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**Institute of Development Management and Policy (IOB)**

**Position Profile for Senior Academic Staff: Evaluation Grid**

Approved by the IOB Board on 18 January 2013

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## Introduction

The University of Antwerp aims to operate according to a positive, integrated personnel policy. This personnel policy focuses on the development and growth of all of the University of Antwerp's employees, each of whom has his or her own tasks. The efforts of the staff are of paramount importance to the achievement of the University of Antwerp's organisational objectives. Each member of staff contributes to the institution's objectives in his or her own specific role.

Senior academic staff (Dutch: *zelfstandig academisch personeel*, ZAP) are responsible for developing education, research and service. Within the context of these academic duties, members of the academic staff may also carry out tasks related to leadership and organisation.

The rector's policy statement includes several points of emphasis concerning personnel policy:

- Motivating staff
- Good researchers and their careers
- Involvement and responsibility
- Recognition and compensation
- Objective standards

With specific regard to individual senior academic staff members, the policy statement highlights the following points:

- Personalised careers
- Realistic workload
- Evaluation according to values
- Transparency
- Tenure track

The revised career policy for senior academic staff meets the objectives of both the organisation and the individual members of the senior academic staff. This new policy was set out in the statute for senior academic staff adopted on 28 June 2011.

## Starting assumptions

The generic position profile, which is composed of outcome areas and technical and behavioural competencies, occupies a central position in the career policy for senior academic staff. This profile takes into account the wide range of facets that senior academic staff appointments might include, in addition to allowing room for individual profiling, with respect for the disciplines in which senior academic staff work.

The generic position profile for senior academic staff is supplemented with an evaluation grid, as provided in the statute for senior academic staff. This grid consists of a set of criteria intended to support the designated committee's assessment and promotion of members of the tenured academic staff.

Such criteria are provided in response to the need for transparency in tenure-track appointments and with the aim of pursuing a general level of objectivity in the human resource policies for all levels of senior academic staff.

Within each faculty, evaluations of all types are to be prepared by the Faculty Evaluation Commission (FEC), or by the Committee for Academic Personnel (CAP) in the case of promotions. Here, 'faculties' refers both to faculties and to autonomous institutes, as recognised by the Board of Directors. The FEC or CAP then submits a reasoned proposal to the Faculty Board with regard to the evaluation being carried out.

In the case of mandated evaluations and renewal evaluations, the faculty determines the ultimate result of the evaluation. As regards evaluations that concern permanent appointments, the faculty formulates a recommendation on behalf of the Board of Directors. The Board of Directors then determines the ultimate result of the evaluation and the appointment.

Promotion files are handled by the CAP, in preparation for their submission to the Faculty Board. The Faculty Board then delivers the CAP's proposal and its recommendation to the Central Evaluation Committee (CEC), who ultimately submit a proposal to the Board of Directors, as the deciding authority.

The FEC or CAP assess performance and functioning on the basis of:

- The evaluation or promotion file
- The generic position profile
- The evaluation grid
- The duties assigned and the agreements made during goal-setting meetings

The evaluation grid is a collection of evaluation criteria, as approved by the Board of Directors upon the advice of the Executive Board. These criteria adhere to a general pattern which is added to and extended by each faculty. The faculties also ensure the discipline specificity of the criteria.

Acting autonomously, the FEC or CAP examines the files submitted and determines whether the evaluation grid criteria have been satisfied, and how the staff member's achievements and functioning should be interpreted. The FEC or CAP bears responsibility for the evaluation and assessment of elements in the file that have been expressed qualitatively since they have not been (or cannot be) quantified, in addition to the interpretation, evaluation and assessment of elements in the file for which quantitative data have been provided. The FEC or CAP may take special circumstances (e.g. illness, pregnancy, force majeure) into account, as explicitly justified by the Commission. On the basis of its role, and within the framework of a motivating and positively oriented personnel policy, the FEC may make recommendations and suggestions to individual candidates. This input can then be considered during the next goal-setting meeting.

### The grid

The evaluation grid for the various levels of senior academic staff (lecturer, senior lecturer, professor, full professor) was formulated on the basis of a full-time appointment with standard 40/40/20 time distribution across the three core tasks: education, research and service. In accordance with the statute for senior academic staff, each position is composed of a combination of the three core tasks which may differ from this standard time distribution. Exclusive teaching positions are possible only for 5 % appointments.

In the case of deviation from the full-time nature of the appointment or with regard to the standard time distribution (e.g. research professors), the FEC or CAP distributes the criteria for each core task across the time available to the senior academic staff member in question. The FEC or CAP should provide justification for these adjustments.

**In light of the specific mission of IOB, as established in its management agreement with the Flemish Community, we have opted for a standard time distribution across the three core tasks of education, research and service according to a 30/40/30 distribution for IOB as a whole. In particular, this will allow more time to be allocated for activities that involve external community service.**

The criteria are a combination of basic and excellence criteria, specified for each cluster of the ranks of lecturer/senior lecturer and professor/full professor. As shown in the accompanying table, the combination of basic and excellence criteria provides content for the distinct expectation patterns for the four ranks of senior academic staff. The faculty specifies discipline-specific criteria and documents them prior to the evaluation period. Additional faculty-specific

excellence criteria should also be specified in this manner. The basic and excellence criteria constitute a closed list for the evaluation period in question, unless the faculty changes the criteria.

The distinctions between these ranking clusters are primarily related to the outcome areas of leadership and organisation, as well as to internationalisation. This latter aspect does not apply equally to disciplines with a largely national character, subject to explicit justification.

This does not mean that international-level activities are expected only of professors and full professors. Though pertaining to the international criterion included in their expectation patterns, the fact alone that members of the senior academic staff publish internationally is not considered sufficient for the level of 'internationalisation' expected of professors and full professors. These faculty members are expected to offer a leading contribution to the internationalisation policy.

### Using the grid

The reference period consists of the five years preceding the time of evaluation. For shorter evaluation periods, the FEC or the CAP adapts the criteria accordingly.

As regards evaluations within the current rank (mandatory evaluations, extension evaluations, three-year evaluations or post-promotion evaluations), personnel members must satisfy all of the basic criteria contained in the general pattern of expectations.

The FEC assesses the extent to which this pattern of expectations has been satisfied and provides justification for its decision.

If a file satisfies all of the basic criteria, a favourable assessment is issued.

If a number of basic criteria have not been satisfied, the FEC may nevertheless issue a favourable assessment under exceptional conditions, explicitly motivated by the satisfaction of several excellence criteria within the same domain.

In accordance with Art. 40 §2 of the statute for senior academic staff, the FEC is always entitled to formulate points for attention or improvement. These points may be formulated in general, by task or by core criterion.

With regard to evaluations for permanent appointments, personnel members must satisfy all of the basic criteria and a minimum number of excellence criteria for the current rank. A favourable assessment is possible only when both of these requirements are satisfied.

Candidates for permanent appointment as tenure-track lecturers must satisfy all of the basic criteria for the rank above and a minimum number of excellence criteria for the current rank, given the automatic promotion to the rank of Senior Lecturer. A favourable assessment is possible only when both of these requirements are satisfied.

The FEC or CAP assesses whether these conditions have been satisfied.

	Basic criteria		Criteria for excellence
Mandated evaluation	Satisfies all of the basic criteria for the current rank in each domain	Or	Satisfies some basic criteria for the current rank and a minimum number of excellence criteria for the current rank within the same domain
Extension evaluation			
Evaluation three years after appointment			
Evaluation three years after promotion			
Permanent appointment	Satisfies all of the basic criteria for the current rank in each domain	And	Satisfies the specified minimum number of excellence criteria for the current rank in each domain
Permanent tenure-track appointment (promotion)			
Promotion			

In the framework of promotion policy development, a required minimum period of satisfactory performance may be established as a condition for promotion to a higher rank. As regards promotions from tenure-track lecturer to senior lecturer, a mandatory period of five years has already been specified. Other periods of satisfactory performance are to be established in the promotion policy. This policy will be implemented by documenting the promotion procedure and by defining the target group, as specified in Art. ZAP-47 of the statute for senior academic staff.

For competitive promotions, the CAP arranges a relative (i.e. mutual) ranking of the candidates' files, based on a qualitative assessment of the basic and excellence criteria. Given that the requirements for promotion are specified in advance, satisfaction of the criteria for promotion is a necessary—though not sufficient—condition for promotion.

The FEC or CAP considers—explicitly and a priori—the major positions within the faculty (e.g. Dean, Vice Dean, Chair of the Education Committee, Chair of the Research Committee, Department Chair) and within the university (e.g. Rector, Vice-Rector, Chairman of the Core Duties Board) during its assessment. This does not mean, however, that the FEC or CAP should state how mandates extending beyond the scope of the faculty should be fulfilled.

**In the case of IOB, this refers to the positions of the Institute Chair (50% internal service) and of the chairs of the Education and Research Commissions (20% internal service), possibly at the expense of other core tasks.**

Duties specified as secondary activities are not listed as achievements in the evaluation.

Care should be taken to ensure sufficient support and critical capacity in the FEC and CAP. This relates explicitly to the requirements laid down in the statute for senior academic staff (cf. Article 102), which state that the CAP should be supplemented with members from outside of the department if the minimum number of full professors is not met. The same reasoning applies to the composition of the FEC.

Where the grid refers to faculty specifications, such specifications must always be based upon the customary standards prevalent within the discipline or subject area.

### **Using the grid for research professors in the Research Professor framework.**

The criteria applied to evaluations are the same as those applicable to other senior academic staff.

As regards the permanent appointment and associated promotion of tenure-track research professors to the rank of Senior Lecturer, the criteria imposed by the statute for such appointments are those explicitly agreed upon at the time of appointment. Permanent lecturers with appointments as research professors fall into a category that is being phased out. As a transitional measure, they are eligible for automatic promotion during promotion rounds if they have satisfied the generic requirements for the permanent appointment of tenure-track lecturers with appointments as research professors.

Like other members of the senior academic staff, the permanent appointment of research professors (at the rank of Senior Lecturer or above) requires candidates to satisfy the basic criteria in each domain of the current rank, in addition to satisfying a specified minimum number of excellence criteria in each

domain of the current rank. If a candidate fails to satisfy the minimum number of excellence criteria in the domains of education and service, this can be compensated for by satisfying additional excellence criteria in the research domain.

Like other members of the senior academic staff, the promotion of research professors (at the rank of Senior Lecturer or above) requires candidates to satisfy the basic criteria in each domain of the rank above, in addition to satisfying a specified minimum number of excellence criteria in each domain of the current rank. If a candidate fails to satisfy the minimum number of excellence criteria in the domains of education and service, this can be compensated for by satisfying additional excellence criteria in the research domain.



## 4.1. Basic criteria for lecturer/senior lecturer

Code <sup>1</sup>	Education Criterion	Evaluation by FEC/CAP	IOB Specification	Source(s)
<b>LBED01</b>	The lecturer/senior lecturer accepts a teaching position as recognised by the IOB Education Committee. The content and the extent of this position are established upon appointment or as changes to duties are discussed during goal-setting meetings. The teaching position is confirmed during each subsequent goal-setting meeting.	Satisfied/not satisfied	Minimum teaching position, expressed in teaching points (TP), as calculated according to the IOB formula.  The minimum scope of this teaching position amounts to 18 TP - 1.5 standard deviations for a standard position with 30% teaching time.	E-curriculum SisA IOB-specific calculation for teaching positions
<b>LBED02</b>	The academic education (including practical training, stages, Bachelor and Master theses) organised and provided by the lecturer/senior lecturer has been assessed with a rating of at least good.	Satisfied/not satisfied	For each course, a score of 3.5 or higher on 10/12 dimensions or, in the case of team teaching, 5/7 dimensions, including at least 'teaching style' and 'stimulating the learning process'. The lecturer/senior lecturer is a teacher who engages in active reflection about his or her own teaching practice. In consultation with the CIKO staff member, the lecturer/senior lecturer works actively to improve his or her teaching. Consultation in this regard is held at regular intervals, based on information gathered by colleagues, the course coordinator, the students and the chair. The report of such consultation is made by the CIKO staff member.	E-curriculum Databank of teaching evaluations in PeopleSoft SisA CIKO
<b>LBED03</b>	The lecturer/senior lecturer develops and uses high-quality teaching materials.	Satisfied/not satisfied	The FEC or the CAP evaluates the quality of the teaching material.	E-curriculum Study guide
<b>LBED04</b>	The course information for the separate programme components for which the lecturer/senior lecturer is the coordinator or co-coordinator and the programme-specific information (e.g. for external reviews or audits) is compiled and submitted in English, in a timely, up-to-date and high-quality manner.	Satisfied/not satisfied	As understood by IOB, course information refers to the study guide, as well as the minimum information requested by the education committee for the institutional audit (e.g. deadlines for assignments, links between objectives and final competencies).	E-curriculum Study guide Overview of faculty information for the institutional audit
<b>LBED05</b>	The lecturer/senior lecturer engages in professional development, as well as in development in the area of educational and teaching activities. The lecturer/senior lecturer has earned at least basic	Satisfied/not satisfied	The FEC or the CAP evaluates this from a broad perspective. For members of the senior academic staff appointed before the start of the lecturer-training programmes, other qualifications achieved in the area of teaching or consistently positive teaching evaluations apply.	E-curriculum Evidence of equivalent training to be submitted by the

<sup>1</sup> Numbering system:

L = lecturer/senior lecturer, P = professor/full professor

B = basic, E = excellence

ED = education, RE = research, SE = service, PB = professional and behavioural competencies

XX = level number

Code <sup>1</sup>	Education Criterion	Evaluation by FEC/CAP	IOB Specification	Source(s)
	teaching qualifications equivalent to the annual academic programme for lecturers (e.g. through ECHO).			individual ZAP member

Code	Research Criterion	Evaluation by FEC/CAP	IOB Specification	Source(s)
<b>LBRE01</b>	Every five years, the lecturer/senior lecturer authors (or co-authors) at least a minimum number of scientific publications.	Satisfied/not satisfied	10 CERES/EADI publications in five years, including at least five at the A or B level <sup>2</sup>	E-curriculum (Academic and CERES calculations by IOB)
<b>LBRE02</b>	Every five years, the lecturer/senior lecturer initiates and supervises one or more doctoral programmes in the capacity of supervisor.	Satisfied/not satisfied	One PhD initiated within a five-year period: The PhD student must be registered as a student, for whom a PhD Committee has been composed and for whom a positive progress report is available.	E-curriculum SisA PeopleSoft performance review with an AAP member
<b>LBRE03</b>	Every five years, the lecturer/senior lecturer submits project proposals as a supervisor or co-supervisor, or applies for a doctoral or post-doctoral fellowship from an external source of research funding (e.g. EU-KP, FWO, IWT). These projects must be registered.	Satisfied/not satisfied	An average of five project proposals over a five-year period, or three projects amounting to more than €100k that have been effectively awarded <sup>3</sup>	E-curriculum ADOC Databank Overview of proposals to be submitted by the individual ZAP member
<b>LBRE04</b>	Every five years, the lecturer/senior lecturer makes active contributions to and/or presents papers at scientific congresses, conferences and/or seminars.	Satisfied/not satisfied	Seven active contributions at conventions/conferences/workshops with peer review or by invitation.	E-curriculum

<sup>2</sup> CERES/EADI counts books as three papers.

<sup>3</sup> It is important for there to be sufficient space for supervising the projects awarded at a high level of quality. For this reason, this will also be counted.

Code	Service Criterion	Evaluation by FEC/CAP	IOB Specification	Source(s)
<b>LBSE01</b>	The lecturer/senior lecturer undertakes activities within the outcome area 'Academic service to UAntwerp', as well as in the outcome area 'Academic service to society'.	Satisfied/not satisfied	The FEC or the CAP evaluates the five most important service activities reported by the individual ZAP member.	E-curriculum Self-evaluation by the individual ZAP member

## 4.2. Excellence criteria for lecturer/senior lecturer (non-exhaustive list)

Code	Education Criterion	Must satisfy at least three criteria	IOB Specification	Source(s)
<b>LEED01</b>	The academic education organised and provided by the lecturer/senior lecturer has been assessed with a rating of outstanding.	Satisfied/not satisfied	For at least two courses, a score of 4 or higher on 10/12 dimensions or, in the case of team teaching, 5/7 dimensions, including at least 'teaching style' and 'stimulating the learning process'.	E-curriculum Databank of teaching evaluations in PeopleSoft
<b>LEED02</b>	The lecturer/senior lecturer authors (or co-authors) an original syllabus of high quality or a commercially published textbook that is also used at another institution.	Satisfied/not satisfied	The FEC or the CAP evaluates the quality and determine whether the teaching material is actually being used at another institution.	E-curriculum Supplementary information provided by the individual ZAP member
<b>LEED03</b>	The lecturer/senior lecturer has made a significant contribution to educational development.	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum Written or other details provided by the individual ZAP member
<b>LEED04</b>	The lecturer/senior lecturer provides good instruction to large groups of students.	Satisfied/not satisfied	Not applicable for IOB.	E-curriculum SisA CIKO
<b>LEED05</b>	The lecturer/senior lecturer has made a significant contribution to the internationalisation of education.	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution. (For example, this could involve taking the initiative to bring a visiting lecturer to Antwerp or to arrange to fulfil a foreign residency as a guest lecturer within the framework of the Erasmus lecturer-exchange programme).	Written or other details provided by the individual ZAP member
<b>LEED06</b>	The lecturer/senior lecturer has actively participated in one or more educational forums.	Satisfied/not satisfied	The FEC or the CAP evaluates the extent of active participation.	E-curriculum List of IOB mandates
<b>LEED07 IOB</b>	The lecturer/senior lecturer holds a major teaching position that is recognised by the	Satisfied/not satisfied	The minimum scope of a major teaching position, expressed in teaching points (TP), as calculated according to the IOB formula, amounts to 18 TP + 1.5 standard	E-curriculum Specification by the

Code	Criterion for professional and behavioural competencies	Evaluation by FEC/CAP	IOB Specification	Source(s)
<b>LBPB01</b>	The lecturer/senior lecturer satisfies the expected professional competencies (including language proficiency) and behavioural competencies.	Satisfied/not satisfied	The FEC or the CAP assesses professional and behavioural competencies according to the result-area glossary and the core values of the University of Antwerp, as included in KICKS and the behavioural-competency glossary for senior academic staff. <sup>4</sup> Language proficiency must be sufficient according to the internal language policy.	Miscellaneous

Code	Research Criterion	Must satisfy at least three criteria	IOB Specification	Source(s)
<b>LERE01</b>	Every five years, the lecturer/senior lecturer authors (or co-authors) a substantial number of scientific publications in addition to the basic standard.	Satisfied/not satisfied	Five additional CERES publications, three of which are of A or B level, in addition to the basic criteria.	E-curriculum (Academic and CERES calculations by the IOB librarian)
<b>LERE02</b>	Every five years, the lecturer/senior earns research credits as a supervisor or co-supervisor.	Satisfied/not satisfied	Awarded at least €300 in research funding in the past five years	E-curriculum ADOC Databank
<b>LERE03</b>	The lecturer/senior lecturer initiates and supervises doctoral programmes in addition to the number specified in the basic criteria.	Satisfied/not satisfied	One additional programme beyond the basic criteria	E-curriculum SisA Annual performance review with an AAP member
<b>LERE04</b>	The lecturer/senior lecturer has authored a leading or award-winning publication.	Satisfied/not satisfied	The FEC or the CAP determines what exactly is to be considered a 'leading or award-winning publication'.	E-curriculum (Academic bibliography)
<b>LERE05</b>	Every five years, the lecturer/senior lecturer supervises a doctorate completed at the University of Antwerp.	Satisfied/not satisfied	One successful defence in the past five years.	E-curriculum SisA
<b>LERE06</b>	The lecturer/senior lecturer acquires international research funding (e.g. EU KP, WHO, foreign R&D support agency, ERC starting grant).	Satisfied/not satisfied	<i>Ditto</i>	E-curriculum ADOC Databank

<sup>4</sup> The Dutch acronym KICKS stands for customer-orientation (*klantgerichtheid*), integrity (*integriteit*), quality-orientation (*kwaliteitsgerichtheid*) and collaborative capacity (*samenwerkingsbereidheid*).

Code	Research Criterion	Must satisfy at least three criteria	IOB Specification	Source(s)
LERE07 IOB	Every five years, the lecturer/senior lecturer makes active contributions to and/or presents papers at scientific congresses, conferences and/or seminars.		Three additional contributions beyond the basic criteria	

Code	Service Criterion	Must satisfy at least five criteria	IOB Specification	Source(s)
LESE01	The lecturer/senior lecturer participates in <b>recruitment</b> activities.	Satisfied/not satisfied	An average of one per year for the past five years	E-curriculum
LESE02	The lecturer/senior lecturer has made valuable contributions to <b>scientific communication</b> activities, based on his or her personal academic expertise.	Satisfied/not satisfied	Average of one per year for the past five years	E-curriculum
LESE03	The lecturer/senior lecturer has made valuable contributions to the <b>public debate</b> , based on his or her personal academic expertise.	Satisfied/not satisfied	Average of one per year for the past five years	E-curriculum
LESE04	The lecturer/senior lecturer fulfils a <b>position</b> as an official of an educational commission, programme committee, research committee or Departmental Board.	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum List of faculty mandates
LESE05	The lecturer/senior lecturer contributes actively to the <b>internationalisation</b> policy.	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum List of faculty mandates
LESE06	The lecturer/senior lecturer contributes actively to projects involving university <b>developmental</b> collaboration.	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	The faculty formulates standards for this service.
LESE06	The lecturer/senior lecturer serves on the editorial staff for a self-evaluation report for an <b>external review</b> .	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum List of faculty mandates
LESE07	The lecturer/senior lecturer has organised a conference, symposium or summer school.	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum
LESE08	The lecturer/senior lecturer is a member of the <b>editorial board</b> of an academic journal or an academic book series.	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum
LESE09	The lecturer/senior lecturer is the contact for the active <b>alumni services</b> within the institute.	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum List of faculty mandates
LESE10 IOB	The lecturer/senior lecturer is an active member of an international academic <b>organisation</b> .	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum

### 4.3. Basic criteria for professor/full professor

Code	Education Criterion	Evaluation by FEC/CAP	IOB Specification	Source(s)
PBED01	The professor/full professor accepts a teaching position that is recognised by the IOB Education Committee. The content and the extent of this position are established upon appointment or as changes to duties are discussed during goal-setting meetings. The teaching position is confirmed during each subsequent goal-setting meeting.	Satisfied/not satisfied	Minimum teaching position, expressed in teaching points (TP), as calculated according to the IOB formula.  The minimum scope of this teaching position amounts to 18 TP - 1.5 standard deviations for a standard position with 30% teaching time.	E-curriculum SisA IOB-specific calculation for teaching load
PBED02	The academic education (including practical training, stages, Bachelor and Master theses) organised and provided by the professor/full professor has been assessed with a rating of at least good.	Satisfied/not satisfied	For each course, a score of 3.5 or higher on 10/12 dimensions or, in the case of team teaching, 5/7 dimensions, including at least 'teaching style' and 'stimulating the learning process'. The professor/full professor is a teacher who engages in active reflection about his or her own teaching practice. In consultation with the CIKO staff member, the professor/full professor works actively to improve his or her teaching. Consultation in this regard is held at regular intervals, based on information gathered by colleagues, the course coordinator, the students and the chair. The report of such consultation is made by the CIKO staff member.	E-curriculum Databank of teaching evaluations in PeopleSoft SisA CIKO
PBED03	The professor/full professor develops and uses teaching materials of high quality.	Satisfied/not satisfied	The FEC or the CAP evaluates the quality of the teaching material.	E-curriculum Study guide
PBED04	The course information for programme components the professor/full professor coordinates or co-coordinates and the programme-specific information (e.g. for external reviews or audits) is compiled and submitted in English, in a timely, up-to-date and high-quality manner.	Satisfied/not satisfied	As understood by IOB, course information refers to the study guide, as well as the minimum information requested by the education committee for the institutional audit (e.g. deadlines for assignments, links between objectives and final competencies).	E-curriculum Study guide Overview of faculty information for the institutional audit
PBED05	The professor/full professor engages in professional development, as well as in development in the area of educational and teaching activities.	Satisfied/not satisfied	The FEC or the CAP evaluates this from a broad perspective. For members of the senior academic staff appointed before the start of the lecturer-training programmes, other qualifications achieved in the area of teaching or consistently positive teaching evaluations apply.	E-curriculum Evidence of equivalent training to be submitted by the individual ZAP member
PBED06	During his or her career, the professor/full professor has actively participated in one or more educational forums in an organising, coordinating or managerial capacity within the core task of education.	Satisfied/not satisfied	The FEC or the CAP assesses the organisational, coordinating or managerial character of the participation. The educational forums qualifying for this criterion include all forums within (and possibly outside) the university in which consultation is held with regard to university education and educational policy.	E-curriculum List of IOB mandates

Code	Research Criterion	Evaluation by FEC/CAP	IOB Specification	Source(s)
<b>PBRE01</b>	Every five years, the professor/full professor authors (or co-authors) at least a minimum number of scientific publications.	Satisfied/not satisfied	10 CERES publications in five years, at least five of which are at the A or B level	E-curriculum (Academic and CERES calculations by the IOB librarian)
<b>PBRE02</b>	During his or her career, the professor/full professor has supervised one or more doctorates completed at the University of Antwerp.	Satisfied/not satisfied	The minimum specified by IOB is the supervision of one doctorate completed at the University of Antwerp within the past five years.	E-curriculum SisA PeopleSoft
<b>PBRE03</b>	Every five years, the professor/full professor initiates and supervises one or more doctoral projects in the capacity of supervisor.	Satisfied/not satisfied	two PhDs initiated within a five-year period  The PhD students must be registered as a student, for whom a PhD Committee has been composed and for whom a positive progress report is available..	E-curriculum SisA Annual performance review with an AAP member
<b>PBRE04</b>	Every five years, the professor/full professor acquires one or more projects as a supervisor (or co-supervisor) or a doctoral (or post-doctoral) fellowship from an external source of research funding (third or fourth flow of funding).	Satisfied/not satisfied	An average of five project proposals over a five-year period, or three projects amounting to more than €100k that have been effectively awarded. At least €300k in research funding acquired within a five-year period, and at least one international project.	E-curriculum ADOC Databank
<b>PBRE05</b>	Every five years, the professor/full professor makes active contributions to and/or presents papers at scientific congresses, conferences and/or seminars.	Satisfied/not satisfied	An average of seven active contributions within a five-year period	E-curriculum
<b>PBRE06</b>	The professor/full professor undertakes organisational and supervisory duties within the core task of research. He/she participates in the supervision of a research unit.	Satisfied/not satisfied	The FEC or the CAP reserves the right to issue a global judgement in this regard.	/

Code	Service Criterion	Evaluation by FEC/CAP	IOB Specification	Source(s)
<b>PBSE01</b>	The professor/full professor undertakes activities within all outcome areas of 'Academic service', particularly through organisation and leadership.	Satisfied/not satisfied	The FEC or the CAP evaluates the five most important activities reported by the individual ZAP member.	E-curriculum Self-evaluation by the individual ZAP member
<b>PBSE02</b>	The professor/full professor actively expands and maintains international contacts within a broad scientific context in the area of education, research or service.	Satisfied/not satisfied	The FEC or the CAP evaluates this facet.	E-curriculum

Code	Criterion for professional and behavioural competencies	Evaluation by FEC/CAP	IOB Specification	Source(s)
<b>LBPB01</b>	The professor/full professor satisfies the expected professional competencies (including language proficiency) and behavioural competencies.	Satisfied/not satisfied	The FEC or the CAP assess the professional and behavioural competencies according to the result-area glossary and the core values of the University of Antwerp, as included in KICKS and the behavioural-competency glossary for senior academic staff. Language proficiency in English must be sufficient according to the internal language policy.	Miscellaneous



#### 4.4. Excellence criteria for professor/full professor (non-exhaustive list)

Code	Education Criterion	Must satisfy at least three criteria	IOB Specification	Source(s)
<b>PEED01</b>	The academic education (including practical training, stages, Bachelor and Master theses) organised and provided by the professor/full professor is evaluated as outstanding.	Satisfied/not satisfied	For at least two courses, a score of 4 or higher on 10/12 dimensions or, in the case of team teaching, 5/7 dimensions, including at least 'teaching style' and 'stimulating the learning process'.	E-curriculum Databank of teaching evaluations in PeopleSoft
<b>PEED02</b>	The professor/full professor authors (or co-authors) an original syllabus of high quality or a commercially published textbook that is also used at another institution.	Satisfied/not satisfied	The FEC or the CAP evaluate the quality and determine whether the teaching material is actually being used at another institution.	E-curriculum Supplementary information provided by the individual ZAP member
<b>PEED03</b>	The professor/full professor has made a significant contribution to educational development.	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum Written or other details provided by the individual ZAP member
<b>PEED04</b>	The professor/full professor good instruction to large groups of students.	Satisfied/not satisfied	Not applicable for IOB	E-curriculum SisA CIKO
<b>PEED05</b>	The professor/full professor works to expand and maintain international contacts within the domain of education.	Satisfied/not satisfied	The FEC or the CAP evaluates this facet.	E-curriculum Written or other details provided by the individual ZAP member
<b>PEED06</b>	The professor/full professor undertakes important organisational and supervisory duties within the core task of research.	Satisfied/not satisfied	The FEC or the CAP assesses the quality of these achievements.	E-curriculum List of faculty mandates
<b>PEED07 IOB</b>	The professor/full professor holds a major teaching position that is recognised by the IOB Education Committee.	Satisfied/not satisfied	The minimum scope of a major teaching position, expressed in teaching points (TP), as calculated according to the IOB formula, amounts to 18 TP + 1.5 standard deviations for a standard position with 30% teaching time.	E-curriculum Specification by the individual ZAP member

Code	Research Criterion	Must satisfy at least three criteria	IOB Specification	Source(s)
<b>PERE01</b>	Every five years, the professor/full professor authors (or co-authors) a substantial number of scientific publications in addition to the basic standard.	Satisfied/not satisfied	Five additional CERES publications, three of which are of A or B level, in addition to the basic criteria.	E-curriculum (Academic bibliography and CERES calculations by the IOB librarian)
<b>PERE02</b>	Every five years, the professor/full professor earns extensive research credits as a supervisor or co-supervisor.	Satisfied/not satisfied	Supervisor or co-supervisor of five project proposals, acquisition of research funding amounting to at least €1000k in the past five years and with at least two international projects.	E-curriculum ADOC Databank
<b>PERE03</b>	The professor/full professor supervises or co-supervises at least one doctorate completed at the University of Antwerp in addition to the basic criteria.	Satisfied/not satisfied	Supervisor of at least four PhDs and at least two successful PhD defences	E-curriculum SisA
<b>PERE04</b>	The professor/full professor has authored a leading or award-winning publication.	Satisfied/not satisfied	The FEC or the CAP determines what exactly is to be considered a 'leading or award-winning publication'.	E-curriculum (Academic bibliography)
<b>PERE05</b>	The professor/full professor acquires international research funding (e.g. EU KP, WHO, foreign R&D support agency, ERC starting grant).	Satisfied/not satisfied	<i>Ditto</i>	E-curriculum ADOC Databank
<b>PERE06</b>	The professor/full professor valorises scientific research (e.g. through claims, patents or spin-offs).	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	Reporting by the person concerned

Code	Service Criterion	Must satisfy at least five criteria	IOB Specification	Source(s)
PESE01	The professor/full professor has made substantial and valuable contributions to <b>scientific communication</b> activities, based on his or her personal academic expertise.	Satisfied/not satisfied	Average of twice per year for the past five years	E-curriculum
PESE02	The professor/full professor has made substantial and valuable contributions to the <b>public debate</b> , based on his or her personal academic expertise.	Satisfied/not satisfied	Average of twice per year for the past five years	E-curriculum
PESE03	The professor/full professor has made an active contribution to the <b>internationalisation</b> policy.	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum Any supplementary details (written or other) provided by the individual ZAP member
PESE04	The professor/full professor has made leading contributions to projects involving university <b>developmental collaboration</b>	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum
PESE05	The professor/full professor holds a supervisory <b>position</b> within the faculty or the university.		The FEC or the CAP evaluates this contribution.	E-curriculum List of faculty mandates
PESE05	The professor/full professor serves as the final editor of the self-evaluation report for an <b>external review</b> .	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum List of faculty mandates
PESE06	The professor/full professor assumes final responsibility for the organisation of a conference, <b>symposium</b> or summer school.	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum
PESE07 IOB	The professor/full professor serves on the board of an international academic <b>organisation</b> .	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum
PESE08 IOB	The professor/full professor is a member of the <b>editorial board</b> of an academic journal or an academic book series.	Satisfied/not satisfied	The FEC or the CAP evaluates this contribution.	E-curriculum
PESE09 IOB	The professor/full professor fulfils a leading role within the framework of <b>recruitment</b> activities.	Satisfied/not satisfied	Average of one per year for the past five years	E-curriculum