

Table 4: Promotion criteria for the levels specified at the top, in the D-line

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		
		D3	D2	D1
Research	General	Has understanding of research and uses it in teaching		
Link to research	Exposed to research (D-R1)	Is integrated in a research group or division and has exposure to research and incorporates research developments in teaching program		
Education	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 involved in 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
Teaching	Teaching (D-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 (D-E2)	Assesses exams, assignments, and theses, and provides clear feedback based on the corresponding answer model and evaluation criteria	IN ADDITION TO D3 LEVEL: Improves assessments using quality criteria such as validity, reliability, transparency, and usability. Develops rubrics and assessment plans aligned with the curriculum and the examination regulations	IN ADDITION TO D2 LEVEL: Contributes to the renewal of assessment policy and quality standards at the program level
	Coordination (D-E3)	Coordinates own course(s) in a structured manner	IN ADDITION TO D3 LEVEL: Coordinates components of programs, with responsibility for planning and coherence	IN ADDITION TO D2 LEVEL: Organizes an educational program
	Learning process guidance (D-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	>>

Continuation of table 4: Promotion criteria specified per staff category in the D-line

Criterion	Indicator (number)	Level		
		D3	D2	D1
Development of education	Innovation (D-E5)	Has innovated within own education, contributing to the mission and aims institute	Conducts educational innovation projects within the program, contributing to the mission and aims institute	Conducts educational innovation projects at the faculty level
	Development and policy (D-E6)	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 (D-E7)	<i>Plus</i>	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
	Amalgamation of research and education (D-E8)	Applies current research themes in course design	>>	>>
	Interdisciplinary education (D-E9)	<i>Plus</i>	<i>Plus</i>	Designs complex interdisciplinary courses, learning trajectories, minors, and educational programs in collaboration with internal and external partners
	Fundraising on education innovation (D-E10)	-	Has been (co-)applicant on grant application(s)	Has been (co-)applicant on several grant applications of which one or more were funded
Service to society	Education activities outside academia ¹ (D-E11)	<i>Plus</i>	<i>Plus</i>	<i>Plus</i>
Recognition	Teaching prizes, memberships (D-E12)	<i>Plus</i>	<i>Plus</i>	<i>Plus</i>

¹ 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 4: Promotion criteria specified per staff category in the D-line

Criterion	Indicator (number)	Level		
		D3	D2	D1
Management	General			
Contribution to the organization	Management (D-M1)	Has good knowledge of own educational program	Contributes to management or development of educational program	Leads educational programs
	Committees (D-M2)	Contributes to educational committee(s) as a member	Chairs educational committee(s)	Contributes to educational committees at the faculty level, and exam committee
Personal development and leadership	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	Is further developing into a flexible leader and can articulate vision and implement it
Leadership	Leading co-workers and working well with colleagues (D-P1)	<ul style="list-style-type: none"> · Contributes to safe, inclusive and open atmosphere in team · Is accessible, available and attentive · Motivates and guides students · Ensures others feel recognised in their contributions 	IN ADDITION TO D3 LEVEL: Is evolving into a flexible leader who has made demonstrable efforts to improve their skills and competences, in line with personal development plan	IN ADDITION TO D2 LEVEL: Can articulate a vision and implement it
	Strategic vision (D-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
	Coaching / Mentorship (D-P3)	-		Coaches / mentors several junior staff members and promotes their development, particularly with respect to education
Skills and competences	Reflective capacity (D-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 (D-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

Continuation of table 4: Promotion criteria specified per staff category in the D-line

Criterion	Indicator (number)	Level		
		D3	D2	D1
	Collaboration (D-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
	Communication (D-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 (D-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
	Language (D-P9)	Has a good command of English and (C1-level) in Dutch		
	Teaching qualification (D-P10)	Has a UTQ (BKO) secured	-	Has a STQ (SKO) secured