SDU

Scholarly Qualification Guidelines

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1 Overview

The Department of Business and Management (DBM) recognises that its staff are fundamental to its continued success. The Department therefore must be able to attract, recruit, retain and promote high calibre staff from across the world in an efficient, transparent and professional manner. This document outlines the processes and criteria employed in recruitment and promotion, including the Scholarly Qualification Matrices which are used to evaluate candidates' performance across five dimensions: research, education, external funding, academic citizenship and dissemination (REEAD).

2 Purpose

This memo contains guidelines for the appointment and promotion of academic staff (Research Assistant, PhD Fellow, Postdoctoral Research Fellow, Assistant Professor, Teaching Assistant Professor, Assistant Professor Tenure Track[1], Associate Professor, Teaching Associate Professor and full Professor) in the Department. The memo is intended as a guide for both internal and external applicants, as a career development reference at annual individual performance reviews (Employee Development Dialogue – EDD), for career planning, ongoing mentoring and as a guide for committees engaged in recruitment.

The memo serves as a supplement to the general University rules and Government regulations for the announcement of positions and procedures for external assessment[2], including guidelines for evaluation of research output.

3 Appointment Procedure

The appointment process starts with the official announcement of the position as regulated by Danish law and supplementary regulations defined by the University. It is crucial that applicants submit the supplementary documentation specified in the official announcement. The appointment process consists of two stages: assessment and (possibly) interview.

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[1] Assistant Professors recruited to 'tenure track' positions typically exhibit the potential to achieve the highest international standards in their subject area, and conditional only on a positive academic assessment can progress to a permanent Associate Professorship within six years of appointment.

[2] See the Ministerial Order on Academic Roles in Universities (in Danish) : Bekendtgørelse om stillingsstruktur for videnskabeligt personale ved universiteter.

Applicants for *Research Assistant, Postdoctoral Research Fellow* and *Assistant Professor (excluding Tenure Track)* roles will be assessed by an internal DBM committee, consisting of a minimum of two established researchers from among the associate and/or full professors active in related fields.

Applicants for *PhD studentships* will be assessed by a committee appointed by the Faculty of Business and Social Sciences including members representing the broader field of business administration.

All other applicants will be assessed by a committee composed of both internal DBM and external researchers, conforming to University and Faculty guidelines. A typical Assessment Committee consists of two external and one internal member. The external members are selected from among internationally recognised researchers within the field. The Chair is selected from among the Department's Associate Professors, Professors WSR and Full Professors. At the suggestion of the relevant Head of Research Group, the Head of Department nominates the Assessment Committee. The Academic Council approves the Head of Department's proposal for external committee members, followed by a final approval by the Dean.

Following a positive evaluation by the Assessment Committee, applicants *can* be invited for an interview with an Appointment Committee that typically consists of the Head of Department, the Vice Head of Department or a study leader, a representative from the relevant Research Group and at least one additional representative from another Research Group in the Department. For appointment as full Professor, a representative from the Dean's office also participates in the interview. University regulations ensure an equal gender representation on the Assessment and Appointment Committees.

The purpose of the interview is to assess the applicants' overall suitability, and in particular qualifications that are not directly related to their research and publication record. The Department encourages applicants to consider synergies between quality and relevance as described in the Faculty strategy[3]. The interview, together with the report of the Assessment Committee, forms the basis for the appointment decision. The Head of Department makes the final appointment recommendation for approval by the Dean.

4   Appointment Criteria

Appointments and promotions are made on the basis of cumulative contribution to the profession and to the institution in relation to length of active academic career (as opposed to biological age), and on the expectation of future contributions.

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[3] The Faculty strategy can be found at :
https://www.sdu.dk/en/om_sdu/fakulteterne/samfundsvidenskab/moedos/ledelsen/strategi+og+relevans

4.1 Scholarly Qualification Matrices (SQM)

The Department employs three scholarly qualification matrices of criteria for the appointment, retention and promotion of academic staff (see Appendix). The *Criteria for Appointment* matrix describes the expected entry level of experience and achievement for candidates applying for academic roles in the Department, while the *Job Description Criteria* matrix documents the range and level of contributions typically expected from colleagues once in post. The *Promotion Programmes* matrix outlines the criteria for success in the Assistant Professor Tenure Track and Associate Professor Promotion Programmes.

Candidates are expected to achieve an acceptable record across the five scholarly REEAD dimensions: research, education, external funding, academic citizenship and dissemination. The Scholarly Qualification Matrices (SQM) indicate the appropriate level of contribution at the relevant career stage within each dimension and for each specific position type. The criteria in the SQMs do not represent the absolute minimum requirement (unless otherwise specified) but rather function as a set of guiding criteria that preferred candidates will fulfil. The *Criteria for Appointment* and *Job Description Criteria* are cumulative across all levels, meaning that to attain appointment as full Professor, for example, the applicant should meet the criteria at *that* level of appointment *as well as* all criteria listed at lower levels. Fulfilment of criteria at higher levels and/or exceeding targets at the relevant level can be advantageous and may in certain cases compensate for shortcomings in other dimensions. The final decision as to a candidate's level of achievement against the criteria lies with the Assessment Committee.

4.1.1 Research

As the production (and communication) of original ideas and concepts through high-quality research is a primary objective of the Department, candidates' research ability is of key importance. Research, along with teaching, are thus considered the fundamental dimensions of the SQM, since they are the foundation for achieving satisfactory levels in the other dimensions. Research excellence alone is not sufficient and satisfactory performance in the other four criteria must also be demonstrated.

Researchers at the Department are encouraged to aspire to publish in the most prestigious and relevant journals in their fields[4]. If candidates have not already published in such journals, they should demonstrate a willingness to aim for appropriate international academic outlets within their research area, and be able to show an ambitious and realistic publication strategy relevant for the Group's research agenda. Applicants for roles at the level of Postdoctoral Fellow and above are expected to demonstrate the ability to produce at least three high-quality, peer-reviewed publications every five years. While publications in relevant, highly-

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[4] As defined for example in The Chartered Association of Business Schools' Academic Journal Guide : https://charteredabs.org/academic-journal-guide-2021/ (login required)

regarded journals are expected, the Assessment Committee will take a holistic view when evaluating the scientific quality of an applicant's research.

Other research outputs, such as publications in reputable outlets, editing books or special issues, best paper and/or reviewer awards as well as presentations at internationally recognised conferences, seminars, workshops etc. in the field, will also be taken into account. Unpublished manuscripts may be relevant for the assessment, as they demonstrate a candidate's current research interests. When these are submitted with an application, any revise and resubmit communications must be included.

Co-authorships are encouraged and seen as a positive display of research collaboration. It should be emphasised, however, that candidates are evaluated on the basis of their individual research contribution, and it is therefore crucial to document this through co-authorship declarations for the articles submitted, clearly describing the nature and extent of the candidate's work.

Candidates are expected to document progression in the degree of independence in their scholarly contributions. Such progression may be reflected by an increasing number of single- or first-authored publications, by an increasing independence from an applicant's PhD advisor, or in other ways such as co-authorships with junior scholars.

4.1.2   Education

Sharing original scientific knowledge derived from ground-breaking research by means of high-quality study programmes is crucial to the Department, and candidates should therefore thrive in the interaction with students and be able to develop new teaching formats, courses and entire educational concepts or programmes, or demonstrate the potential to do so. Candidates must include a teaching portfolio as part of their documentation, demonstrating their personal teaching philosophy, the development of courses, teaching and teaching assistance as well as a description of the educational level (bachelor, master, PhD, executive). It is considered essential that candidates provide careful reflections on their teaching philosophy and methods, rather than merely documenting teaching activities. In this respect, the demonstration of student satisfaction ratings alone is considered insufficient. The administration of teaching programmes must also be documented, and associated managerial principles must be explained.

Candidates for Associate and Full Professorships must have passed a pedagogical training course ('lecturer training programme' or 'adjunktpædagogikum') and relevant assessment statements from this course should be submitted as part of the application. International candidates who have not attended an equivalent course must document their teaching qualifications as appropriate and may, if deemed necessary, be prepared to complete the course in their first year of employment. Academic employees at Associate Professor level and above at Danish Universities are expected to be able to teach in Danish after five years in post.

Candidates are encouraged to document their wider contributions to educational programmes in addition to lecturing activities, including for example community outreach initiatives, fairs, hackathons, visits to businesses, schools etc.

While evidence of teaching ability is an essential criteria for appointment and promotion, it is not sufficient in itself and satisfactory performance in the other four criteria must also be demonstrated.

4.1.3 External Funding

It is essential for the Department that applicants have experience of fundraising, as external funding is crucial in maintaining and enhancing the quality and quantity of the research pursued by the Research Groups. When evaluating fundraising performance, three factors are of particular relevance: the size of the grant, the competitiveness of the funding scheme and the applicant's role in the application process. Success in securing prestigious grants (e.g. ERC grants) and applying as principal investigator or partner are particularly relevant, especially for senior researchers.

4.1.4 Academic Citizenship, Management and Leadership

For teaching and research in the Department to reach their full potential, it is important that all members of the Department take a proactive part in meeting the goals of the Research Group, the Department and the Faculty. Consequently, the Department seeks colleagues who not only help and support each other, but also are present and visible in the Department and actively engage in projects within the Department and/or their respective Research Group.

In addition to fulfilling these Departmental commitments, Department members are expected to contribute to the broader academic communities with which they are affiliated. Nurturing international ties is essential for the continued advancement of these communities and for strengthening the Department's position.

Evidence of such activities may include documentation of editorial work, acting as a reviewer, conference organisation, a governing role in relevant networks or organisations and other similar contributions. Effective administration and management is crucial for the successful operation and continued development of the Research Groups and the Department. The Department therefore seeks candidates who are interested in and have experience with administrative tasks such as (co-)organising workshops or conferences, internal committees, assessment committees, membership of study boards or committees on education programme reforms, education profile responsibility etc. Experience of project management, management of research groups or other research management activities also contribute positively to a candidate's assessment. Administrative experience carries a lower weight in the assessment of junior scholars (Research Assistants,

Postdoctoral Fellows and Assistant Professors) who are expected to prioritise their research profiles, whereas for senior researchers, administrative activities carry additional weight.

4.1.5   Dissemination

Since original ideas only have impact if they are shared, candidates are expected to communicate, interact, network and cooperate with a range of agencies and individuals as appropriate. Relevant knowledge exchange activities include publications in Danish and international professional journals, feature articles, books or book chapters in teaching or debate books, presentations for relevant audiences (e.g., business, professional associations, public bodies, local and national government), appearance in public media, teaching activities outside the University, alumni activities and participation in regulatory bodies, research councils, commissions and boards, consultancy etc. The extent and aim of such activities should be presented and connected to research quality, linking quality and relevance as noted previously[5].

4.2   Appointment Committee Criteria

In addition to the SQM dimensions, the following general criteria applied by the Appointment Committee at interview determine whether an applicant deemed qualified by the Assessment Committee will be offered a position in the Department:

- Fit between the applicant's qualifications and experience and the Research Group's needs
- Fit between the applicant's qualifications and the expectations stated in the position announcement
- Fit between the applicant's academic profile, potential for development of that profile and the Research Group's strategy
- The applicant's current and expected interest and commitment to the Research Group's and the Department's daily operation and future development
- The applicant's general personality and behaviour

4.3   Ongoing Development

It is important that once appointed, successful candidates demonstrate the ability to develop their careers and extend their contributions across all five dimensions of the SQM. Progress is documented and reviewed with the Head of Research Group as part of the annual Employee Development Dialogue (EDD) process.

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[5] See again the Faculty strategy at :
https://www.sdu.dk/en/om_sdu/fakulteterne/samfundsvidenskab/moedos/ledelsen/strategi+og+relevans

5 Appendix: Scholarly Qualification Matrices

1. Criteria for Appointment

	Research Assistant/PhD	Postdoc / Assistant Professor	Associate Professor	Full Professor
Research	Relevant masters degree in an appropriate field. Evidence of experience (e.g. Masters thesis) and aptitude for research.	Relevant doctoral degree in an appropriate field. A promising research pipeline aligned with the Research Group's profile and publishable in highly-ranked outlets.	Publications in highly-ranked outlets, aligned with the Research Group's profile. A coherent research pipeline aiming for publication in highly-ranked journals. A coherent, overarching research programme.	Significant and sustained research output in highly-ranked outlets, aligned with the Research Group's profile. A realised and ongoing coherent research programme. Bibliometric indicators showing a research agenda with substantial impact. Evidence of research leadership and standing in the relevant community.
Education	Evidence of genuine interest in teaching	Some experience with teaching (including teaching assistantships) or demonstration of a genuine interest in teaching.	A breadth of teaching and supervision experience at bachelor and master levels. High-quality teaching evaluations. A proven ability to implement reflections on teaching philosophy. Experience with course design, including the alignment of content, methods and examination forms. Successful completion of a pedagogical training course ('adjunktpædagogikum' or equivalent).	A substantial breadth of teaching and supervision experience at all levels (bachelor, master, PhD, executive education). Course responsibility. Experience of developing (or comprehensively revising) and/or managing educational programmes. Experience as a teaching mentor for colleagues.

	Research Assistant/PhD	Postdoc / Assistant Professor	Associate Professor	Full Professor
External Funding	Not applicable	Some experience in applying for individual grants, e.g. travel grants.	Demonstration of involvement in application process for external grants or involvement in projects funded by external research grants. Awarded grants including individual grants, e.g. travel grants. Ability to formulate strategic linkages between own research programme and grant applications.	Substantial track-record of acquiring individual (as Principal Investigator) and/or collective grants. Significant contributions to fundraising strategies of either the Research Group or Department - preferably in connection with own research programme.
Academic Citizenship, Management and Leadership	Participation in internal departmental workshops/colloquia.	Conference presentations. Participation in workshops / colloquia.	Participation in relevant workshops, colloquia and conferences. Guest lectures or research presentations at other research institutions. Peer review for relevant journals, especially those aligned with the Research Group's profile. Hosting guest researchers. Participation in study board activities and other internal committees such as assessment committees, PhD examinations or similar. Involvement in the management of educational and/or research projects. For non-Danish speakers : willingness to learn Danish.	Professional service and leadership roles in academic associations. Membership of editorial boards, and/or editorships for relevant journals, especially those aligned with the Research Group's profile. Development and initiation of academic networks. Solid track-record of successful research management, e.g. being head of research groups, leader of research programmes, leader of large projects with collaboration with private and/or public organizations. Strategy development processes at research group, Department or Faculty level – may include education reform programmes or accreditation processes. Experience of international assessments, e.g. PhD examinations, evaluation of research for research funding bodies (e.g. EU, national research foundations and similar). Involvement in internal recruitment processes.

	Research Assistant/PhD	Postdoc / Assistant Professor	Associate Professor	Full Professor
Dissemination	Evidence of genuine interest in outreach activities.	Some experience with, or genuine interest in, outreach activities.	Experience with external communication. Presence in non-academic media. Collaboration projects with external stakeholders. Talks/presentations to external stakeholders.	Significant presence in non-academic media. Outreach publications directed at external stakeholders. Strategic and sustained collaboration projects with external stakeholders addressing societal challenges. Membership of committees, advisory boards and the like.

2. Job Description Criteria

	Research Assistant/PhD	Postdoc / Assistant Professor	Associate Professor	Full Professor
Research	Relevant masters degree in an appropriate field. Evidence of experience (e.g. Masters thesis) and aptitude for research.	Relevant doctoral degree in an appropriate field. A promising research pipeline aligned with the Research Group's profile and publishable in highly-ranked outlets. Assistant professors demonstrate intellectual originality, a developing research profile and make valuable contributions to research-based knowledge.	Associate professors demonstrate intellectual originality, scholarly autonomy, possess a clear research profile and make valuable contributions to research-based knowledge within a given discipline or interdisciplinary field. Publications in in highly-ranked outlets, aligned with the Research Group's profile. A coherent research pipeline aiming for publication in highly-ranked journals. A coherent, overarching research programme.	Professors are internationally recognised researchers in their fields of expertise. Their research is influential and contributes to the development of their own subject area and more widely. Significant and sustained research output in highly-ranked outlets, aligned with the Research Group's profile. A realised and ongoing coherent research programme. Bibliometric indicators showing a research agenda with substantial impact. Evidence of research leadership and standing in the relevant community.
Education	Evidence of genuine interest in teaching.	Some experience with teaching (including teaching assistantships) or demonstration of a genuine interest in teaching. Assistant professors deliver research-based teaching within one or more subject areas. Successful completion of a pedagogical training course ('adjunktpædagogikum' or equivalent).	Associate professors deliver high-quality, research-based teaching in one or more disciplines and contribute to developing, organising and evaluating courses. A breadth of teaching and supervision experience at bachelor and master levels. High-quality teaching evaluations. A proven ability to implement reflections on teaching philosophy. Experience with course design, including the alignment of content, methods and examination forms.	Professors provide research-based teaching of the highest quality in one or more disciplines and contribute to developing, organising and evaluating courses at all levels. Engaged in developing (or comprehensively revising) and/or managing educational programmes. Have experience as a teaching mentor for colleagues.

	Research Assistant/PhD	Postdoc / Assistant Professor	Associate Professor	Full Professor
External Funding	Not applicable	Some experience in applying for individual grants, e.g. travel grants. Assistant professors participate in research grant application activities.	Associate professors play a proactive role in research grant acquisition. Are involved in application process for external grants or involvement in projects funded by external research grants. Work with strategic linkages between own research programme and grant applications.	Professors initiate research grant applications and obtain and manage funds. Substantial track-record of acquiring individual (as Principal Investigator) and/or collective grants. Make significant contributions to fundraising strategies of either the Research Group or Department - preferably in connection with own research programme.
Academic Citizenship, Management and Leadership	Participation in internal departmental workshops/colloquia.	Conference presentations. Participation in workshops / colloquia. Assistant professors contribute to an active, collegial academic environment, engaging in departmental forums and working groups collaboratively. They exhibit self-management skills in relation to their own projects.	Associate professors are co-creators of an active, collegial academic environment. They exhibit leadership in their own research and an interest in developing their leadership and management skills. As active seniors they participate actively in the academic community e.g. through involvement in relevant workshops, colloquia and conferences as well as more widely e.g. through peer review or editorial roles for relevant journals, especially those aligned with the Research Group's profile. Hosting guest researchers. Participation in study board activities and other internal committees such as assessment committees, PhD examinations or similar. Involvement in the management of educational and/or research projects. Involvement in internal recruitment processes. For non-Danish speakers : actively learning (and using) Danish	Professors take responsibility for developing an active, collegial academic environment. They develop the subject area(s) in synergy with other areas and exercise academic leadership, including the development of and delegation of responsibilities to junior colleagues. Professional service and leadership roles in academic associations. Membership of editorial boards, and/or editorships for relevant journals, especially those aligned with the Research Group's profile. Development and initiation of academic networks. Solid track-record of successful research management, e.g. being head of research groups, leader of research programmes, leader of large projects in collaboration with private and/or public organizations. Strategy development processes at Research Group, Department or Faculty level – may include education reform programmes or accreditation processes. Experience of international assessments, e.g. PhD examinations, evaluation of research for research funding bodies (e.g. EU, national research foundations and similar). Involvement in internal and external recruitment processes.

	Research Assistant/PhD	Postdoc / Assistant Professor	Associate Professor	Full Professor
Dissemination	Evidence of genuine interest in outreach activities.	Some experience with, or genuine interest in, outreach activities. Assistant professors have the ability to communicate their work from a societal perspective and collaborate with external partners.	Associate professors interact with external partners, communicate their research and generate knowledge that is societally beneficial. E.g. - external communication. - Presence in non-academic media. - Collaboration projects with external stakeholders. - Talks/presentations to external stakeholders.	Professors interact with external partners and seek out new collaborations, generate and communicate knowledge that is of major societal benefit. E.g. - Significant presence in non-academic media. - Outreach publications directed at external stakeholders. - Strategic and sustained collaboration projects with external stakeholders addressing societal challenges. - Membership of committees, advisory boards and the like.

3. Promotion Programmes

	Tenure Track - Assistant Professor	Promotion Programme for Associate Professors[6]
Research	Publications in highly-ranked outlets, aligned with the Research Group's profile. A coherent research pipeline aiming for publication in highly-ranked journals. A coherent, overarching research programme.	Exceptional and sustained research output in highly-ranked outlets, aligned with the Research Group's profile. A realised and ongoing coherent research programme. Bibliometric indicators showing a research agenda with substantial impact. Evidence of research leadership and standing in the relevant community.
Education	A breadth of teaching and supervision experience at bachelor and master levels. High-quality teaching evaluations. A proven ability to implement reflections on teaching philosophy. Experience with course design, including the alignment of content, methods, and examination forms. Successful completion of a pedagogical training course ('adjunktpædagogikum' or equivalent).	A substantial breadth of teaching and supervision experience at all levels (bachelor, master, PhD, executive education). Experience of developing (or comprehensively revising) and/or managing educational programmes; course responsibility. Experience as a teaching mentor for colleagues.
External Funding	Demonstration of involvement in application process for external grants or projects funded by external research grants. Awarded grants including individual grants, e.g. travel grants. Ability to formulate strategic linkages between own research programme and grant applications.	Track-record of acquiring individual (as Principal Investigator) and/or collective grants. Significant contributions to fundraising strategies of either the Research Group or Department - preferably in connection with own research programme.

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[6] The promotion programme for associate professor to full professor is only applied in exceptional circumstances at the Department of Business and Management.

	Tenure Track - Assistant Professor	Promotion Programme for Associate Professors
Academic Citizenship, Management and Leadership	Participation in relevant workshops, colloquia and conferences. Guest lectures or research presentations at other research institutions. Peer review for relevant journals, especially those aligned with the Research Group's profile. Hosting guest researchers. Participation in study board activities and other internal committees such as assessment committees, PhD examinations or similar. Involvement in the management of educational and/or research projects.	Professional service and leadership roles in academic associations. Membership of editorial boards, and/or editorships for relevant journals, especially those aligned with the Research Group's profile. Development and initiation of academic networks. Solid track-record of successful research management, e.g. leading research programmes and/or projects with collaboration with private and/or public organizations. Input to strategy development processes at research group, Department or Faculty level – may include education reform programmes or accreditation processes. Experience of international assessments, e.g. PhD examinations, evaluation of research for research funding bodies (e.g. EU, national research foundations and similar). Involvement in internal recruitment processes.
Dissemination	Experience with external communication. Presence in non-academic media. Collaboration projects with external stakeholders. Talks/presentations to external stakeholders.	Significant presence in non-academic media. Outreach publications directed at external stakeholders. Strategic and sustained collaboration projects with external stakeholders addressing societal challenges. Membership of committees, advisory boards and the like.