

**Table 3: Promotion criteria for the levels specified at the top, in the U-line education-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
<b>Research</b>	General	Has started an independent line of research on education innovation and/or is actively involved science research	Has set up own line of research on education innovation and/or is developing a science research line	Performs independent research activities in education and/or is responsible for science research activities in own research group	Has independent research activities that are well recognized in the field
Research quality	Research (on education innovation or science) (UE-R1)	The research activities contribute to the research group or to an independent research line, and/or candidate can identify research themes within own education and sees potential to innovate	Has independent research activities (in science) and/or conducts small-scale educational research or innovation projects	>>	Has independent research activities (in science), supported with external funding and/or leads large-scale educational research and innovation projects
	Role in peer-reviewed papers / conference proceedings / patents (in science or education) (UE-R2)	Has contributed to several papers/conference proceedings and shows good productivity <i>Field dependent</i>	Has leading role as author in a number of papers and shows good productivity (in science or education) <i>Field dependent</i>	>>	Has leading role as author with substantial output in leading journals (in science or education) <i>Field dependent</i>
	Fundraising (on science or education innovation)	Has been (co-)applicant on grant application(s)	Has been (co-)applicant on several grant applications of which one or more were funded	Has obtained independent and/or collaborative external funding	Has obtained substantial external funding to support own activities

(UE-R3, see also UE-E10) *Total indicative amount field dependent* *Total indicative amount field dependent* *Total indicative amount field dependent* *Total indicative amount field dependent*

Continuation of table 3: Promotion criteria specified per staff category in the U-line education-focused path

Criterion	Indicator (number)	Level			
		UD1	UHD2	UHD1	HGL2
	Invitations for presentations and consultations in the last 5 years (in science or education) (UE-R4)	Has given invited (inter)national presentations	Has given invited (inter)national presentations and has given consultations on education	>>	Has frequently given invited presentations or consultations on education at national meetings or on science at international meetings
Ability to supervise staff members	(Co-)promotor of PhD candidates who successfully defended thesis and/or supervisor of other staff members (UE-R5)	Is supervising one PhD candidate and is involved in the annual appraisal and/or is responsible for the supervision of one or more staff members	Has made a substantial contribution to the supervision of (a) PhD candidate(s) in past five years <i>The number is field dependent</i>	Has made a substantial contribution to the supervision of several PhD candidates <i>The number is field dependent</i>	Has supervised several PhD candidates until completion on own funding in past five years <i>The number is field dependent</i>
Service to society	Activities outside academia (in research or education) <sup>1</sup> (UE-R6, see also UE-E11)	Has one or more activity/activities with parties/partners outside academia.	>>	>>	>>
Recognition	Awards, prizes, other (UE-R7)	<i>Plus</i>	<i>Plus</i>	<i>Plus</i>	<i>Plus</i>

<sup>1</sup> 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).

Continuation of table 3: Promotion criteria specified per staff category in the U-line education-focused path

Criterion	Indicator (number)	Level			
		UD1	UHD2	UHD1	HGL2
<b>Education</b>	General	Is an inspiring, effective teacher who delivers research-driven education, implementing didactic improvements and contributing to educational organization	Is an inspiring, effective teacher who delivers research-driven education, implementing didactic improvements and is responsible for educational development beyond own courses	Is an inspiring, effective teacher who delivers research-driven education, implementing didactic improvements and responsible for educational development at the program level	A recognized leader in teaching excellence and educational development, driving curriculum innovations and chairing (inter)national visitation committees to enhance education quality
Teaching	Teaching (UE-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 a various and substantial contribution to education that is (educational/ technological) innovative	>>	>>
	Assessment (UE-E2)	Assesses exams, assignments, and theses, and provides clear feedback based on the corresponding answer model and evaluation criteria	IN ADDITION TO UD1 LEVEL: Improves assessments using quality criteria such as validity, reliability, transparency, and usability. Develops rubrics and assessment plans aligned with the curriculum and the	IN ADDITION TO UHD2 LEVEL: Contributes to the renewal of assessment policy and quality standards at the program level	IN ADDITION TO UHD1 LEVEL: Determines or renews assessment policies and quality standards

			examination regulations		
	Coordination (UE-E3)	Coordinates own course in a structured manner	IN ADDITION TO UD1 LEVEL: Coordinates components of programs, with responsibility for planning and coherence	IN ADDITION TO UHD2 LEVEL: Organizes an educational program	IN ADDITION TO UHD1 LEVEL: Involves external partners in the development and delivery of education

Continuation of table 3: Promotion criteria specified per staff category in the U-line education-focused path

Criterion	Indicator (number)	Level			
		UD1	UHD2	UHD1	HGL2
	Learning process guidance (UE-E4)	Supervises students with standard assignments aligned with the learning objectives	Provides independent guidance focused on developing learning strategies and providing more targeted feedback tailored to the individual needs of the student	>>	>>
Development of education	Vision on development and innovation (UE-E5)	Shows insight in the reasons for (re)development of course(s) from a didactical point of view, in alignment with the mission and aims of the institute	Shows vision on the relation of the courses with the learning lines and in relation to the entire curriculum, in alignment with the mission and aims of the institute	Shows vision on the learning objectives of the entire curriculum, in alignment with the mission and aims of the institute	Demonstrates a good understanding of the Dutch higher-education framework and vision is in alignment with the mission and aims of the institute
	Development and policy (UE-E6)	Designs diverse forms of education within own course(s) based on constructive alignment and logical structure, guided by the principles of inclusive education	Designs diverse forms of education within a learning trajectory, based on constructive alignment and logical structure, guided by the principles of inclusive education	Designs (new) curricula and policies in line with the university's vision, and aligned with (external) partners, with a focus on long-term goals and institutional impact	>>

Open education  
(UE-E7)

Is familiar with existing  
open educational  
resources and their  
applicability in the  
programs education

Creates and/or  
publishes own  
learning materials  
suitable as open  
educational source

>>

>>

---

Continuation of table 3: Promotion criteria specified per staff category in the U-line education-focused path

Criterion	Indicator (number)	Level			
		UD1	UHD2	UHD1	HGL2
	Amalgamation of research and education (UE-E8)	Applies current research themes in course design	>>	Embeds research (participation) in education, for example through research projects and living labs	Positions the program as a leader in research-based and active learning, and promotes this within (inter)national networks and accreditations
	Interdisciplinary education (UE-E9)	Contributes ideas and provides information on how disciplinary education can support interdisciplinary education	>> <i>Designing new interdisciplinary educational modules is a plus</i>	Designs complex interdisciplinary courses, learning trajectories, minors, and educational programs in collaboration with internal and external partners	>>
	Fundraising (on science or education innovation) (UE-E10, see also UE-R3)	Has been (co-)applicant on grant application(s)  <i>Total indicative amount field dependent</i>	Has been (co-)applicant on several grant applications of which one or more were funded <i>Total indicative amount field dependent</i>	Has obtained independent and/or collaborative external funding  <i>Total indicative amount field dependent</i>	Has obtained substantial external funding to support own activities  <i>Total indicative amount field dependent</i>
Service to society	Activities outside academia (in research or education) <sup>2</sup> (UE-E11, see also UE-R6)	Has one or more activities with parties/partners outside academia	>>	>>	>>

<sup>2</sup> 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).

Recognition	Teaching prizes, memberships (UE-E12)	<i>Plus</i>	<i>Plus</i>	<i>Plus</i>	Has received awards for quality in education
-------------	---	-------------	-------------	-------------	---

Continuation of table 3: Promotion criteria specified per staff category in the U-line education-focused path

Criterion	Indicator (number)	Level			
		UD1	UHD2	UHD1	HGL2
<b>Management</b>					
Contribution to the organization	Involvement in own group (UE-M1)	Has organisational roles in own group/division	>>	-	-
	Management (UE-M2)	Has good knowledge of own educational program	Contributes to management or development of educational program	Leads educational programs	Contributes to strategic management of education within the faculty or university
	Committees (UE-M3)	Contributes to educational and non-educational committees as a member	Chairs educational committee(s) at the institute and/or Faculty level and contributes to non-educational committee(s) in the institute	Contributes to educational committees at the national level, and exam committee and contributes to non-educational committees in the institute	Chairs educational committees at (inter) national level, and exam committee. Participates in accreditation committees and contributes to non-educational committees in the institute and/or faculty

Continuation of table 3: Promotion criteria specified per staff category in the U-line education-focused path

Criterion	Indicator (number)	Level			
		UD1	UHD2	UHD1	HGL2
<b>Personal development and leadership</b>	General	Has proven to be able to create a safe working environment. 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 team
Leadership	Leading co-workers and working well with colleagues (UE-P1)	<ul style="list-style-type: none"> <li>· Contributes to safe, inclusive and open atmosphere in team</li> <li>· Is accessible, available and attentive</li> <li>· Motivates and guides PhD, master and bachelor students</li> <li>· Ensures others feel recognised in their contributions</li> </ul>	IN ADDITION TO UD1 LEVEL: <ul style="list-style-type: none"> <li>· Is evolving into a flexible leader who has made demonstrable efforts to improve skills and competences, in line with personal development plan</li> <li>· Is aware of leadership style and knows its limitations</li> </ul>	IN ADDITION TO UD1 LEVEL: <ul style="list-style-type: none"> <li>· Is a flexible leader</li> <li>· Has insight in one's preferred leadership style and can effectively employ it to motivate others</li> <li>· Operates successfully when different interests and perspectives are at play and can deal with resistance</li> </ul>	IN ADDITION TO UD1 LEVEL: <ul style="list-style-type: none"> <li>· Is a visionary leader who guides, inspires, and facilitates</li> <li>· Can employ different leadership styles to persuade and motivate others</li> <li>· Operates successfully when different interests and perspectives are at play and can deal with resistance</li> </ul>
	Strategic vision (UE-P2)	Has articulated vision on education	Has articulated vision on education in the institute 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	Has vision on the strategic lines in the institute and the faculty, in particular relating to education
	Coaching / Mentorship (UE-P3)	-	Coaches / mentors several junior staff members and promotes their development, particularly with respect to education		

Continuation of table 3: Promotion criteria specified per staff category in the U-line education-focused path

Criterion	Indicator (number)	Level			
		UD1	UHD2	UHD1	HGL2
Skills and competences	Reflective capacity (UE-P4)	<ul style="list-style-type: none"> <li>· Demonstrates integrity: honest, reliable, takes responsibility and accountability for actions</li> <li>· Self- and situational awareness: reflects on actions and roles and how these affect others and the organization</li> <li>· Open to and invites feedback from others</li> <li>· Reflects on own teaching practice based on feedback from students (evaluations), peers and supervisors</li> <li>· Initiation of small improvements based on proactively obtained student feedback</li> </ul>			
	Organisational sensitivity (UE-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 (UE-P6)	Can collaborate with others in a productive and harmonious way. Shares knowledge about own innovation/teaching method at the program level		Shares knowledge about own innovation/teaching method beyond the program level	Shares knowledge at the faculty level, as well as through educational conferences
	Communication (UE-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			
	Leadership (UE-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 (UE-P9)	Has a good command of English and (a non-native speaker) has command of Dutch (B1 level)	Has a good command of English and (a non-native speaker) has passive command of B2-level and active	>>	Has a good command of English and (a non-native speaker) has command of C1-level Dutch

Teaching  
qualification  
(UE-P10)

Has a UTQ (BKO) secured

command of B1-  
level) Dutch

- [redacted]

Has a STQ (SKO)  
secured

- [redacted]