

Table 5: Evidence for the promotion criteria (all career paths and career levels combined)

This table lists the evidence for all criteria in all paths and must not be interpreted as the applicable list of criteria for each individual staff member. D = D-line, UR = U-line research-focused path, UE = U-line education-focused path, R = Research, E = Education, M = Management, P = Personal development and leadership.

Note: The candidate is encouraged to combine narrative descriptions of related topics where deemed appropriate. The indicative length for narrative descriptions for each of the domains Research and Education is 750 words for promotion to UD1 and 1000 words for promotion to UHD/HGL.

Criterion	Indicator	Applicable indicator numbers	Evidence
Type of achievement	Factor to be used for evaluation	Numbers as specified in tables 2, 3 and 4	Evidence to be submitted by candidate and used as evaluation tool
Research			
Link to research	Exposed to research	D-R1	Narrative description of how the staff member is exposed to research in the research group/division and how this is incorporated in the teaching program
Research quality	Research line (UR) / Research (UE)	UR-R1, UE-R1	Narrative description containing a very succinct description of the research line/contribution and the way it aligns with the mission and aims of the institute, milestones in the career and a plan for the next five years
	Independence of PhD/postdoc supervisor	UR-R2	Narrative description, supported with output without supervisor
	Inter/Trans-disciplinarity	UR-R3	Narrative description of inter/transdisciplinary nature of the research
	Role in peer-reviewed papers / conference proceedings / patents	UR-R4, UE-R2	List of publications, including description of the contribution of the staff member for a selection of the work (with emphasis of work from own research group for UR)
	Contribution to successful grant applications (UR)/ Fundraising (UE)	UR-R5, UE-R3 (see also UE-E10)	List of personal career grants, consortium grants in which the candidate is the main applicant from Leiden and other grants obtained in competition or from external sources. Award letters should be added
	Invitations for (inter)national talks in the last 5 years	UR-R6, UE-R4	List of invitations
Ability to supervise research group / staff members	(Co-)promotor of PhD candidates who successfully defended thesis (and/ or supervisor of other staff members)	UR-R7, UE-R5	List of the PhD candidates who obtained a degree under guidance of the staff member; list of other staff members supervised
Service to society	Activities outside academia	UR-R8, UE-R6	Narrative description of activities, including the type of work, an indication of time investment, output and the impact
Recognition	Awards, prizes, other	UR-R9, UE-R7	List of awards and prizes and any other relevant marks of recognition

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Type of achievement	Factor to be used for evaluation	Numbers as specified in tables 2, 3 and 4	Evidence to be submitted by staff member and used as evaluation tool
Education			
Teaching	Teaching	UR-E1, UE-E1, D-E1	<ul style="list-style-type: none"> · Narrative description of development of teaching skills, including how student and peer-to-peer feedback was implemented · List of courses given, incl. years, roles of the staff member, number of students, nature of the course and tests · Copies of student evaluations (last three years)
	Assessment	UR-E2, UE-E2, D-E2	Narrative description of assessment skills and (UE and D only) contribution to development and assessment policy
	Coordination	UR-E3, UE-E3, D-E3	Narrative description of how own course / education programme is coordinated
	Learning process guidance	UR-E4, UE-E4, D-E4	Narrative description of how students are guided in their learning process
Development of education	Vision on development and innovation (UE) / Innovation (D)	UE-E5, D-E5	<ul style="list-style-type: none"> · Narrative description of vision on innovation in education and how that aligns with the mission and aims of the institute (UE only) · Description of courses/curriculum elements (re-)developed, incl. years, number of students, nature of the course/curriculum, assessments and how they align with the mission and aims of the institute
	Development and policy	UE-E6, D-E6	Narrative description of contribution to the design of education
	Open education	UE-E7, D-E7	Narrative description showing insight (and creation) of open source educational material
	Amalgamation of research and education	UR-E5, UE-E8, D-E8	Narrative description of how developments in research are integrated in education
	Interdisciplinary education	UE-E9, D9	Narrative description of contribution to interdisciplinary education
	Contribution to successful grant applications (UR)/ Fundraising (UE)	UE-E10 (see also UE- R3)	List of personal career grants, consortium grants in which the candidate is the main applicant from Leiden and other grants obtained in competition or from external sources. Specify award dates and provide the award letters.
	Fundraising on education innovation	D-E10	List of grant applications for educational innovation in which candidate was involved. Indicate role and success
Service to society	Activities outside academia	UR-E6, UE-E11, D-E11	Narrative description of activities, including an indication of the work done, the time investment, output and the impact

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Type of achievement	Factor to be used for evaluation	Numbers as specified in tables 2, 3 and 4	Evidence to be submitted by staff member and used as evaluation tool
Recognition	Teaching prizes, memberships	UR-E7, UE-E12, D-E12	List of prizes, memberships by invitation (e.g. Academies) and other recognitions
Management			
Contribution to the organization	Involvement in own group	UR-M1, UE-M1	List of responsibilities in own research group/division, e.g. organisational, financial, educational
	Involvement in internal (educational and non-educational) committees and management (UR) / Committees (D)	UR-M2, D-M2	List of memberships and chairs of educational and (UR-M2 only) non-educational institute/faculty/university committees
	Management	UE-M2, D-M1	Narrative description of knowledge of and contribution to educational program and strategic management
	Committees	UE-M3	List of memberships and chairs of educational and non-educational internal and external committees (incl. organizational committees)
Impact in the academic field	Involvement in organisational work in the academic world	UR-M3	Lists of activities, such as coordinated research networks, organized conferences (as a main contributor), committee memberships and chairmanships, memberships based on selection (e.g. academies)
Personal development and leadership			
Leadership	Leading co-workers and working well with colleagues	UR-P1, UE-P1, D-P1	<ul style="list-style-type: none"> · Narrative description of leadership style and description of how a safe, open and inclusive environment is created · Output of feedback tool: experience of group members, colleagues and line manager
	Strategic vision	UR-P2, UE-P2, D-P2	Narrative description of strategic vision (on research or education)
	Coaching / Mentorship	UR-P3, UE-P3, D-P3	Narrative description of whom was coached and what the coaching entailed

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Type of achievement	Factor to be used for evaluation	Numbers as specified in tables 2, 3 and 4	Evidence to be submitted by staff member and used as evaluation tool
Skills and competences	Reflective capacity	UR-P4, UE-P4, D-P4	Narrative description of development of competences, including reflection on teaching practice and examples of how this was acted upon
	Organisational sensitivity	UR-P5, UE-P5, D-P5	
	Collaboration	UR-P6, UE-P6, D-P6	
	Communication	UR-P7, UE-P7, D-P7	
Courses followed	Leadership	UR-P8, UE-P8, D-P8	List of courses on personal development and leadership completed / ongoing
	Language	UR-P9, UE-P9, D-P9	List of courses on English/Dutch language completed / ongoing