education, which states the current rules applying to job advertisements, the composition of assessment committees, and the form and content of assessments.

Qualification requirements and job content for each type of position are stated in the Memorandum of 13 June 2007 on job structure for academic staff at universities (in Danish only) and General comments to Job Structure for Academic Staff at Universities 2007 by the Danish University and Property Agency, Ministry of Science, Technology and Innovation¹.

General comments to Job Structure for Academic Staff at Universities 2007 are enclosed for the chairman of each assessment committee, along with a copy of the job advertisement in question and the guidelines at School of Business and Social Sciences on the compulsory use of teaching portfolios.

Any doubts concerning the basis of the work of an assessment committee must be submitted to the dean through the relevant contact person in the school's HR department as soon as possible upon establishment of the committee.

2. General purpose of the assessment

The committee serves to ensure an impartial and competent assessment of all applicants.

The main task of the assessment committee is to identify candidates who are considered qualified in terms of research and teaching, but also in terms of other academic qualification requirements stated in the job advertisement.

The assessment must document that all applicants have been assessed in an unbiased and competent manner, and the assessment must provide the dean with the necessary information which will ensure that the best qualified candidate is identified and appointed. Each candidate will be informed of his/her own personal assessment, and such individual assessment must be suitable to form part of the dean's final

¹ Now Danish Ministry of Science, Innovation and Higher Education

decision on appointment. Such a decision must be in accordance with the Danish Public Administration Act (in Danish: forvaltningsloven).

The assessment must form a complete basis for the dean's decision since s/he may not be a specialist in the field of the vacancy. The assessment must be composed in such a way that it allows the dean to follow the line of argument from premises to conclusion. The assessment must be phrased in a clear and precise manner so it can be read and understood without consulting applications or documents enclosed with applications. Although it is not the task of the committee to prioritise the candidates, it is important for School of Business and Social Sciences that the individual assessments provide the dean with a clear indication of the candidate's standing in relation to the formal qualification requirement through detailed and thorough evaluations (e.g., highly qualified, well qualified, qualified by a wide margin, qualified, just qualified, barely qualified, not qualified, etc.).

3. Committee responsibilities

The identity of applicants and their assessments are confidential, and the members of the assessment committee must keep confidentiality.

There must be no contact between the members of the assessment committee and the individual applicants in matters of relevance to the assessment. Any contact between the applicant and the assessment committee must take place through the relevant contact person in the school's HR department.

If the committee wishes to allow applicants to submit additional academic material, the chairman will approach the dean through the relevant contact in HR for a decision on this issue. The chairman is responsible for ensuring that deadlines are observed. If a deadline needs to be extended in exceptional circumstances, the chairman will ask the dean for permission to do so through the relevant contact in HR.

The assessment of the committee may either be unanimous or split between a majority and a minority. Any differences of opinion and the reasons for such differences must be stated clearly in the assessment.

The chairman's task is to ensure that the assessment made by the committee fulfills the function and requirements set out in these guidelines. The chairman of the assessment committee is responsible for the work carried out by the committee and for ensuring that the deadline for submission of the assessment is observed.

4. Basis for assessment

The committee must provide a detailed assessment of each candidate's qualifications in terms of research, teaching, and other academic qualifications stated in the advertisement. In particular, the committee must evaluate each applicant's future potential in terms of research and teaching. Hence, the research qualifications of the applicant must never be measured solely by the sum of total research production to date (such as number of titles) but instead in recent and current research productivity (that is, output per year and taking the quality of the work into account).

Typically, applicants will differ somewhat in their profiles and experience (e.g., length of publication list, breadth and depth of teaching experience, etc.). Hence, the assessment of some candidates may be

relatively certain, whereas the assessment of others may be more uncertain. Therefore, every individual assessment must include an indication of this uncertainty. This is important since School of Business and Social Sciences wants to encourage recruitment of senior faculty based predominantly on the candidate's potential and recent productivity rather than only on past performance.

4.1. Positions at the level of full professor

Applicants for a position as full (or chaired) professor must be assessed on the basis of:

1. Documentation of a high degree of original academic production at international level, which shows that the applicant has contributed to developing the academic discipline. Here, academic production is identified as research output, and the research standards to be upheld are those of strong international departments within the relevant field(s) of the job opening.
2. The applicant's ability to manage research and other management function at department level.
3. Documentation in the form of teaching portfolio of required teaching qualifications (for further details please refer to our guidelines on [Mandatory Teaching Portfolio](#)).
4. The specific qualifications stipulated in the job advertisement.

4.2. Positions at the level of professor – fixed-term

Job Structure for Academic Staff at Universities 2007 allows two types of fixed-term employment at the level of professor.

Before fixed-term professorships were introduced, professors with special responsibilities (professor MSO in Danish) were the school's only option to offer highly promising faculty professorships for a limited period of time. The rules now allow advertisement of fixed-term appointments (e.g., five-year professorships) with the intent to retain promising faculty. Hence, School of Business and Social Sciences intends to refrain from appointing professors with special responsibilities in situations when the real purpose is to appoint promising researchers to fixed-term professorships and instead appoint fixed-term professors.

4.2.1. Fixed-term professor

Essentially, applicants for fixed-term professorships must be assessed on the basis of the same criteria as for full professorships. However, using fixed-term appointments particularly allow the uncertainty associated with assessing the qualifications of the applicant to be taken into account, e.g., with regards to applicants with a limited total research production but with a high recent and current productivity (quality-adjusted research output per year).

4.2.2. Professor with special responsibilities (professor MSO in Danish)

Essentially, applicants for a position as fixed-term professor with special responsibilities must be assessed on the basis of the same criteria as for a full professorship, although emphasis must be placed on the applicant having the potential to make progress in the designated subject area. Thus, special emphasis must be placed on an assessment of the applicant's opportunities to assume the special functions associated with the job opening.

A professor with special responsibilities should only be appointed in instances when the special functions are warranted by the strategic goals of School of Business and Social Sciences, when the functions involve an area of particular attention, or when there is a special need for highly qualified academic competence to develop a new field of research or teaching.

5. Form of the assessment

5.1. Dimensions in the assessment

5.1.1. Presentation of the applicant:

The presentation must contain the applicant's name, nationality, year of birth and academic degrees/final examinations must be stated first, stating the date when the degrees were awarded and the name of the awarding institution.

5.1.2. Presentation of the applicant's academic career:

The presentation must contain main features of the applicant's academic career: previous appointments and further education, study trips of a certain minimum duration and similar professional activities.

5.1.3. Assessment of academic qualifications:

A list of research contribution is submitted for assessment. The most important work submitted must be assessed. For all relevant work it should be stated whether the work concerned gives credit in relation to the job advertised. Any work not included in the assessment must be stated, and the reason why it has not been included. The form in which any unpublished work is currently available must be stated. For applicants who are not qualified for the position in question, the committee needs to briefly state the qualification requirements that have not been met.

5.1.4. Assessment of teaching qualifications:

Qualifications with regard to teaching (if the position carries a teaching commitment) and communication must be assessed based on the documentation submitted.

For associate professorships in particular: General comments to [Job Structure for Academic Staff at Universities 2007](#) and the guidelines of School of Business and Social Sciences on [teaching portfolios](#) require that the teaching qualifications of assistant professors are assessed. For instance, the assessment must state whether applicants have completed the University's compulsory course in "University education theory for assistant professors and supervisors", and whether applicants who have not been employed as assistant professors at Aarhus University have provided other documentation of teaching competencies at a corresponding level.

5.1.5. Assessment of other qualifications (including other professional qualification requirements stated in the job advertisement in question):

Other relevant qualifications must be assessed based on the documentation submitted (professional positions of trust, membership of commissions, appointments in non-academic positions providing relevant practical experience etc.).

5.1.6. Summary and conclusion:

The committee's substantiated assessment of whether the applicant is qualified or not qualified for the position advertised in terms of research and teaching, cf. section 4 of the Executive Order on appointments. The assessment of the committee may either be unanimous or split between a majority and a minority. Any differences of opinion and the reasons for such differences must be stated clearly in the assessment.

5.2. Technical requirements regarding assessment

It is assumed that each applicant has been assessed by the entire committee, but the work of such committees is often based on written contributions from several members. However, the final assessment of the committee must be written in a consistent terminology enabling the dean to compare the professional qualifications of all applicants. In the final editing of its assessment, the committee should, therefore, eliminate any editorial and linguistic inconsistencies which may result from the division of work between the committee members.

The assessment must be phrased in suitably objective form as a separate document that can be read without consulting applications or documents enclosed with applications.