

The Scholarly Qualification Matrix

Department of Entrepreneurship & Relationship Management

Introduction

The purpose of this memo is to clarify the qualification criteria for assistant professors, associate professors, professors with special responsibilities (WSR), and full professors at the Department of Entrepreneurship & Relationship Management. The memo should be read as a guide for internal candidates and outside applicants who want to apply for a position in the group. A further purpose of the memo is to provide a guide to external members of the assessment committees. The memo is a supplement to the general rules and government regulations for announcement of positions and procedures for external assessment.

Qualification requires evidence of the applicants' contributions within their fields and their contributions to the institution, according to their level of seniority. Qualification and subsequent potential employment is awarded on the basis of the cumulative contributions that have been made to the profession and to applicant's institutions, and with expectations of future contributions aligned with the past.

To be qualified, applicants must have achieved an acceptable record of research, teaching, and services to their (prior or current) institution and the profession. The memo outlines criteria for what is to be understood as an acceptable record, emphasizing research and teaching as essential areas of performance for all levels of employment; knowledge exchange and administration as additional important areas of performance for WSR/full professor; and finally research management as additional important areas of performance for full professor. The full assessment of the applicants' performance involves a multi-dimensional assessment of the criteria outlined in the Scholarly Qualification Matrix (SQM).

The procedure for employment starts with an official announcement of the position regulated by Danish law. All applicants should meet the requirements for documentation stated in the officially announced position. The submitted documentation should be aligned with the criteria stated in this memo.

Positions will be announced normally within business administration with focus on entrepreneurship and/or organization or business-to-business marketing and/or supply chain management depending on the affiliated research group.

Applicants for assistant professor will be assessed by an internal committee, consisting of a minimum of two recognized researchers within business administration. All other applicants will be assessed first by an external committee of recognized researchers within business administration. Members of the external committee are selected among nationally- and internationally established researchers in the field. The chairmain is internal with a seniority minimum at the level of the advertised position. Representatives from the Academic Council can comment on the Head of Department's proposal for external committee members, before final approval by the Dean.

The Scholarly Qualification Matrix (SQM)

The SQM operates with four dimensions (research, teaching, knowledge exchange, administration) and two types of qualifications (necessary qualifications and other qualifications).

Fulfillment of all 'necessary qualifications' is necessary for a final assessment as qualified. Over-achievement in one or more dimensions cannot replace necessary qualifications not met in another dimension. Fulfillment of 'other qualifications' is not necessary for a qualified assessment but it increases the likelihood of employment.

The qualification for each of four dimensions is cumulative. For certain positions only some dimensions include necessary qualifications.

From qualification to employment

Being qualified according to the SQM does not necessarily imply a subsequent appointment. Following a positive assessment by the external committee, the applicants can be invited for a paper presentation with the department and an interview with an internal committee consisting of the Head of Department, a representative from relevant studies programmes, the head of the relevant research group, and the chairman of the external committee. For promotion to WSR/full professor, the Dean and one or more representatives of the Academic Council also participate in the interview. The purpose of the interview is to provide the basis for an assessment of the applicants' overall qualifications (in particular, the applicants' research agenda and teaching qualifications, experiences, and reflections on this), and his/her fit with the research group, including the department's and research group's strategy. Information from the interview, together with the assessment from the external committee will form the basis for the final decision regarding promotion. The Head of Department will make the final recommendation to the Dean

The following criteria determine whether an applicant, which meets the necessary criteria of the SQM and thus has been assessed qualified by an assessment committee, will be offered a position in the group:

- A fit between the applicant's qualification and the research group's current needs.
- A fit between the applicant's qualification and the stated expectations in the job add.
- A fit between the applicant's academic profile and the research group's strategy.
- The applicant's research potential assessed based on the applicant's previous publication and the research pipeline and/or research plan
- The applicant's teaching potential assessed based on the applicant's teaching and pedagogical qualifications and the applicants pedagogical approach and considerations.
- The applicant's experience with and ability to obtaining external funding
- The applicant's approach to handling administrative tasks
- The applicant's current and/or expected interest and commitment to developing the research group and department
- The applicant's current and/or expected contributions to the research group's and department's daily and continuous operation and work environment
- The applicant's general personality and behavior

The Scholarly Qualification Matrix – Department of Entrepreneurship and Relationship Management

	Assistant professor	Associate professor	Professor WSR	Professor
Research	<p>Necessary qualifications: Hold a PhD in business administration (or other appropriate area), preferable within the themes of the research group.</p> <p>Able to present a promising research strategy for the coming years and show the potential to publish in international peer-reviewed journals.</p> <p>Other qualifications: publications in recognized, peer-reviewed journals, R&Rs by such journals, and/or has presentations at internationally recognized conferences, seminars and workshops</p>	<p>Necessary qualifications: Made good contributions to research group's field of interests:</p> <ul style="list-style-type: none"> - demonstrated ability to publish original research of high-quality. - personal contributions important (but single authorship not required and co-authorship not discounted) - a promising research strategy and research pipeline for the coming years <p>Other qualifications: demonstrate academic impact; reviewing experience, research management experience, attracting external funding, and research network activities</p>	<p>Necessary qualifications: Made significant contributions to research group's field of interests:</p> <ul style="list-style-type: none"> - demonstrated ability to publish original research of high quality in a steady rate of publications - progression in publications over time - current research activity in the form of recent publications - Personal contributions important (but single authorship not required and co-authorship not discounted) - A promising research statement and pipeline of publications <p>Other qualifications: demonstrate academic impact; experience with external funding</p>	<p>Necessary qualifications: Show personal distinction in academic citizenship and academic scholarship:</p> <ul style="list-style-type: none"> - Significant publications since last promotion - Sustained and sizable research output - Significant academic impact - demonstrated ability to provide scientific leadership, inspiration and guidance - An international research network - Significant contributions to the strategic development of his/her department's research portfolio and fundraising strategies
Teaching	<p>Necessary qualifications: Documented teaching philosophy (in a teaching portfolio) and some teaching experience</p> <p>Other qualifications: pedagogical courses, experience as course responsible, ability to develop and implement course content and teaching methods, ability to align course content, teaching methods, and examination, ability and commitment to motivate student learning, ability to develop the content of (new) courses, teaching awards, etc.</p>	<p>Necessary qualifications: Good teaching qualifications and reflections on teaching methods and philosophy (documented in a teaching portfolio).</p> <ul style="list-style-type: none"> - Satisfactory student evaluations and reflection upon these - Experience with teaching and supervision at different levels - Course development/improvement <p>Other qualifications: implement different types of teaching methods; alignment of course content, teaching methods, and examination; ability and commitment to motivate student learning; development of (new) educational programs; teaching awards</p>	<p>Necessary qualifications: Excellent teaching qualifications and reflections on teaching methods and philosophy (documented in a teaching portfolio).</p> <ul style="list-style-type: none"> - Good student evaluations and reflection upon these - Experience with teaching and supervision at all levels - Successful experience as supervisor for master students. - Demonstrated ability to develop course content and teaching methods as a course responsible <p>Other qualifications: implement different types of teaching methods; alignment of course content, teaching methods, and examination; ability and commitment to motivate student learning; development of (new) educational programs; teaching awards; PhD supervision</p>	<p>Necessary qualifications: Excellent teaching qualifications at all levels and sophisticated reflections on teaching methods and philosophy (documented in a teaching portfolio).</p> <ul style="list-style-type: none"> - Good student evaluations and reflection upon these - High quality teaching and supervision at all levels - Successful experience as supervisor for master- and Ph.D. students. - Demonstrated ability to develop course content and teaching methods as a course responsible - Significant contributions to the strategic development of his/her department's teaching portfolio <p>Other qualifications: development of (new) educational programs; teaching awards</p>
Knowledge exchange	<p>Necessary qualifications: None.</p> <p>Other qualifications: Experience with outreach activities</p>	<p>Necessary qualifications: None.</p> <p>Other qualifications: Demonstrated ability to communicate scientific knowledge to the general public or groups outside academia</p>	<p>Necessary qualifications: Demonstrated ability to communicate and exchange scientific knowledge to the general public or groups outside academia</p> <p>Other qualifications: Contributions to the strategic development of his/her department's development of knowledge exchange initiatives</p>	<p>Necessary qualifications: Demonstrated ability to communicate and exchange scientific knowledge to the general public or groups outside academia.</p> <p>Significant contributions to the strategic development of his/her department's development of knowledge exchange initiatives</p>
Department related	<p>Necessary qualifications: None</p> <p>Other qualifications:</p>	<p>Necessary qualifications: None.</p> <p>Other qualifications: organizing of workshops or conferences, internal committees, assessment committees, membership of study boards or committees of education program reforms, education profile responsibility, experience with project management or management of research groups.</p>	<p>Necessary qualifications: Demonstrated administrative activities (e.g. organizing of workshops or conferences, internal committees, assessment committees, membership of study boards or committees of education program reforms, education profile responsibility)</p>	<p>Necessary qualifications: A sizable volume of administrative activities (e.g. organizing of workshops or conferences, internal committees, assessment committees, membership of study boards or committees of education program reforms, education profile responsibility)</p>