

Promotion Guidelines

Department of Business and Economics

Promotion at the Department of Business and Economics is based on assessments from both an assessment committee and a hiring committee. A selected number of the candidates with a positive assessment will be invited for an interview with a hiring committee. To facilitate the assessment the promotion guidelines below have been developed to create transparency for both the assessments and the candidate. Within research, obtaining the necessary points does not lead to automatic promotion. Aspects such as teaching, academic reputation, contributions to the department, knowledge exchange, etc., will be taken into account according to the guidelines. It must be emphasized that the promotion guidelines are to be considered only as guidelines and not a mechanic tool for obtaining promotion.

The purpose of this memo is to clarify the criteria for promotions to associate professor, professor with special responsibilities (WSR), and full professor. The memo should be read as a guide for internal candidates and a guide for outside applicants who want to apply for a position at the department. The memo may also serve as a guide for career choices at the yearly individual performance assessments and ongoing mentoring. A further purpose of the memo is to provide a guide to assessment committees. The memo is a supplement to the general rules and government regulation for announcement of positions and procedures for external assessment.

Conferment of promotion requires evidence of the applicants' contributions within their fields and their contributions to the institution. Promotions are awarded based on the cumulative contributions that have been made to the profession and to the institution, and on the basis that there is every expectation of future such contributions. To be promoted applicants must have achieved an acceptable record of research, teaching, and services to the 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 promotions and knowledge exchange, administration, and research management as additional important areas of performance for WSR professor and full professor. The full assessment of the applicants' performance involves a multi-dimensional assessment of the criteria outlined.

The procedure for promotion starts with an official announcement of the position regulated by Danish law. All applicants for promotion 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 within the research areas of the department.

All applicants will be assessed first an assessment committee of recognized researchers within economics or business economics. Members of the assessment committee are selected externally among national and international established researchers who have published in top-field journals or better. The chair and potentially one more member are selected internally among the WSR professors/full professors/associate

professors at the department within the relevant or related areas depending on the position level. Upon agreement with the relevant heads of group the Head of Department submits the proposal for final approval by the Dean.

Following a positive assessment by the assessment committee, the applicants can be invited for an interview with a hiring committee usually consisting of the Head of Department, the Vice Head of Department for Education, the head of the relevant research group, the chairman of the assessment committee, and at least one additional associate professor or professor from another research group. For promotion to WSR/full professor the Dean and two 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 and to secure alignment with the strategy of the group and the department. For an outline of the structure of the interview, see Appendix 2. Information from the interview together with the assessment from the assessment committee will form the basis for the final decision regarding promotion. The Head of Department will make the final recommendation to the Dean.

Associate Professor

The main obligations of associate professors are research, teaching, and administration. Furthermore, associate professors are expected to contribute to knowledge exchange, for example, by dissemination of research, contributions to the department's analysis unit, participation in the public debate, and participation in committees when relevant. Moreover, the associate professor is expected to contribute to the department through, for example, research management, fundraising, supervision of junior colleagues and PhD students, participation in assessment committees, and administrative duties. It is recognized that some of these areas will carry different weights in different academic fields.

Promotion to associate professor normally coincides with getting a permanent position unless the position announcement clearly states otherwise.

Research

The members of the department are encouraged to publish in the best journals within the department's research areas. We aim for quality rather than quantity. This memo outlines the rules of thumb for promotion to associate professor reflecting this publication strategy. Research performance is an essential criterion for promotion, and performance in other areas cannot be a substitute for meeting this criterion.

As a rule of thumb, applicants for promotion to associate professor must fulfill the following two requirements: (i) The applicants must have earned at least 6 points, and (ii) at least one of the applicants' best publications must provide 3 points or more. A guiding point system is outlined in Appendix 1.

The assessment committee will assess the quality of all the applicants' published papers, and it will make a qualitative assessment of the up to five selected papers that the applicants can submit as part of their application package. Also, the assessment committee may take unpublished manuscripts into consideration, and the committee assesses the research potential and activity documented by the list of working papers.

The applicants should present a research statement with an outline of the applicants' future research topics and a presentation of their pipeline of working papers.

Teaching

The applicants must document teaching experience and teaching philosophy in a teaching portfolio. It is considered essential that the applicants document good teaching qualifications and reflections on teaching methods and philosophy as well as their qualifications within course development. The documentation in a teaching portfolio of effective teaching performance should include some of the following topics:

- Teaching evaluations and reflections upon these
- Ability to develop and implement different types of teaching methods
- Ability to teach at different levels (BSc, MSc, and potentially PhD courses)
- Ability to communicate and implement reflections on teaching philosophy
- Reflections on alignment of course content, teaching methods, and examination
- Ability and commitment to motivate student learning
- Ability to develop course content and teaching methods as a course responsible
- Experience as supervisor for BSc theses and preferably also MSc theses

Teaching performance is an essential criterion for promotion, and performance in other areas cannot be a substitute for meeting this criterion. Generally, it is considered essential that the applicants provide good reflections on teaching philosophy and methods rather than only documenting teaching activities.

The applicants should have passed a pedagogical course ('Lecturer training program', or equivalent), and relevant assessment statements from this course should be submitted as part of the application.

For the associate professorship position, the applicants should have taught at least 3-4 (or equivalent) full classes for either BSc or MSc students.

The hiring committee should carefully assess the applicants' teaching performance and reflections of teaching methods and course design.

Additional considerations:

Credits will be given to applicants demonstrating the ability to communicate scientific knowledge to groups outside academia. This could, for example, include feature articles, book chapters in teaching or debate books, contributions to the department's analysis unit, presentations outside academia, interviews, teaching activities outside the university, and alumni activities.

The applicants will get credit for documented administrative and research management activities. This could include (co-)organizing of workshops or conferences, internal working committees, membership of study boards or committees of education program reforms, education profile responsibility, etc.

WSR Professor/Full Professor

The main obligations of WSR/full professors are research, teaching, and administration. Furthermore, WSR/full professors are expected to contribute to knowledge exchange, for example, by dissemination of research, contributions to the department's analysis unit, participation in the public debate, participation in committees when relevant. WSR/full professors must contribute to the department; for example, by being involved in research management, fundraising, supervision of junior colleagues and PhD students, participation in assessment committees, administrative duties etc. Moreover, WSR/full professors should

take part in the strategic development of the department's research portfolio, development of educational programs, fundraising strategies, and development of knowledge exchange initiatives.

Research

Applicants for WSR/full professorships should have demonstrated the ability to publish in the best general or top-field journals within their area of research.

As a rule of thumb, applicants for promotion to WSR professor must fulfill the following two requirements: (i) The applicants must have accumulated at least 15 points, and (ii) the applicants' three best publications must give 9 points or more, and should normally include one publication from the listed A or A* journals, or economics/business economics journals of the same standing. A guiding point system is outlined in Appendix 1. Considerations should furthermore be given to the variation in the composition of authorships, progression in the ranking of publications over time, the ranking of the recently published papers, a steady rate of publications, and single-authored papers.

The assessment committee will assess the quality of all the applicants' published papers, and it will make a qualitative assessment of the five selected papers that the applicants can submit as part of their application package. Also, the assessment committee may take unpublished manuscripts into consideration, and the committee assesses the research potential and activity documented by the list of working papers.

The applicants for WSR/full professorships should be able to demonstrate the impact of their research and academic reputation. This can, for example, be done by presenting specific citations and numbers of citations of the applicants' publications, by being invited keynote speaker at conferences, by receiving best paper awards, by acting as board member of high profile associations within the applicants' field(s), or by other means demonstrating the academic impact of their research.

Also, the applicants should present a research statement with an outline of the applicants' future research topics and a presentation of the pipeline of working papers.

The applicants should present his/her experiences with research management, external funding, and research network activities. Experience with research management and external funding could include being the leader of large projects with many collaborators, leader of work packages in projects, main or co-applicant for research funding, leader of research programs, or head of research groups.

Teaching

The applicants must document teaching experience and teaching philosophy in a teaching portfolio. It is considered essential that the applicants document good teaching qualifications and reflections on teaching methods and philosophy as well as qualifications within educational development. This documentation of effective teaching performance should include a wide range of the following topics:

- Teaching evaluations and reflections upon these
- Ability to develop and implement different types of teaching methods
- Ability to teach at different levels and at least in both BSc and MSc courses and preferably also PhD courses
- Ability to communicate and implement reflections on teaching philosophy
- Ability to align course content, teaching methods, and examination

- Ability and commitment to motivate student learning
- Ability to develop course content and teaching methods as a course responsible
- Experience within program responsibility and educational management
- Reflections on the role as supervisor for MSc and PhD students.

Teaching performance is an essential criterion for promotion, and performance in other areas cannot be a substitute for meeting this criterion. Generally, it is considered essential that the applicants provide good reflections of teaching philosophy and methods rather than only documenting teaching activities.

The applicants should have passed a pedagogical course ('Lecturer training program', or equivalent), and relevant assessment statements from this course should be submitted as part of the application.

For the position as WSR/full professor a significant teaching activity should be presented. The applicants should demonstrate that they have been course responsible for and developed several courses. The applicants should have been supervisor on both BSc and MSc theses. Also, the applicants should have been involved in supervision of PhD students, either as main or co-supervisor.

The hiring committee should carefully assess the applicants' teaching performance and reflections of teaching methods, course design, and development of study programs.

Knowledge exchange

The applicants should demonstrate their ability to communicate and impact scientific knowledge to the general public or groups outside academia. This could, for example, include feature articles, book chapters in teaching or debate books, contributions to the department's analysis unit, presentations outside academia, interviews, teaching activities outside the university, participation in committees, and alumni activities.

Administration and research management:

The applicants should document their administrative and research management activities. This could include (co-)organizing of workshops or conferences, participation in internal committees, membership of study boards or committees of education program reforms, education profile responsibility as well as other contributions to the department.

The applicants should document experience with project management or management of research groups.

Promotion from WSR Professor to Full Professor

Promotion to full professor is considered a mark of personal distinction in scholarship and research as attested by external assessors. Promotion from WSR professor to full professor requires that the applicants can document the following achievements:

- Research output in A*, A, or B journals as defined in Appendix 1 since promotion to WSR professor and a promising pipeline. To be promoted to full professor at least 15 points should be accumulated from publication in A*, A, and B journals, and should normally include at least one publication from the listed A or A* journals, or economics/business economics journals of the same standing.

- Significant teaching experience and development, including several of the listed elements under WSR professor above, such as supervision of PhD students
- Academic reputation demonstrated by development and contributions to a research environment, documented by research management, fundraising, initiation of research networks, etc.
- Significant contributions to the department as stated under Administration and Research Management.