

Table 2: Promotion criteria for the levels specified at the top, in the U-line research-focused path

For all promotions, the principle counts that the entire portfolio of activities and achievements must be balanced. The criteria do not serve as hard criteria or minima, but serve as standards to provide direction. The Institute Board has room to propose a deviation from the standards, either because the norms in a particular research field differ, or because the individual CV justifies such deviation.

Criterion	Indicator (number)	Level			
		UD1	UHD2	UHD1	HGL2
Research	General	Shows progress in developing academic research skills, including setting up own research line, supervision, obtaining funding and producing output	Has made significant step toward own niche in the research field, as shown by international recognition by peers, collaborations, growing the research group with substantial funding and creating impact in the field	Has substantial further development in research achievements since promotion to UHD2	Is widely recognized as a prominent scientist in the field, is able to maintain a flourishing research group in the future, finds new research directions
Research quality	Research line (UR-R1)	Starts to develop own research line, that is aligned with the mission and aims of the institute	Has a well-defined own research line, that is gaining international recognition and is aligned with the mission and aims of the institute	Has a well-developed research line that is aligned with the mission and aims of the institute, and substantial international recognition	Has an established and widely recognized position in the research field and is demonstrably able to find new research avenues, in line with the mission and aims of the institute
	Independence of PhD/postdoc supervisor (UR-R2)	Demonstrates independence of previous supervisor(s)	>>	-	-
	Inter/Trans-disciplinarity (UR-R3)	<i>Plus</i>	<i>Plus</i>	<i>Plus</i>	<i>Plus</i>
	Role in peer-reviewed papers / conference proceedings / patents (UR-R4)	Has a leading role as author in a number of papers and shows good productivity <i>Field dependent</i>	++ <i>Field dependent</i>	+++ <i>Field dependent</i>	++++ <i>Field dependent</i>

Continuation of table 2: Promotion criteria specified per staff category in the U-line research-focused path

Criterion	Indicator (number)	Level			
		UD1	UHD2	UHD1	HGL2
	Fundraising ¹ : - Contribution to successful grant applications obtained in competition (in Leiden or elsewhere) - Other (UR-R5)	Obtained funding to support own research <i>Total indicative amount field dependent</i>	Obtained funding to support starting research group <i>Total indicative amount field dependent</i>	Obtained substantial additional external funding since last promotion <i>Total indicative amount field dependent</i>	Shows ability to consistently maintain a research group with external funding <i>Total indicative amount field dependent</i>
	Invitations for (inter)national talks in the last 5 years (UR-R6)	Has given several invited talks (national, international, at universities)	Has given several invited talks for international meetings	Has frequently given invited talks at international meetings	Has given invited plenary or keynote lectures
Ability to supervise research group members	(Co-)promotor of PhD candidates who successfully defended thesis (UR-R7)	Is supervising (a) PhD candidate(s) and is involved in their annual appraisal <i>Number is field dependent</i>	Has recruited and supervises (a) PhD candidate(s) not from starting package + has supervised PhD candidate(s) until (near) completion <i>Number is field dependent</i>	++ <i>Field dependent</i>	+++ <i>Field dependent</i>
Service to society	Activities outside academia (in research or education) ² (UR-R8, see also UR-E6)	Has one or more activity/ies with parties / partners outside academia	>>	>>	>>
Recognition	Awards, prizes, other (UR-R9)	<i>Plus</i>	<i>Plus</i>	<i>Plus</i>	<i>Plus</i>

¹ Possibilities are diverse and may include but are not limited to: VENI, Marie S. Curie (UD1), StG, VIDI (UHD2), CoG (UHD1, HGL2) and VICI (HGL2).

² Activities can include: outreach in the (social) media, institute/faculty outreach activities and non-academic presentations, work for/with companies, starting spin-outs, work for/with non-profit/government organizations or schools, citizen science, open science & education (beyond the standard).

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Criterion	Indicator (number)	Level			
		UD1	UHD2	UHD1	HGL2
Education	General	Is a leading teacher in at least one course and shows development of teaching skills	Delivers independently good academic teaching	>>	>>
Teaching	Teaching (UR-E1)	Provides various forms of education (workgroups, practicals, projects, lectures, theses, internships, etc.); Analysis of the student evaluations does not indicate serious teaching problems	Provides (educational/ technological) innovative education	>>	>>
	Assessment (UR-E2)	Assesses exams, assignments, and theses, and provides clear feedback based on the corresponding answer model and evaluation criteria			
	Coordination (UR-E3)	Coordinates own course in a structured manner			
	Learning process guidance (UR-E4)	Supervises students with standard assignments aligned with the learning objectives			
	Amalgamation of research and education (UR-E5)	Applies current research themes in course design			
Service to society	Activities outside academia (in research or education) ³ (UR-E6, see also UR-R8)	Has one or more activity/activities with parties/partners outside academia	>>	>>	>>
Recognition	Teaching prizes, memberships (UR-E7)	<i>Plus</i>	<i>Plus</i>	<i>Plus</i>	<i>Plus</i>

³ Activities can include: outreach in the (social) media, institute/faculty outreach activities and non-academic presentations, work for/with companies, starting spin-outs, work for/with non-profit/government organizations or schools, citizen science, open science & education (beyond the standard).

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Criterion	Indicator (number)	Level			
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Management					
Contribution to the organization	Involvement in own group (UR-M1)	Has organisational roles in own group/division	>>	-	-
	Involvement in internal (educational and non-educational) Committees and management (UR-M2)	Contributes to internal committee(s), including educational committee(s)	Contributes to internal committees and contributes to policy discussions in the institute	>>	Has a senior role in internal organisation and contributes to policy making in the institute and faculty
Impact in the academic field	Involvement in organisational work in the academic world (UR-M3)	Is involved in national committee work in the research field	Is a member of international organisational committees in the research field (e.g. for conferences, of learned societies)	>>	Has a prominent role in international academic field (e.g. appointment committees, evaluation committees, research assessment committees)

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Criterion	Indicator (number)	Level			
		UD1	UHD2	UHD1	HGL2
Personal development and leadership	General	Has proven to be able to create a safe and effective research group. Is developing leadership skills and competences	Is further developing into a flexible leader and can articulate vision and implement it	>>	Is an effective leader who can employ various leadership styles and has vision that extends beyond own research group
Leadership	Leading co-workers and working well with colleagues (UR-P1)	<ul style="list-style-type: none"> · Contributes to safe, inclusive and open atmosphere in team · Is accessible, available and attentive · Motivates and guides PhD, master and bachelor students · Ensures others feel recognised in their contributions 	IN ADDITION TO UD1 LEVEL: <ul style="list-style-type: none"> · Is evolving into a flexible leader who has made demonstrable efforts to improve their skills and competences, in line with personal development plan · Is aware of leadership style and knows its limitations 	IN ADDITION TO UD1 LEVEL: <ul style="list-style-type: none"> · Is a flexible leader · Has insight in one's preferred leadership style and can effectively employ it to motivate others · Operates successfully when different interests and perspectives are at play and can deal with resistance 	IN ADDITION TO UD1 LEVEL: <ul style="list-style-type: none"> · Is a visionary leader who guides, inspires, and facilitates · Can employ different leadership styles to persuade and motivate others · Operates successfully when different interests and perspectives are at play and can deal with resistance
	Strategic vision (UR-P2)	Has articulated vision on own research line	<ul style="list-style-type: none"> · Has articulated vision on own research line and contributes to developments of the institute · Can translate this vision into concrete objectives, and is able to realize these objectives by guiding and steering others 		<ul style="list-style-type: none"> · Has vision on the strategic lines in the institute and the faculty, as well as the (international) developments in research field · Can translate this vision into concrete objectives, and is able to realize these objectives by guiding and steering others
	Coaching / Mentorship (UR-P3)	-	Coaches / mentors several junior scientific staff members and promotes their development, particularly with respect to research		

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Criterion	Indicator (number)	Level			
		UD1	UHD2	UHD1	HGL2
Skills and competences	Reflective capacity (UR-P4)	<ul style="list-style-type: none"> · Demonstrates integrity: honest, reliable, takes responsibility and accountability for actions · Self- and situational awareness: reflects on actions and roles and how these affect others and the organization · Open to and invites feedback from others · Reflects on own teaching practice based on feedback from students (evaluations), peers and supervisors · Initiation of small improvements based on proactively obtained student feedback 			
	Organisational sensitivity (UR-P5)	Is developing insight into how the institute and the faculty are organized	Has insight into how the institute and the faculty are organized and uses this knowledge for own benefit and that of the organization		Has insight into how the institute, faculty and university are organized and uses this knowledge for own benefit and that of the organization
	Collaboration (UR-P6)	Has started to collaborate with other inside and/or outside the institute (outside own research group)	Demonstrates ability to collaborate with others outside the research group in a productive and harmonious way		
	Communication (UR-P7)	Is able to transfer ideas and information in a clear and intelligible way, both in writing and verbally. Communicates and provides feedback in a respectful, constructive and effective way			
Courses followed	Leadership (UR-P8)	Has completed the courses on the FWN Leadership ladder for this level, or similar	Has completed the courses on the FWN Leadership ladder for this level, or similar	-	Has completed the courses on the FWN Leadership ladder for this level, or similar
	Language (UR-P9)	Has a good command of English and (a non-native speaker) has started to learn Dutch;	Has made good effort and progress in command of Dutch (indicative level B1)	>>	Has made good effort and progress in command of Dutch passive (indicative passive level C1, active level B2)
	Teaching qualification (UR-P10)	Has a UTQ (BKO) secured	-	-	-