

Policy on Professorial Appointments

February 2024



**Universiteit
Leiden**
The Netherlands

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Foreword

Our staff members, naturally including professors, are the cornerstone of our university. We set very high standards and expect them all, especially the professors, to possess recognised qualities in the areas of research and teaching, PhD supervision, academic leadership, integrity, maintaining international networks and acquiring grants.

The Executive Board of Leiden University is committed to helping our professors fulfil all these high expectations. Leadership development and career policy are two related and increasingly important elements of this endeavour and are therefore a focus of this brochure. An outline is also given of the context within which our professors have to operate; keywords here are academic integrity and quality assurance. Finally, the appointment policy and its associated procedures are described.

This publication is intended for present and future administrators and their support staff, providing information about all the aforesaid aspects of the policy on professorial appointments. It is an updated version of the 2017 Policy on Professorial Appointments. In view of the aim to achieve a new balance in the recognition and rewards of academics, there is more emphasis on the structure of the position and the role and career of professors. The policy has also been brought into line with the Collective Labour Agreement for Dutch Universities (CAO NU).

Executive Board

1. Introduction

Leiden University's policy in relation to academic staff is aimed at attracting, developing and retaining talented individuals, based on two principles: quality policy = talent policy; and talent attracts talent. Talent policy requires a careful approach to recruiting staff who receive a permanent appointment, and selectivity in developing their subsequent academic career.

Not every academic fulfils all the requirements imposed for professors, and moreover there are not always enough vacant professorial positions for all candidates to be promoted. The university has developed criteria for appointing professors. The main focus is on chairs that cover broader domains within the disciplines. The university expects from professors not only a broad vision but also commitment to the whole organisation and a contribution to realising its vision and strategy. It is important in this regard that leadership and academic authority are based on the university's core values: connecting, innovative, responsible and free.¹

Academic leadership is essential for developing and maintaining a sustainable research group and for creating a shared vision on teaching, research and societal relevance; it is also essential for helping everyone to feel valued and for ensuring that actual recognition takes place, work is evaluated correctly, an appropriate work-life balance is attained and the workplace is safe, both socially and in other respects. In addition, academic leadership is needed for achieving inclusion, diversity and transparency in appointments and promotions. Open recruitment is the ideal instrument for enhancing transparency, inclusion and diversity. Leiden University expects everyone, including professors, to contribute to an inspiring work environment with good human relationships.

A gradual shift in emphasis is taking place, from hierarchy to forms of 'shared' leadership. It is increasingly important for universities that people should work together on the basis of trust and equality, often in diverse and international new work structures with interchangeable mandates and roles. Innovation and growth are intensified when we look beyond our boundaries and are flexible.

In view of the above developments, we expect our professors to excel by using their skills and expertise and by engaging in continuous development, including in personal skills. Professors are responsible for a clear vision and effective organisation of teaching and research. They develop this vision in coordination with the available resources, organisational needs and different roles of staff members. With their personal leadership, they guide and encourage their own staff and make personal connections with others. They extend and foster collaboration and create support, recognise and acknowledge mutual and reciprocal dependences, and accurately assess the value of each individual's contribution to the whole. Collaboration enables them to broaden their academic field and to expand their network. Professors create opportunities to deliver value for the university and society, and have a responsibility to allow society to share the benefits of scientific research.

There are different types of professors, but the university's approach is primarily based on 'full professors' (see next section).

¹ In accordance with the Strategic Plan (2022-2027), <https://strategischplan.universiteitleiden.nl/en/>.

Professors do not relinquish their role as academics when they retire. Emeritus professors can continue to use the university's facilities and supervise their PhD candidates. Very occasionally, they will still receive a salary for a limited time. Chapter 2 of this brochure gives more details of the different types of professors and chairs.

Leadership is extremely important, but its nature is changing: the best academic work increasingly takes place in teams; this also imposes different demands on the professorial role. Chapter 3 outlines what Leiden University expects of its professors and how it facilitates them in this regard.

2. Types of professors and chairs

Full professor

A full professor (*gewoon hoogleraar* lit. 'ordinary professor'; often simply referred to in English as 'professor') is responsible for research and teaching in a specific academic field and fulfils management tasks. In this capacity, the full professor has an employment contract with Leiden University and is appointed within a faculty by the Executive Board. The tasks and responsibilities of a full professor are described in the standard University Job Classification (UFO) profile (Appendix 1). In exceptional cases, it is possible for a full professor – who holds an 'ordinary' chair – to be externally funded (see below).

Professor by special appointment

A professor by special appointment (*bijzonder hoogleraar*) is appointed to Leiden University, within a faculty, by and at the expense of a legal person outside the university, with the purpose of promoting academic teaching and research in a specific field. In this capacity, professor by special appointment do not have an employment contract with the university, but may have one with the external party. They are not part of the university's hierarchical line, but rather are accountable in all respects to a Board of Trustees (*Curatorium*), made up of representatives of the university and the external legal person. The university imposes strict conditions on the legal persons that it authorises to establish a professor by special appointment: recruitment and appointment of the professor must meet academic standards and the legal person is not permitted to interfere in any way with the academic content of the teaching or research. This independence of the professor by special appointment in relation to the legal person is laid down in the regulations for special chairs (see Appendix 2). A faculty's proposal to establish a special chair must be submitted to the Board of Deans. The appointment as professor by special appointment is always temporary, usually for five years, and involves part-time working hours (0,2 FTE). The appointment can in principle be renewed only once. Professors by special appointment issue a report each year to the board of the legal person about their teaching and research, via the aforesaid Board of Trustees. The report is also sent to the Faculty Board for information. The Board of Trustees, which usually includes the Academic Director of the Leiden Institute, conducts an annual interview with the professor by special appointment on the basis of this report and makes an evaluation at the end of an appointment period.

Although the work of the professors by special appointment is important, the main emphasis in the faculties lies on full professors. The university will therefore usually be selective in granting permission to establish new professors by special appointment. They must substantially enrich and supplement the range of teaching and research offered by a faculty, and basic principle is that the special chair should be integrated within the existing profile of the faculty.

From the financial point of view, the faculty will usually require that the legal person bears not only the salary costs (in line with the University Job Classification (UFO) salary scale 'Professor') but also the overhead costs of the chair and preferably the costs of a PhD candidate. Generally speaking, the overhead costs will be based on the rates applied by the faculty. In addition to the regulations for establishing such a chair, a model contract is also appended to this brochure; it stipulates the rights, obligations and responsibilities, and the FTE hours of the professor by special appointment (see Appendix 3).

Visiting professor

A visiting professor is a professor from another university (usually in another country), who works at the host university for a limited period, often one academic year. In most cases, the visiting professor is an academic who is taking a sabbatical. Candidates wishing to work as a visiting professor at Leiden University must be a full professor (i.e. not an 'assistant professor' or 'associate professor') and must have a clear task during their visit. The Faculty Board will decide on a visiting professorship.

Leiden University Professors

In 2023 the university created positions for Leiden University Professors, who are each tasked with leading a theme of strategic importance for the university. This theme may relate to an academic field, such as health or the university's colonial history, or to a more administrative field, such as leadership, open science, academic integrity or interdisciplinarity, corresponding to ambitions from the Strategic Plan. Leiden University Professors are responsible for encouraging collaboration across the boundaries of units and disciplines, inspiring people to accept ideas and promoting a theme. They are pioneers and also help the university to develop a high profile in these themes. Leiden University Professors are appointed for a maximum of five years, with no more than 0.4 FTE. They can be appointed to one or more faculties. Both internal and external candidates are eligible, and they may already be a full professor or a senior lecturer (*universitaire hoofddocent* UHD; 'associate professor'). The group of Leiden University Professors also form a team, and in this capacity engage in direct consultations with the Executive Board.

Professor with a 'professorial contract'

This category mostly comprises the professors in the Faculty of Medicine who have a salaried employment contract with the hospital. There is additionally a very small group of professors who are appointed to the university and have a teaching & research remit (*leeropdracht*), but do not have an employment contract with the university; instead they have a 'professorial contract'.² This may be the case if a professor has an equal appointment at two universities. A possible construction in practice is then to have an employment contract with one university and a 'professorial contract' with the other.

Professor-director

On the recommendation of the Faculty Board, the Executive Board may decide to appoint the director of an institute (whether single-faculty, interfaculty or interuniversity) as a professor-director, if the fulfilment of administrative tasks and the method of performing the role so require. This permits the person concerned to use the title 'professor', but only for the duration of the directorship. The professorial position gives the usual *ius promovendi*; after honourable discharge, the professor-director will retain this *ius promovendi* for five years.

Chair and remit

There is sometimes confusion between the terms 'chair' (*leerstool*) and 'remit/task of the chair' (*leeropdracht*). We say that a professor holds a chair, for example the chair of Cognitive Psychology. This expresses that the professor is responsible for teaching and research in that discipline. The professor then has a remit for teaching and research within that discipline, which may indeed be 'cognitive psychology' but could also be a specialisation, such as 'The cognitive psychology of young children'.

² Until 2020 these professors had a 'non-salaried appointment'; this category ceased to exist with the introduction of the Public Servants (Standardisation of Legal Status) Act (Wnra).

Rotating professorial chair

A rotating professorial chair is filled every year or two years by a different professor each time, for a period of a few months. The intention of a rotating chair is not only to emphasise the prestige of an academic field, but especially to offer the opportunity to bring academics into one or more faculties for a period of time. Only prominent scholars will be asked to fill a rotating chair. The Executive Board must give permission for establishing a rotating professorial chair. The decision on who will fill a rotating chair is taken by the Faculty Board or, in the case of an interfaculty rotating chair, the Faculty Boards. A professor in a rotating chair is not usually permitted to act as a PhD supervisor, unless otherwise decided in exceptional cases by the Doctorate Board. Examples of rotating chairs are the Lorentz Chair and the Boerhaave Chair. A university-wide rotating chair is the Cleveringa Chair; its holder is recommended by the Board of Deans and appointed by the Executive Board.

Externally funded 'ordinary' chair

'Ordinary' (*gewoon*) chairs may be fully or partly funded by an external party. The university and the external party then make agreements in a contract about the FTE hours of the appointment and the funding of the chair; a model for this contract is given in Appendix 6. The faculty checks the proposal for an externally funded chair to make sure there is no conflict of interests; the contract also stipulates that the chair holder operates independently of the funding party. A faculty's proposal to establish an externally funded chair of this kind must be submitted to the Board of Deans. Apart from this, the appointment procedure is the same as for other 'ordinary' chairs. Faculties are responsible for ensuring that the external funding is stated on the website.

3. HR policy and procedures

Appointment policy

Leiden University aims to attract the most talented individuals and therefore recruits professors as far as possible in open competition: simultaneous internal and external recruitment, and often both national and international. The Executive Board can give permission to vary from the principle of open recruitment,³ for example if the faculty has performed targeted scouting to find excellent candidates. In such a case, a person-specific procedure can be followed. This procedure may also be used for the university's 'own' academics in a tenure track. A summary of the applicable rules and guidelines for selection of academic staff can be found in the Guidelines for Selection Advisory Committees for Academic Staff (*Handreiking selectieadviescommissies WP*).⁴

Consultation on chair policy

Several times a year, the Rector Magnificus speaks with each dean about issues relating to chairs in the faculty. They discuss vacancies, new chairs and recruitment procedures. Faculties ensure that all their chairs are in line with the faculty's research and teaching profile.

Appointment requirements

For an individual to be considered for the role of professor, they must have a PhD and must possess excellent professional expertise. Leiden University evaluates candidates in terms of outstanding performance and demonstrated vision in multiple domains, including in any case leadership and research, and great proficiency in teaching and/or societal relevance, here again in combination with leadership.

Excellent research skills are evident from publications, prizes and other internal and external recognitions. The external recognitions should demonstrate international experience. Professors must also be involved in national and international conferences and other academic gatherings, and must have experience with acquiring external funding.

Leiden University considers it important to conduct responsible evaluation of research performance. Specific indicators can be a useful aid, taking into account their limitations, especially in certain disciplines. Evaluation of research is based partly on the principles formulated in the DORA declaration and the Leiden Manifesto for Research Metrics.⁵ The intention of these principles is that more emphasis in the evaluation should be placed on substantive assessment of the academic quality of the candidate's work. Quantitative measures are not an alternative for an expert judgement, and the choice of indicators must be related to discipline-specific norms (such as average grant amounts, standard communication and publication channels, and citation conventions). Excellent teaching skills are evident from student evaluations and internal or external recognitions. When a candidate has an employment contract for 0.5 FTE or more and a duration longer than one year, a requirement is that they already have the University Teaching Qualification (BKO) or will obtain this in the foreseeable future. In the latter case, examples could be professors from abroad and those who are returning to the academic world from professional practice. Every faculty has a University Teaching Qualification coordinator

³ Open recruitment is defined as publishing the vacancy on at least the university website and the Academic Transfer platform, and in one academic journal.

⁴ See <https://www.staff.universiteitleiden.nl/human-resources/hr-policy-and-code-of-conduct/hiring-and-recruiting/recruitment>

⁵ <https://www.sfdora.org> and <http://www.leidenmanifesto.org>

and an assessment committee for awarding the certificate. More information about the University Teaching Qualification can be found in the 'Appointment requirements' section.

In addition to experience with teaching, the evaluation also covers experience with supervising PhD candidates. As their supervisor, the professor is actively involved in the broad development of PhD candidates and their preparation for the next step in their career. New professors are expected to follow the 'Supervising PhD candidates' training course, offered by the university.

Finally, professors are expected to have management experience and to have capacities for further extending this experience.

Role fulfilment

The role fulfilment of professors is naturally a continuation of the appointment requirements. The university expects professors to perform to an excellent standard in both teaching and research. They can display their academic leadership in several different ways; in their managerial role, professors work in the faculties and institutes to design effective organisation of the teaching and research, promote collaboration, build and maintain international networks and provide guidance to their fellow researchers. They also encourage the researchers under their leadership to apply for grants, in the context of their broader responsibility of commitment to their staff's development.

Quality improvement and assurance

Leiden University aims to hold a leading position in the academic world and in society. A critical success factor in this is the quality of our staff members. The university enhances this quality by offering a stimulating and inspiring work environment and by ensuring regular contact between staff members and their manager to discuss envisaged and achieved results, development, workload and job satisfaction. In this context, a Performance and Development Interview is held at least once a year (the LUMC has 'Annual Interviews'), in which the staff member and manager review the performance and development over the past period. This includes an evaluation of the past year and a look ahead to the forthcoming year or years. Agreements for the future period are also made and recorded, concerning both performance and development, and any other aspects that may be important.

A second quality assessment is the University Teaching Qualification (BKO); for this, see the 'Appointment requirements' section.

'Coryfee' Fund

The university has a *Coryfee* (figurehead) Fund to support faculties in attracting leading external academics. The focus of the fund is on academics who conduct research that fits within the university's strategic programmes, but exceptions are possible. Faculties can apply for a contribution from the Coryfee Fund by submitting a reasoned request; it should be noted that the fund will cover a *maximum* of half the costs: the other half must be funded by the faculty or faculties themselves. The Board of Deans discusses every request submitted to the Coryfee Fund. More details are given in the Regulations of the Coryfee Fund.⁶

6 <https://www.organisatiegids.universiteitleid.nl/reglementen/algemeen/reglement-coryfeefonds-universiteit-leiden-2019> (webpage in Dutch)

Diversity and inclusion

Leiden University is committed to achieving diversity and inclusion. This involves attracting students and staff with diverse backgrounds, and creating a learning and working environment where everyone feels at home and can develop their full potential. Diversity enriches and inspires our academic community. These values are also an important goal of our policy on professorial appointments.

In terms of recruitment procedures, this means the following:

- Open recruitment is the ideal instrument for enhancing equal opportunities. Targeted internal and external scouting can also contribute to this.
- The advertisement text should be inclusive as regards image and content, appealing to a wide range of candidates. It is important to think carefully about how the text reflects the institution, unit and university community: who are we? Gender-inclusive language has a positive effect on this. The advertisement should focus on specific competences and expertise, such as empathy, cooperation, binding leadership, self-reflection and flexibility, and on societal relevance and an inclusive approach in teaching and research. The HRM Inclusive Recruitment & Selection toolkit provides concrete information and advice on a professional and inclusive recruitment method. It is also advisable that at least the chairperson, but preferably most of the members of the committee, should have followed the 'Implicit bias and recruitment & selection' training module, as preparation. HR advisers and the D&I Expertise Office can provide advice on this.
- Active steps will also be taken to recruit and scout professors who can increase the overall diversity, including female candidates. This can be done by a separate search committee.
- Desirability and appointment advisory committees will include at least one female and one male committee member. The committee should also have a diverse composition in the broad sense, including seniority, ethnicity and nationality, academic field and other characteristics.

Scaling at the time of appointment and promotion

When professors are appointed and internal candidates are promoted to the position of professor, they are classified in the salary scale Professor 2, and explicit attention is given to internal consistency in the amount of salary, to prevent unaccountable differences in remuneration in the context of diversity and inclusion. The tasks of a professor are described in the University Job Classification (UFO) profile of Professor (Appendix 1). Please note: the LUMC has its own Collective Labour Agreement (CAO) with different salary scales.⁷

In exceptional cases, the salary scale Professor 1 may be used. The Executive Board can decide, on the recommendation of a Faculty Board, to promote a professor to Professor 1 if – in the domains of research, teaching and administration/management/leadership – the professor displays excellent performance in two domains and at least good performance in another.

The specific requirements for promotion to Professor 1 are elaborated on the basis of the following standards and criteria. The university applies stricter criteria in this regard than those listed in the University Job Classification System (UFO).

⁷ <https://www.nfu.nl/en/umc-employees/cao-university-medical-centers>

Standards and criteria:

1. The professor fulfils a pioneering role in the development of the discipline, as evidenced by development of authoritative theories and concepts;
2. The professor has already acquired grants from competitive or private sector sources of funding ('second and third sources') and other funding, both national and international;
3. The professor fulfils a central role in the teaching; exceptional performance, such as initiating and developing new teaching methods, is required; personally providing excellent teaching is a self-evident criterion;
4. The professor serves regularly as a PhD supervisor and has demonstrated the ability to assist PhD candidates to obtain their doctorate within the designated period;
5. The academic content of the professor's publications is excellent, to be determined on the basis of the professor's position compared with peers, measured according to the standards that apply as the norm in the discipline concerned. Account is taken here of the principles of the DORA declaration;⁸
6. Substantive management and leadership qualities: the professor is able to motivate own staff members to deliver excellent performance and to complete research (and other) projects within the designated limits of time and resources;
7. Management impact: management activities extend further than the level and interests of the professor's own discipline. The professor endeavours to actually promote the interests of the faculty or the university. Management activities in the national context (e.g. NWO) and/or international context (e.g. LERU, ERC and international academic associations) are recommended;
8. National and international renown, esteem and recognition: the professor occupies a prominent position among peers, as evidenced by board (and other) memberships of national and international academic associations and/or journal editorial boards and media reach in the discipline;
9. The professor receives invitations to address important symposia (as keynote speaker) or offers of visiting (or other) professorships, possibly in another country;
10. The professor contributes to knowledge sharing with colleagues and students, with other disciplines, knowledge institutions and societal partners, based on our core values 'connecting' and 'responsible'.

A request for promotion to Professor 1 must be substantiated with reasons based on the aforesaid criteria.

Leadership development

The importance of good leadership has been receiving greater attention in recent years. This is largely due to changing views on leadership within society and to developments in and around our organisation, especially in the area of 'recognition and rewards'. A gradual shift in emphasis is taking place, from hierarchy and the leadership style associated with this to forms of 'shared' leadership. In other words, the responsibility for leadership activities is shared by members of the group, depending on the task to be fulfilled or the role and expertise of the members. Collaboration, both internal and external, has become more important, based on our experience that teamwork is a faster way to introduce innovative ideas, as academic work becomes ever more complex. External funding agencies are also asking more often for collaboration, and this is increasingly taking place in diverse and international groups. These developments have nurtured the insight that the university, which has traditionally focused more on individual performance, will have to give more attention to the

⁸ The San Francisco Declaration on Research Assessment (DORA, <https://sf-dora.org>) relates to improving the assessment of research and researchers.

collective. In short, it is a shift 'from I to we'. This shift entails that we should concentrate more on the long-term objectives, which will involve developing vision, a shared view of the future, and how we work towards this. Leadership is also essential for a sense of being valued, actual recognition, work assessment, work-life balance, social safety and the endeavour for inclusion, diversity and transparency in appointments and promotions.

These developments impose new, high demands on professors. To equip them to handle these demands, to provide them with support and also to increase interest in management, the university has for some time been offering a continuous development programme, training academic leaders – including present and future professors – in relevant competences, such as management skills. More information about this can be found on the university website.⁹

⁹ <https://www.staff.universiteitleiden.nl/human-resources/mobility-and-career-guidance/training/leadership>

4. Integrity, ancillary activities and intellectual property

Integrity in academic research

Integrity in the broad sense is extremely important to Leiden University: in academic practice, in management and in operational management. Academic research needs to be trusted by society. Everyone who conducts or is involved with academic research has a personal responsibility to ensure that it takes place according to generally accepted standards of academic practice. Leiden University expects professors to conduct research with integrity and to comply with the Netherlands Code of Conduct for Research Integrity. This code can be found on the website.¹⁰

(Academic) integrity when working for and/or with third parties

Various regulations apply to working for and with third parties, such as the Regulations on Working for Third Parties¹¹ and the Code of Conduct on Integrity.¹² These regulations offer academics and other university staff members a procedure or guidelines in situations involving a conflict of interests, now or possibly in the future. The Regulations on Working for Third Parties provide a procedure for academics who experience an integrity dilemma when conducting contract research, so that the interests of both the academic and the university are protected.

If a chair is externally funded, whether fully or partly, it is important that the professor is transparent about this in relation to the organisation and the outside world. The external funding must therefore be clearly and precisely stated on the professor's personal webpage and in publications that appear in the context of the chair.

Ancillary activities

Ancillary activities (*nevenwerkzaamheden*) are understood to mean all work and activities that the person concerned performs outside the position and/or designated task at Leiden University, regardless of how many hours are stipulated in the employment contract with the university, the hours spent on the ancillary activities, whether the person concerned receives payment and whether the ancillary activities are performed outside or within working hours. The procedures for notifying ancillary activities, and for obtaining permission to perform these activities, are based on the Collective Labour Agreement for Dutch Universities (CAO NU) and are elaborated in the 'Sectoral scheme covering ancillary activities' for all Dutch universities and Leiden University's Procedure for Ancillary Activities.¹³ All professors, including professors by special appointment and emeritus professors, must report and request approval for ancillary activities, and must register any changes in these. Each year, professors receive a message via Self Service to remind them about this. Deans have a special supervisory role in ensuring compliance with this procedure.

10 <https://www.staff.universiteitleiden.nl/human-resources/hr-policy-and-code-of-conduct/code-of-conduct/code-of-conduct-integrity>

11 <https://www.organisatiegids.universiteitleiden.nl/en/regulations/general/regulations-on-working-for-third-parties>

12 <https://www.staff.universiteitleiden.nl/human-resources/hr-policy-and-code-of-conduct/code-of-conduct/code-of-conduct-integrity>

13 <https://www.staff.universiteitleiden.nl/human-resources/hr-policy-and-code-of-conduct/code-of-conduct/ancillary-activities>

Ancillary activities must be submitted for approval to the management of the faculty or service department.¹⁴ The university considers it highly desirable that the total hours of remunerated positions should not exceed 48 hours a week. This relates to the university's duty of care with respect to its staff members and the interests of both the employer and the employee in enabling correct and complete role fulfilment.

Leiden University has created a public register of ancillary activities. Publishing this information enables the outside world to form an opinion of the independence of academic research and teaching. In order to achieve the desired transparency, being open about ancillary activities is one of the university's conditions for granting permission.

Intellectual property

Academic research leads to new knowledge, which forms the basis for future research and teaching. Under Dutch law, the intellectual property rights of new knowledge and discoveries are vested in the employer of the person who generated this knowledge. In this context, employees are obliged to notify a potential discovery to the employer at the earliest possible stage. If knowledge is converted into images or texts, such as books and articles, the copyright on those publications is in principle held by the creator, according to university tradition.¹⁵

ORCID

A personal Open Researcher and Contributor ID (ORCID) enables academics to connect their name to all their academic results in a uniform way, thus increasing the visibility of their academic work. It is an international system, which provides a unique, persistent digital identifier for academic authors. Leiden University asks its academics to create an ORCID and to register it in LUCRIS.¹⁶

¹⁴ Professors who do not engage in any ancillary activities, or only engage in ancillary activities that do not need to be reported, pursuant to Article 5 of the 'Sectoral scheme covering ancillary activities', should declare this upon commencement of employment, in accordance with the Leiden University Procedure for Ancillary Activities.

¹⁵ For a more detailed explanation of the various applicable rights, please see the above-mentioned Regulations on Working for Third Parties; additionally, Articles 1.20 to 1.23 of the Collective Labour Agreement for Dutch Universities also apply.

¹⁶ <https://www.staff.universiteitleiden.nl/research/publishing/orcid-id-and-doi/orcid-id-and-doi>

5. Appointment procedures

The Executive Board is responsible for establishing chairs and appointing professors, and makes decisions about these matters. The decision on an appointment is based on the job description and the professor's tasks in the relevant University Job Classification (UFO) profile. The individual employment conditions are regulated in the employment contract.

The procedures for appointing professors are described in detail in Appendices 4a-4c.

Appointment period of full professors

For appointments of full (*gewoon* lit. 'ordinary') professors, the duration of the appointment is the same as the duration of the employment contract in the position of professor at Leiden University.¹⁷

Co-appointment and joint chairs

There are various ways in which a professor can be appointed to two institutions:

- With an appointment and a co-appointment. In this case, the professor is primarily appointed to one institution and co-appointed to another. The professor will then have only one employment contract: with the institution of the primary appointment. The co-appointment in the other institution can be formalised with a 'professorial contract';
- Appointment to a joint chair; that is to say, a chair that has been established jointly by two institutions. In these cases, a professor is appointed to two institutions (e.g. 50/50) and receives an employment contract at both institutions. Neither of the two appointments is primary.

Ending of appointment

A professor's appointment ends upon reaching the age of entitlement to state pension (AOW) at the latest. When the appointment ends due to reaching this age (including 'flexible retirement age' *keuzepensioen*), the professor becomes an emeritus professor. The ways in which retired professors remain (or may remain) associated with the university are discussed below.

Policy on emeritus professors

After becoming entitled to state pension (including 'flexible retirement age' *keuzepensioen*), the professor becomes an emeritus professor. This also occurs at the end of the employment contract after total occupational disability. The emeritus professor no longer has a formal employment contract with the university. In principle, emeritus professors retain access to the following basic university facilities without any applicable end date:

- their ULCN account;
- their email address;
- inclusion in the staff register on the website as emeritus professor;
- in-person and digital access to Leiden University Library;
- access to Converis publication management and PhD candidate registration system.

¹⁷ This principle regarding the appointment period also applies by analogy for the professors in the Faculty of Medicine who have an employment contract with the hospital and also have a 'professorial contract' with the university.

Emeritus professors have life-long registration as a separate category in the HR registration system. As mentioned above in the 'Ancillary activities' section, emeritus professors are also required to continue reporting their ancillary activities.

After commencement of the state pension (including 'flexible retirement age' *keuzepensioen*) or total occupational disability, a professor retains the *ius promovendi* for a period of five years, so that PhD tracks can be completed. At the time of becoming emeritus, a record is made of the PhD candidates for whom the professor may still serve as supervisor. The emeritus professor is not permitted to accept any new PhD candidates (see also PhD Regulations 2023, Art. 7.3).

A 'professorial contract' (without salary) is possible if an emeritus professor performs tasks (other than supervision of PhD candidates) that make this desirable, such as finalisation of research projects. On the basis of this contract, authorisations can be granted in the area of administration, if necessary; for example, authorisation to approve invoices that are needed for finalising the research projects.

In highly exceptional cases, a temporary employment contract can be concluded with a professor after the state pension age, for a maximum of four years; for example, if a professor is leading a large grant programme as the principal investigator and the programme is not expected to be finalised within one year, or if the professor is fulfilling management tasks at the request of the Executive Board or the Faculty Board. The Executive Board's permission is always required for this. It should be noted that if a professor enters into a new employment contract with the university in the position of professor after reaching the state pension age, the professor is not yet emeritus for the duration of that employment contract. This means that the period of five years in which the emeritus professor retains *ius promovendi* will only begin after this contract ends.

Appendices

1. University Job Classification (UFO) profile of Professor
2. Regulations of special chair
3. Contract for special chair
4. Procedures for full professors and professors by special appointment and person-specific procedure (4a-c)
5. List of authorisations for personnel changes of professors (mandate regulations)
6. Model contract for an externally funded ordinary chair

APPENDIX 1. University Job Classification (UFO) profile of Professor

Professor/ Full Professor (A-E)

Goal

To ensure the development, cohesion and provision of allotted academic course components within the chair's faculty curriculum, tailored in part to meet societal demand and the needs of students, so that students may meet the course objectives associated with the attainment targets of these course components in terms of knowledge, understanding, skills, competence and attitude.

To ensure the acquisition, implementation and valorisation of scientific research within the institute's research programme, so that recognised scientific knowledge and understanding may be developed and valorised for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world, applied within the remit of a particular chair

Context

Reports to/receives hierarchical guidelines from one of the following officials:

- Executive Board
- Dean
- Chair of the Capacity Group

Supervises:

- Senior Lecturer/ Associate Professor (A-E)
- Lecturer/ Assistant Professor (A-E)
- Researcher
- Teacher
- PhD Candidate

RESULT AREAS			
Main activity	Frame	Result	Activity
1. Faculty Plan/Department Plan			
To provide input from the chair and to collect and record ideas and priorities		Contribution to an institute's research programme and curriculum and department plan	<ul style="list-style-type: none"> - Map out the long-term policy for the chair, both in terms of professional content (research, education) and in light of its social significance and added value (valorisation) - Analyse the resources, available both within and outside the institution, for research and education in terms of FTE for the coming academic year - Read professional journals, attend conferences and maintain contact with fellow Researchers
2. Education and Research Board			
To provide leadership and direction to education and research relenaart to the chair	The institute's curriculum and research programme	Contribution to the accomplishment of these programmes	<ul style="list-style-type: none"> - Maintain and develop contacts within the academic networks - Promote national and international co-operation with other faculties, universities and other partners in society - Hold discussions with the Chairman of the Department with regard to the progress of education and research within the scope of the chair and make adjustments based on these
3. HRM Policy			
To implement the HRM policy laid down by the Dean within the scope of the chair	<p>Department Plan</p> <p>Collective Labour Agreement (CAO)</p> <p>The Institute's central guidelines</p>	Quantitative and qualitative staffing to implement the curriculum and research programmes	<ul style="list-style-type: none"> - Contribute to the recruitment and selection of staff - Conduct performance and appraisal reviews with own staff - Develop employee's talents and professionalism - Coach and guide own staff - Pass on information from the various consultative bodies to own staff
4. Educational Development			
To bear responsibility for developing academic study programmes tailored to meet societal demand and the needs of students	<p>Aims of the faculty's curriculum</p> <p>Relationship with other course components in the curriculum</p>	Content, teaching, testing method(s) and composition of course components assigned to the chair	<ul style="list-style-type: none"> - Keep up to date with relenaart national and international developments in one's own educational field - Perform or delegate analyses of societal demand in terms of education and the learning needs of students - Bear responsibility for selecting relenaart literature and educational methods - Bear responsibility for translating relenaart developments into one or a number of course components and submitting these to the Departmental Committee for adoption - Bear responsibility for formulating teaching material, assignments, questions for interim exams and reviews of academic achievements

RESULT AREAS			
Main activity	Frame	Result	Activity
5. Acquisition of Contract Teaching and Research			
To acquire and develop contract teaching and research and represent the chair	Faculty and Department Plan In consultation with the directors	Contracts with potential national and international partners and financiers for substantive and financial participation	<ul style="list-style-type: none"> - Initiate the development of non-initial degree programmes - Explore the external market for funding and the requirements of potential external partners or financiers - Negotiate with external parties about the requirements placed on contract research and teaching and write and submit proposals to external parties - Develop and maintain contacts with influential Researchers and financiers of education and research - Encourage staff to apply for external funding - Negotiate with external parties on the requirements of contract research and education and draw up and submit proposals to external parties - Develop and maintain contact with eminent researchers and financial backers of research and education - Encourage staff working under the chair to apply for external funding
6. Implementation of Curriculum			
To bear responsibility for the implementation and quality of the course components assigned to the chair	Faculty's curriculum	Achievement of the course objectives with regard to knowledge, understanding, competence, skills and attitudes, as a contribution to the position of the chair	<ul style="list-style-type: none"> - Bear responsibility for preparing and implementing the allotted course components - Bear responsibility for evaluating and, if necessary, adjusting the allotted course components - Bear responsibility for integrating research results into the curriculum - Bear responsibility for applying the quality system - Discuss the staffing required to teach the allotted course components with the Director of the Educational Institute
7. Supervising Students			
To bear responsibility for supervising students, including assessing students' work and progress on their assignments		Enabling students to complete the course within the set time	<ul style="list-style-type: none"> - Discuss possible assignments with students - Discuss the plan, work and progress on the assignment with the students - Assess the students' assignments and submit the assessment to the Examining Board
8. Policy regarding Promovendi			
To appoint, supervise and assess Promovendi in their work and progress on their doctoral research in the role of doctoral thesis supervisor		Contribution to high quality research and the PhD Candidate' ability to complete the doctoral thesis in good time, including maintaining research potential for the chair	<ul style="list-style-type: none"> - Inform Promovendi of possible subjects for doctoral research - Accept Promovendi for doctoral research - Supervise and discuss progress of the research or parts of it with the Promovendi - Assess the PhD Candidate' doctoral thesis - Test the training programme set up by the Promovendi against the requirements of the PhD Candidate policy and, if relevant, the requirements of the national school of research
9. Development of Research			

RESULT AREAS			
Main activity	Frame	Result	Activity
To initiate and develop academic research programmes based on developments in one's own discipline, tailored to societal demand and with the possibility of valorising the knowledge to be developed		Content and methodology of a research programme	<ul style="list-style-type: none"> - Keep up to date with relenaart national and international academic developments in the chair's research field - Explore and assess societal demand in terms of research and the possibilities for valorisation - Initiate and set up a new research programme based on pertinent consideration of developments (in terms of academic content, social needs, possibilities for valorisation), in consultation with relenaart national and international colleagues (and external parties) - Bear responsibility for translating a research programme into research projects
10. Research			
To bear responsibility for research being carried out and for its quality	Department plan	New insights and their dissemination in recognised scientific media and making colleagues partners in this	<ul style="list-style-type: none"> - Carry out research - Direct and guide scientific and research support staff - Bear responsibility for applying the quality system with regard to the research - Publish articles and give lectures at national and international conferences - Have discussions with the Chairman of the Department with regard to the progress of research and, based on these discussions, take action to make adjustments - Discuss the staffing required to conduct research with the Director of the Educational Institute
11. Responsibility for Contract Teaching and Research			
To test and guide the way contract teaching and research is done	The requirements of the contract	Research and teaching in line with agreements made with commissioning bodies	<ul style="list-style-type: none"> - Adjust contract research and teaching if there are discrepancies as regards contract requirements in terms of funding, duration, planning and objectives - Give account to the commissioning body regarding work and results - Discuss progress and progress reports with contract Teacheren and Researchers
12. Patient Care			
Bear responsibility for setting up and implementing a treatment plan (specialist dental care, specialist veterinary care)	Following referral by an external practitioner (dentist, veterinary surgeon)	Development of treatment skills and/or benefits to patients' health	<ul style="list-style-type: none"> - Supervise specialists/trainee dentists with regard to their skills in patient care in the relenaart research field - Take care of implementing and evaluating the methods considered suitable for diagnostics and/or treatment - Provide care - Take part in or lead patient discussions - Keep medical reports up to date
13. Dissemination of academic knowledge and insights			

RESULT AREAS			
Main activity	Frame	Result	Activity
To represent and encourage the dissemination of knowledge in one's own field in various media and insights in one's own field for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world		Scientific knowledge that is transparent, understandable and applicable for a broad audience, as a contribution to the social position of the institute	<ul style="list-style-type: none"> - Initiate and promote networks for the dissemination of knowledge and insights - Encourage and give lectures - Encourage and give interviews to various media - Actively contribute to topical social role and discussions - Initiate national and international opportunities for co-operation with other faculties, universities and other partners in society
14. Working Groups and Committees			
To take part in and/or chair committees or working groups, both internally and externally, including carrying out the assigned administrative and managerial tasks as a representative of the chair		Contribution to the development and/or positioning of the faculty	<ul style="list-style-type: none"> - Prepare the topics to be discussed in the working groups or committees - Take part in or chair committee meetings and working group meetings - Work out the details of certain topics in preparation for a subsequent meeting - Keep staff informed on matters discussed in the working groups

Ranking criteria Professor/ Full Professor (A-E)

Function level Ranking criteria	Professor/ Full Professor (A-E) 1	Professor/ Full Professor (A-E) 2
Teaching	Propagates a clear and appealing vision of teaching and educational development, focused on the renewal of the faculty's curriculum and on making the best of the educational achievement rate.	Responsible for the quality of teaching under own professorship. Makes strategic proposals and implements the faculty's educational policy.
Research	Translates developments in the research field into international research programmes. National and international authority in one's own research field, which gives the institute its position, demonstrated by: - relevance and visibility of one's own research for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world; - academic publications in authoritative scientific journals, which are regularly quoted by prominent scientists; - member of the editorial board of one of the ten most authoritative scientific journals; - pioneering research results in connection with prominent research; - acting as keynote speaker at seminars where the state of the art in the research field is established.	Translates developments in the research field into national research programmes. Authority in own field of research, with which the faculty positions itself, demonstrated by: - relevance and visibility of one's own research for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world; - academic publications in authoritative scientific journals; - member of the editorial board of scientific journals; - research results in connection with prominent research; - acting as speaker at seminars.
Organisation	Manages a professorial chair, department or institute with > 10 FTE academic staff. Chairs national or international committees or working groups, with which the institution positions itself.	Manages a professorial chair, department or institute with < 10 FTE academic staff. Chairs or takes part in committees or working groups, focussing on the management of the faculty or institute.

Ranking Rules Professor/ Full Professor (A-E)

Professor/ Full Professor (A-E) 2 applies if all criteria described for Professor/ Full Professor (A-E) 2 are met

Professor/ Full Professor (A-E) 1 applies if the criterion 'Research' is met or if the criteria 'Teaching' and 'Organisation' as described for Professor/ Full Professor (A-E) 1 are met

APPENDIX 2: Regulations of the [name of chair] Special Chair

Article 1.

In these regulations, the following terms have the following meanings:

- a. the Act: the Higher Education and Research Act (*Wet op het hoger onderwijs en wetenschappelijk onderzoek*).
- b. Foundation / Association: legal person with full legal competence.
- c. Authorisation: declaration issued by the Executive Board of Leiden University, which states that the [name of Foundation / Association] is authorised to establish a special chair at the University.

Article 2.

The [name of Foundation / Association], having been authorised, decides to establish a [name of chair] special chair at Leiden University in the Faculty of [name of faculty], hereafter referred to as ‘the Faculty’.

Article 3.

The professor to be appointed by reason of the [name of Foundation / Association] will provide teaching and will conduct or encourage research in the area of [discipline], in agreement with the Faculty Board. A new authorisation will be required for any change in the task of the chair.

Article 4.

- a. The authorisation comes into effect at the point in time when the Executive Board makes the decision to grant the authorisation. If no appointment is made within six months, the authorisation will lapse.
- b. The authorisation ends after five years, or on such earlier date as the professor’s retirement. The authorisation can in principle only be renewed once.

Article 5.

- a. The chair is under the supervision of a Board of Trustees (*College van Curatoren*), consisting of four members. The members are appointed by the Board of the [name of Foundation / Association].
- b. Two members of the Board of Trustees, including the chairperson, are appointed on the binding nomination of the Faculty Board. The chairperson is an expert professor working at the Faculty, for example the Head of Department, the chairperson of the Programme Board or the chairperson of the Research Institute concerned.
- c. The Board of the [name of Foundation / Association] appoints the secretary.

Article 6.

The Board of the [name of Foundation / Association] appoints, warns, suspends or dismisses the professor, with due observance of the provisions of the following Articles 7, 8 and 9.

Article 7.

- a. The appointment is made by the Board of the [name of Foundation / Association] for the duration of the authorisation, on the recommendation of an appointment advisory committee, consisting of three members to be appointed by the Faculty Board and two members to be appointed by the Board of the [name of Foundation / Association]. The selection of the candidate takes place by means of open recruitment. If the appointment advisory committee cannot reach a unanimous recommendation, discussion will take place

between the Faculty Board and the Board of the [name of Foundation / Association].

If the Faculty Board has an objection to an appointment, and this objection cannot be eliminated through discussion, the Executive Board of Leiden University will be asked for its advice, and the Board of the [name of Foundation / Association] will comply with this advice.

- b. Before the appointment advisory committee recommends a candidate to the Board of the [name of Foundation / Association] for appointment, it will ask the Executive Board to issue a certificate of no objection regarding the proposed recommendation. If the Executive Board refuses to issue this certificate, the candidate will not be recommended for appointment.
- c. The Board of the [name of Foundation / Association] will notify the Executive Board about the appointment.
- d. Re-appointment will take place in consultation with the Faculty Board and with due observance of Article 11 paragraph a.

Article 8.

- a. For the purpose of the appointment, and subject to the provisions of the Act, a written contract will be drawn up between the [name of Foundation / Association], the professor who is to be appointed, and the dean of the Faculty (as mandated by the University) about the rights, obligations and responsibilities, and the FTE hours of the professor. The [name of Foundation / Association] will notify the Executive Board in writing about the appointment, and will enclose the curriculum vitae, a list of publications of the individual concerned and the contract relating to the tasks and responsibilities.
- b. If the professor fails in his/her duties or is guilty of misconduct, the Board of Trustees will immediately take the necessary steps and, if necessary, will make proposals to the Board of the [name of Foundation / Association] for warning, suspension or dismissal.

Article 9.

- a. When the professor reaches the age limit for the position, as stipulated in the Collective Labour Agreement (CAO) of Dutch Universities, the professor will be given discharge.
- b. Discharge other than at the professor's own request or due to reaching the age limit for the position, as stipulated in the Collective Labour Agreement (CAO) of Dutch Universities, will only be given after the Board of Trustees has notified the individual concerned about the reasons for discharge, and has given him/her the opportunity to contest the validity of those reasons.

Article 10.

- a. The professor's salary and other employment conditions are determined by the Board of the [name of Foundation / Association].
- b. The Faculty and the [name of Foundation / Association] will agree on a reasonable payment for overhead costs, to be paid to the Faculty each year by the [name of Foundation / Association].

Article 11.

- a. The Board of the [name of Foundation / Association], having heard the advice of the Board of Trustees, will discuss with the Faculty Board whether the chair should continue after the end of the period of the authorisation. If the [name of Foundation / Association] and the Faculty wish to continue the chair, the Faculty will produce an evaluation report. The evaluation must in any case review the teaching provided by the professor, the number of contact hours of lectures and seminars, the number of examinations taken, and the number of theses and doctorates that have been successfully completed and are still to be supervised. The

Board of the [name of Foundation / Association] will ask the Executive Board to renew the authorisation and will submit the evaluation report with this request.

- b. The Board of the Foundation / Association, having heard the advice of the Board of Trustees, will discuss with the Faculty Board whether the chair should continue after the professor has been discharged before the end of the period of the authorisation. In such a case, the appointment will be made for the period up to the end of the authorisation.
- c. If the Faculty Board has any objections to a proposal to continue the chair, and these objections cannot be eliminated by the discussion, the Executive Board of Leiden University will be asked for its advice, and the Board of the [name of Foundation / Association] will comply with this advice.

Article 12.

In the month of September, the professor by special appointment will produce a report of his/her teaching and research activities over the past academic year and will present this report to the Board of the [name of Foundation / Association] via the Board of Trustees. After the report has been approved, it will be sent to the Faculty Board and the Executive Board for information.

Article 13.

The Board of the [name of Foundation / Association] is entitled to change or supplement these regulations, in agreement with the Faculty Board and with the approval of the Executive Board.

Article 14.

In the event of doubt about the interpretation or application of these regulations, the Board of the [name of Foundation / Association] will decide, in consultation with the Board of Trustees.

City :

Date :

On behalf of the Board of the [name of Foundation / Association]

Signature :

Name :

APPENDIX 3: Contract implementing Article 8 of the Regulations of the [name of chair] Special Chair

In the context of the special chair for [task of chair], established by the [name of Foundation / Association] in the Faculty of [name of faculty], in order to implement Article 8a of the Regulations of the Special Chair, the [name of Foundation / Association], [name of professor by special appointment] and the Faculty of [name of faculty] have agreed the following. The contract below is an elaboration of the Regulations of the Special Chair, and in the event that the following provisions lead to conflict in practice with these Regulations, the Regulations will prevail.

Inclusion within the organisation, support for professor by special appointment

1. For their teaching, the professor by special appointment belongs to the [name of study programme] study programme. This study programme offers the professor by special appointment the same administrative and organisational support in the performance of their teaching tasks as it offers the staff appointed to the study programme itself. The professor by special appointment is not a member of the permanent Board of Examiners, but is authorised to act as an examiner during the period of the professorship.
2. For their research, the professor by special appointment is a member of the research institute [name of institute]. The research institute makes a proposal for this, stating the reasons.

Teaching

3. The professor by special appointment provides teaching in the area of the remit of their chair. The specific teaching provided by the professor will be established each year in consultation between them and the Programme Board of the study programme to which they belong. The professor by special appointment can participate in teaching programmes that transcend the boundaries of individual study programmes. The Programme Board concerned is responsible for appropriately integrating the professor's teaching. In performing their teaching tasks, the same regulations apply for the professor by special appointment as for the teaching staff appointed to the study programme. These are laid down in the Act, the Course and Examination Regulations and the regulations derived therefrom.
4. In performing their tasks as a PhD supervisor, the same regulations apply for the professor by special appointment as for the professors appointed by reason of Leiden University. These are laid down in the Act, the PhD Regulations of Leiden University and in other regulations and guidelines of the University and the Faculty regarding this matter.

Research

5. The professor by special appointment conducts their research tasks pursuant to their appointment as professor by special appointment within the terms of the research programme of the institute of which they are a member. In this context, he/she will observe the formal and other regulations that ensure scrupulous academic practice. The professor by special appointment will notify the results of this research (publications, etc.) via the designated procedures for the Faculty's listing of research results.
6. The Faculty Board decides, having heard the advice of the professor by special appointment and after consulting the research institute of which they are a member, whether there is cause to nominate them for membership of one of the (national) research schools or institutes in which the Faculty participates. If the Faculty Board reaches a positive judgement about this, it will nominate the professor by special appointment as a member of such a school.

Management

7. The professor by special appointment will be given the opportunity, within the applicable management regulations, to fulfil management tasks in the Faculty and within the study programme and/or research institute to which they belong.

Financial aspects

8. The professor by special appointment will receive each year from the [name of Foundation / Association] a salary of € [amount]. [If applicable, state what funding of the Foundation or Association can additionally be available to the professor by special appointment]
9. The Faculty Board will receive each year from the [name of Foundation / Association] a payment for the overhead costs of the chair of € [amount].
10. The professor by special appointment will not receive any financial remunerations from the Faculty Board other than those that they can claim by reason of participation in the study programme and/or research institute.
11. If funding is provided for teaching and/or research by institutions other than the University or Faculty or the [name of Foundation / Association], then [name of professor], the [name of Foundation / Association] and the Faculty of [name] will make agreements about the spending and management of this funding. They will set down these agreements in writing.

Final provisions

12. The professor by special appointment is responsible for producing the report of their work, as referred to in Article 12 of the Regulations of the Special Chair.
13. The professor by special appointment is obliged to provide the Executive Board with a statement of their work for third parties once a year.
14. The [name of Foundation / Association], [name of professor] and the Faculty of [name] can change or supplement this contract in mutual consultation. These changes and supplementations must not conflict with the terms of the authorisation for establishing the special chair and the Regulations of this chair.
15. The [name of Foundation / Association] and the Faculty of [name] will inform the Executive Board about this contract and about changes or supplementations thereto.
16. The [name of Foundation / Association], [name of professor] and the Faculty of [name] enter into this contract for the period from [starting date of appointment of special professor] to [ending date of appointment of special professor], on the understanding that, if the appointment is prematurely terminated by voluntary resignation of the professor or their dismissal, this contract will be terminated at the same moment.

Leiden, [date]

The Board of the [name of Foundation / Association],
[name]
[position]

The professor,
[name]

The Faculty Board,
[name], Dean

BIJLAGE 4. Procedural regulations on establishing chairs and appointing full professors and professor by special appointment and person-specific recruitment.

Appendix 4a. Ordinary chairs, open recruitment

	what	who
1.	Preparation	
	<p>An institute wishes to appoint a new professor through open recruitment and discusses this with the Faculty Board (possibly in the context of the staffing review (<i>vlootschouw</i>); the institute also explains how the chair fits in with the research strategy, staffing policy and financial possibilities of the institute).</p> <p>Please note:</p> <ul style="list-style-type: none"> • A Faculty Board itself, possibly together with other Faculty Boards, may obviously also develop ideas for chairs in one or more institutes. In that case, the Faculty Board discusses this with the management of the institute(s). • Active steps will be taken to recruit and scout professors who can increase the overall diversity, including female candidates. This can be done by a separate search committee. Open recruitment is the ideal instrument for enhancing diversity and inclusion. Targeted internal and external scouting can also contribute to this. • A professor can only be appointed to a chair that has been released or established by the Executive Board for filling or re-filling. • Several times a year, the Rector Magnificus and individual deans meet to consult on chair policy; in these meetings the dean informs the Rector Magnificus about the proposed/ongoing procedures for chairs and professorial appointments. 	Institute Board and Faculty Board
2.	In the case of external funding	
	<p>If the chair is to be fully or partly funded by an external party, the Faculty Board will ensure that it obtains information with (reasonably) due care about the nature of the party, the nature and amount of the funding, and where applicable the source of the funding, and will check whether there could be a danger of conflict of interests and how this could be prevented. If the Faculty Board considers that there is no negative conflict of interests, the Faculty Board will arrange that the contract with the external party is set down in detail on paper. A model contract is available for this (attached as an appendix to the Policy on Professorial Appointments).</p>	Faculty Board
3.	Desirability committee	
	<p>If a new chair is established, a desirability report must be written, together with an advertisement text.</p> <p>If an existing chair is to be re-filled, the existing desirability report can be used as the basis.</p> <p>The desirability report is written by a desirability committee.</p> <p>The desirability report contains at least a teaching & research remit, an explanation of the academic field and reasoning as to why the academic field should be represented at the professorial level, and an advertisement text.</p> <p>The advertisement text should be inclusive as regards image and content: the text should present an inclusive picture of the institution and the unit. In other words, inclusive language should be used and the advertisement should focus on specific</p>	Institute Board and Faculty Board, and desirability committee

	<p>competences and expertise. These relate to how, in a leadership role, diversity and inclusion are addressed in research and teaching.</p> <p>The Faculty Board sets up the desirability committee, on the recommendation of the Institute Board.</p> <p>Please note:</p> <ul style="list-style-type: none"> The committee consists of at least three members, including external members (from outside the institute or faculty and preferably also from outside Leiden University). A desirability committee has further at least one female and one male committee member. The desirability committee should include sufficient diversity & inclusion expertise. Members should preferably have followed a relevant training course. The committee can ask to be advised by a D&I expert who is present at the meeting. The desirability committee can then serve as (part of) the appointment advisory committee, but this is not a requirement. <p>The desirability committee writes a desirability report and advertisement text.</p> <p>Please note:</p> <ul style="list-style-type: none"> HRM has a model text available for the advertisement text. <p>The desirability committee submits the report to the Institute Board and Faculty Board.</p>	
4.	Advisory round	
	<p>If there is a research committee (<i>wetenschapscommissie</i>) that is tasked with advising on the establishment/profile of chairs, the desirability report will be submitted to the research committee for advice, possibly by the Faculty Board.</p> <p>If the Academic Directors consultative meeting (<i>WD-overleg</i>) is tasked with advising on the establishment/profile of chairs, the desirability report will be submitted to the Academic Directors consultative meeting for advice.</p> <p>The research committee and/or Academic Directors consultative meeting provide advice to the dean. The dean sends a copy of the advice to the Academic Director.</p>	Research committee or Academic Directors consultative meeting and dean
5.	Decision of Faculty Board	
	<p>Based on the (ultimate) desirability report and the advice, the Faculty Board makes a decision about the desirability report and the open recruitment.</p> <p>The Faculty Board submits a request to the Executive Board to establish a chair (or to release the existing chair) and to give permission for open recruitment.</p>	Faculty Board
6.	Decision of Executive Board	
	The Executive Board makes a decision about this and communicates it to the Faculty Board.	Executive Board

7.	Open recruitment and appointment advisory committee	
	<p>[If the decision is positive] the Faculty Board gives the instruction to start an open recruitment.</p> <p>The Faculty Board sets up an appointment advisory committee, for example on the recommendation of the Institute Board. Please note:</p> <ul style="list-style-type: none"> • The appointment advisory committee consists of at least five members. The committee is chaired by the dean or an Academic Director. The majority of the members are professors. As a rule, the majority of the members do not belong to the faculty unit in which the professor concerned will be working. In exceptional cases, however, the Faculty Board can vary from the rule referred to in the last sentence, stating the reasons for this. At least one member must come from outside Leiden University and at least one member must be academically qualified. These two requirements can be combined in one person. A student will preferably also be included in the appointment advisory committee. • Apart from the chairperson and the student referred to in the last sentence of the first paragraph, the appointment advisory committee will only have members who are among the best experts in the discipline concerned, or in related disciplines. If possible, one or more international experts in the discipline concerned, or in related disciplines, will be included in the appointment advisory committee. The appointment advisory committee should include sufficient D&I expertise. Members should preferably have followed a relevant training course. The committee can also ask to be advised by a D&I expert who is present at the meeting. • In the faculties/cases where an Academic Director chairs the appointment advisory committee, consideration can be given to having the committee chaired by an Academic Director of an institute other than the one in which the professor will be appointed, especially if there is an internal candidate and/or a 'fast-track' procedure for an external candidate. • If the Academic Director is the chairperson, the dean may fulfil another active role, for example as a committee member or as the person who, after the recommendation has been made, first speaks to the recommended candidate before the recommendation is adopted or not. <p>Tasks of appointment advisory committee</p> <ul style="list-style-type: none"> • The appointment advisory committee is tasked with the recruitment and selection of candidates for the appointment of a professor to the chair concerned. • The appointment advisory committee will issue its advice to the Faculty Board in the form of a draft recommendation. • The appointment advisory committee will append to its advice to the Faculty Board a report of its work, which in any case covers the selection criteria that it applied. The committee will also append to its advice the dossier of the recommended candidate(s). 	Faculty Board and appointment advisory committee

	<ul style="list-style-type: none"> The report of the appointment advisory committee must also contain information about the method of recruiting and scouting potential female candidates and, if applicable, the reason why the committee did not choose a female candidate. The appointment advisory committee's advice and the associated documents are confidential. <p>Please note:</p> <ul style="list-style-type: none"> Where this is so arranged, the dean will speak with the recommended candidate(s). Before this, a (development) assessment of the recommended candidate may be performed. Some of the instruments available to the appointment advisory committee for its work include: <ul style="list-style-type: none"> asking the candidate to write one or more vision documents (on teaching and research), asking the candidate to give a trial lecture (with an evaluation form for the students) or a presentation of the research, asking the candidate to discuss a chapter with a PhD candidate, introducing the candidates and prospective colleagues to each other (informally), for the committee members, the Inclusive Recruitment & Selection tool (through D&I Expertise Office) <p>If the faculty works with assessments, the dean will decide, in consultation with the chairperson of the appointment advisory committee and HRM, about which candidate(s) will participate in an assessment. Only the dean (also being the next-higher assessment authority for new professors) and the chairperson of the appointment advisory committee (or the direct manager of the prospective new professor) and the HR adviser are permitted to see the assessment report (after the candidate has given permission for this). In the event of doubt about the choice between two candidates, sometimes both of them will participate in an assessment. In that case, the appointment advisory committee then relinquishes the final judgement to the dean.</p> <p>Consulting sister faculties/UMCs:</p> <ul style="list-style-type: none"> Consulting sister faculties/UMCs is not compulsory, but it is permitted and can be done if this is usual and desirable in the discipline. 	
8.	Decision of Faculty Board	
	<p>Based on the recommendation and, if applicable, the assessment report, the Faculty Board makes a decision about the recommendation, which it submits to the Executive Board.</p> <p>The Faculty Board sends a recommendation to the Executive Board (letter + appointment advisory committee's report + candidate's dossier + if applicable, the advice of the sister faculties).</p> <p>Please note:</p>	Faculty Board

Appendix 4b. Special chairs, open recruitment

	what	who
1.	Preparation	
	<p>An institute or an external party wishes to recruit/appoint a new professor by special appointment; they discuss this with each other and then the Institute Board speaks with the Faculty Board. The initiative can also come from or be presented to the Faculty Board.</p> <p>Please note:</p> <ul style="list-style-type: none"> • A Faculty Board itself, possibly together with other Faculty Boards, may obviously also develop ideas for chairs in one or more institutes. In that case, the Faculty Board discusses this with the management of the institute(s). • Active steps will be taken to recruit and scout professors who can increase the overall diversity, including female candidates. This can be done by a separate search committee. Open recruitment is the ideal instrument for enhancing diversity and inclusion. Targeted internal and external scouting can also contribute to this. • A professor can only be appointed to a special chair if the Executive Board has declared that the party establishing the special chair is authorised to do this. • Several times a year, the Rector Magnificus and individual deans meet to consult on chair policy; in these meetings the dean informs the Rector Magnificus about the proposed/ongoing procedures for chairs and professorial appointments. 	External party, Institute Board and Faculty Board
2.	In the case of external funding	
	<p>If the chair is to be fully or partly funded by an external party, the Faculty Board will ensure that it obtains information with (reasonably) due care about the nature of the party, the nature and amount of the funding, and where applicable the source of the funding, and will check whether there could be a danger of conflict of interests and how this could be prevented. If the Faculty Board considers that there is no negative conflict of interests, the Faculty Board will arrange that the contract with the external party is set down in detail on paper. A model contract is available for this (attached as an appendix to the Policy on Professorial Appointments).</p>	Faculty Board
3.	Desirability committee	
	<p>If a new special chair is established, a desirability report must be written, together with an advertisement text.</p> <p>If an existing special chair is to be re-filled, the existing desirability report can be re-used, possibly with some modifications.</p> <p>The desirability report is written by a desirability committee.</p> <p>The desirability report contains at least a teaching & research remit, an explanation of the academic field and reasoning as to why the academic field should be represented at the professorial level, and an advertisement text.</p> <p>The advertisement text should be inclusive as regards image and content: the text should present an inclusive picture of the institution and the unit. In other words, inclusive language should be used and the advertisement should focus on specific competences and expertise. These relate to how, in a leadership role, diversity and inclusion are addressed in research and teaching.</p>	Institute Board and Faculty Board

	<p>The Faculty Board sets up the desirability committee, on the recommendation of the Institute Board and the external party. Please note:</p> <ul style="list-style-type: none"> The committee consists of at least three members, including external members (from outside the institute or faculty and preferably also from outside Leiden University). As a rule, the party establishing the special chair is also represented in the desirability committee. The desirability committee has further at least one female and one male committee member. The desirability committee should include sufficient diversity & inclusion expertise. Members should preferably have followed a relevant training course. The committee can ask to be advised by a D&I expert who is present at the meeting. The desirability committee can then serve as (part of) the appointment advisory committee, but this is not a requirement. <p>The desirability committee writes a desirability report and advertisement text. Please note:</p> <ul style="list-style-type: none"> HRM has a model text available for the advertisement text. <p>The desirability committee submits the report to the Institute Board and Faculty Board.</p>	
4.	Advisory round	
	<p>If there is a research committee (<i>wetenschapscommissie</i>) that is tasked with advising on the establishment/profile of chairs, the desirability report will be submitted to the research committee for advice.</p> <p>If the Academic Directors consultative meeting (<i>WD-overleg</i>) is tasked with advising on the establishment/profile of chairs, the desirability report will be submitted to the Academic Directors consultative meeting for advice.</p> <p>The research committee and/or Academic Directors consultative meeting provide advice to the Faculty Board.</p> <p>The Faculty Board sends a copy of the advice to the Institute Board and the party establishing the special chair.</p>	Faculty Board, or research committee or Academic Directors consultative meeting
5.	Decision of Faculty Board	
	<p>Based on the (ultimate) desirability report and the advice, the Faculty Board and the board of the external party make a decision about the desirability report and the open recruitment.</p> <p>The Faculty Board submits a request to the Executive Board, also on behalf of the external party, to declare that the external party is authorised to establish a special chair and to give permission for open recruitment. Please note:</p> <ul style="list-style-type: none"> The articles of association of the external party and regulations are submitted together with the request. The Policy on Professorial Appointments includes model regulations. 	Faculty Board and board of external party

6.	Decision of Executive Board	
	<p>The Executive Board asks for the advice of the Board of Deans.</p> <p>The Executive Board receives the advice and makes a decision about the chair and the open recruitment, and communicates it to the Faculty Board, which then informs the external party.</p>	Executive Board
7.	Open recruitment and appointment advisory committee	
	<p>[If the decision is positive] the Faculty Board gives the instruction to start an open recruitment.</p> <p>The Faculty Board sets up an appointment advisory committee, for example on the recommendation of the Institute Board and in consultation with the board of the party establishing the special chair.</p> <ul style="list-style-type: none"> • The appointment advisory committee consists of at least five members. The committee is chaired by the dean or an Academic Director. The majority of the members are professors. As a rule, the majority of the members do not belong to the faculty unit in which the professor concerned will be working. As a rule, the party establishing the special chair is also represented in the appointment advisory committee. In exceptional cases, however, the Faculty Board can vary from the rule referred to in the last sentence, stating the reasons for this. At least one member must come from outside Leiden University and at least one member must be academically qualified. These two requirements can be combined in one person. A student will preferably also be included in the appointment advisory committee. • Apart from the chairperson and the student referred to in the last sentence of the first paragraph, the appointment advisory committee will only have members who are among the best experts in the discipline concerned, or in related disciplines. If possible, one or more international experts in the discipline concerned, or related disciplines, will be included in the appointment advisory committee. The appointment advisory committee should include sufficient D&I expertise. Members should preferably have followed a relevant training course. The committee can also ask to be advised by a D&I expert who is present at the meeting. • In the faculties/cases where an Academic Director chairs the appointment advisory committee, consideration can be given to having the committee chaired by an Academic Director of an institute other than the one in which the professor will be appointed, especially if there is an internal candidate and/or a 'fast-track' procedure for an external candidate. • If the Academic Director is the chairperson, the dean may fulfil another active role, for example as a committee member or as the person who, after the recommendation has been made, first speaks to the recommended candidate before the recommendation is adopted or not. <p>Tasks of appointment advisory committee</p> <ul style="list-style-type: none"> • The appointment advisory committee is tasked with the recruitment and selection of candidates for the appointment of a professor to the chair concerned. • The appointment advisory committee will issue its advice to the Faculty Board in the form of a draft recommendation. 	Faculty Board and appointment advisory committee

	<ul style="list-style-type: none"> • The appointment advisory committee will append to its advice to the Faculty Board a report of its work, which in any case covers the selection criteria that it applied. The committee will also append to its advice the dossier of the recommended candidate(s). • The report of the appointment advisory committee must also contain information about the method of recruiting and scouting potential female candidates and, if applicable, the reason why the committee did not choose a female candidate. • The appointment advisory committee's advice and the associated documents are confidential. <p>Please note:</p> <ul style="list-style-type: none"> • Where this is so arranged, the dean will speak with the recommended candidate(s). • Before this, a (development) assessment of the recommended candidate may be performed. • Some of the instruments available to the appointment advisory committee for its work include: <ul style="list-style-type: none"> ○ asking the candidate to write one or more vision documents (on teaching and research), ○ asking the candidate to give a trial lecture (with an evaluation form for the students) or a presentation of the research, ○ asking the candidate to discuss a chapter with a PhD candidate, ○ introducing the candidates and prospective colleagues to each other (informally), ○ for the committee members, the Inclusive Recruitment & Selection tool (through D&I Expertise Office) <p>If the faculty works with assessments, the dean will decide, in consultation with the chairperson of the appointment advisory committee and HRM, about which candidate(s) will participate in an assessment. Only the dean (also being the next-higher assessment authority for new professors) and the chairperson of the appointment advisory committee (or the direct manager of the prospective new professor) and the HR adviser are permitted to see the assessment report (after the candidate has given permission for this). In the event of doubt about the choice between two candidates, sometimes both of them will participate in an assessment. In that case, the appointment advisory committee then relinquishes the final judgement to the dean.</p> <p>Consulting sister faculties/UMCs:</p> <ul style="list-style-type: none"> • Consulting sister faculties/UMCs is not compulsory, but it is permitted and can be done if this is usual and desirable in the discipline. 	
8.	Decision of Faculty Board	
	Based on the recommendation and the opinion of the board of the external party, the Faculty Board makes a decision.	Faculty Board

	<p>The Faculty Board sends a request to the Executive Board for a certificate of no objection to the appointment of the person concerned as a professor by special appointment (letter + appointment advisory committee's report + candidate's dossier + if applicable, the advice of the sister faculties).</p> <p>Please note:</p> <ul style="list-style-type: none"> The appointment advisory committee ascertains the teaching qualities of the candidate(s) and expresses an opinion on these in the report; unlike in the past, the teaching evaluations no longer need to be added to the recommendation dossier. 	
9.	Decision of Executive Board	
	The Executive Board provides the Faculty Board with a certificate of no objection.	Executive Board
10.	Recommendation and appointment, signing of contract	
	<p>The Faculty Board recommends the person concerned to the external party for appointment.</p> <p>Please note:</p> <ul style="list-style-type: none"> The person cannot be recommended until the Executive Board has issued the certificate of no objection. 	Faculty Board
	<p>The external party makes the appointment.</p> <p>Please note:</p> <ul style="list-style-type: none"> The person cannot be appointed until the Executive Board has issued the certificate of no objection. 	External party
	<p>The parties concerned sign a contract.</p> <p>Please note:</p> <ul style="list-style-type: none"> The Policy on Professorial Appointments includes a model contract. 	Faculty Board
11.	Inaugural lecture	
	An arrangement about the date of the inaugural lecture is made as soon as possible with the appointed professor. Professors who have already held an inaugural lecture elsewhere can still hold another one in Leiden, but this is not compulsory.	Beadle's Office

Appendix 4c. Person-specific procedure (closed procedure/scouting/tenure track/career agreements)

	What	Who
1.	<p>When is a person-specific procedure used?</p> <p>A closed or person-specific procedure (formerly also known as a ‘fast-track’ procedure because the position is not advertised, but rather a preferred candidate is interviewed immediately) can be followed in a number of cases:</p> <ul style="list-style-type: none"> • if career agreements have been made with a candidate, possibly in the context of tenure track; • if internal or external scouting has taken place for a chair. <p>Please note:</p> <ul style="list-style-type: none"> • Active steps will be taken to recruit and scout professors who can increase the overall diversity, including female candidates. This can be done by a separate search committee. Targeted internal and external scouting can contribute to this. • Scouting can take place in different ways: a vacancy can simply be <i>brought to a candidate’s attention</i> or a candidate can be asked to apply for the chair. • The dean can also inform the Rector Magnificus during the regular consultations on chair policy about career agreements that have been made, but the Rector Magnificus/Executive Board will only consent to a promotion to professor when the candidate has reached that step and the Faculty Board submits a proposal for starting a person-specific procedure with desirability report. 	
2.	<p>Preparation</p> <p>When an institute has a candidate for a chair/promotion to professor, the institute discusses this with the Faculty Board.</p> <p>A person-specific procedure can be followed for both ‘ordinary’ (<i>gewoon</i>) and ‘special’ (<i>bijzonder</i>) chairs. In the case of special chairs, the institute and faculty must also involve the external party thoroughly during the entire process.</p> <p>The institute and the candidate together compile a dossier for the candidate: CV + publications list. The faculty invites at least two independent external experts to write reference letters about the candidate. All these documents are sent together to the desirability committee.</p>	Institute Board and Faculty Board and external party, if applicable
3.	<p>In the case of external funding</p> <p>If the chair is to be fully or partly funded by an external party, the Faculty Board will ensure that it obtains information with (reasonably) due care about the nature of the party, the nature and amount of the funding, and where applicable the source of the funding, and will check whether there could be a danger of conflict of interests and how this could be prevented. If the Faculty Board considers that there is no negative conflict of interests, the Faculty Board will arrange that the contract with the external party is set down in detail on paper. A model contract is available for this (attached as an appendix to the Policy on Professorial Appointments).</p>	Faculty Board

4.	Desirability committee	
	<p>A desirability report with selection criteria must be formulated (no advertisement text, because the vacancy will not be advertised). For this purpose, a desirability committee is set up, which is also provided with the envisaged professor's dossier and the external references.</p> <p>If an existing chair is to be re-filled, the existing desirability report can be used as the basis.</p> <p>The desirability report contains at least a teaching & research remit, an explanation of the academic field and reasoning as to why the academic field should be represented at professorial level, and a list of the requirements that the professor must fulfil.</p> <p>The Faculty Board sets up the desirability committee, on the recommendation of the Institute Board.</p> <p>Please note:</p> <ul style="list-style-type: none"> The committee consists of at least three members, including external members (from outside the institute or faculty and preferably also from outside Leiden University). A desirability committee has further at least one female and one male committee member. The desirability committee should include sufficient diversity & inclusion expertise. Members should preferably have followed a relevant training course. The committee can ask to be advised by a D&I expert who is present at the meeting. The desirability committee can then serve as (part of) the appointment advisory committee, but this is not a requirement. <p>The desirability committee writes a desirability report.</p> <p>The desirability committee submits the report to the Institute Board and Faculty Board.</p>	Institute Board and Faculty Board, and desirability committee
5.	Advisory round	
	<p>If there is a research committee (<i>wetenschapscommissie</i>) or career committee (<i>loopbaancommissie</i>) that is tasked with advising on the establishment/profile of chairs or on a candidate's suitability to be a professor, or if the Academic Directors consultative meeting (<i>WD-overleg</i>) is used for this, the desirability report, possibly together with the candidate's dossier and the references, will be submitted to the research committee or career committee or the Academic Directors consultative meeting for advice, possibly by the Faculty Board.</p> <p>The research committee or career committee and/or Academic Directors consultative meeting provide advice to the dean. The dean sends a copy of the advice to the Academic Director.</p>	Faculty Board, or research committee or career committee and/or Academic Directors consultative meeting
6.	Decision of Faculty Board	
	Based on the (ultimate) desirability report, the candidate's dossier and the advice, the Faculty Board makes a decision about the desirability report and the person-specific procedure.	Faculty Board

	The Faculty Board submits the request to the Executive Board to establish/release or re-establish the chair and to give permission to follow a person-specific procedure.	
7.	Decision of Executive Board	
	<p>If a special chair is being established, the Executive Board submits the dossier, including the envisaged candidate's dossier, to the Board of Deans for advice (this is not necessary if the chair is being re-established).</p> <p>After receiving the advice of the Board of Deans, the Executive Board makes a decision and communicates it to the Faculty Board.</p>	Executive Board
8.	Subsequent procedure	
	<p>After this, the usual procedure is followed:</p> <ul style="list-style-type: none"> • setting up an appointment advisory committee, which is tasked with assessing the suitability of this one candidate • recommendation to the Faculty Board • employment conditions interview • recommendation to the Executive Board and then, if applicable, also to the external party • acceptance of appointment, appointment decision (of the university or the external party) • inaugural lecture 	Faculty Board, external party and Executive Board

APPENDIX 5: List of authorisations for personnel changes of professors

Change	Authorised	
Appointments		
First appointment, fixed period (= temporary) and indefinite period (= permanent), employment contract or 'professorial contract'	Executive Board	
Appointment for indefinite period after fixed period, no submandate		Faculty Board
Extension of appointments for fixed period: employment contract or 'professorial contract'		Faculty Board
Co-appointment to another faculty with employment contract	Executive Board	
Appointment of emeritus professor with employment contract or 'professorial contract', up to a maximum of 5 years after the age of entitlement to state pension (AOW).		
First appointment/contract for maximum one year; the same for subsequent appointments/contracts. Appointment/contract will only be concluded for a longer period in highly exceptional cases, if there is thorough substantiation for this.	Executive Board	
Changes in working hours		Faculty Board
Granting discharge	Executive Board	
Remunerations		
Granting of extra periodic salary increases		Faculty Board
Granting of bonuses (toelagen; performance and labour market-related bonuses + 'bonuses on other grounds')	Executive Board	
Granting of bonuses (gratificaties) for performance		Faculty Board
Granting of bonuses (gratificaties) for work anniversary		Faculty Board
Chairs / teaching & research remits		
Change in teaching & research remit	Executive Board	
Change in organisational positioning of the chair		Faculty Board

APPENDIX 6: Contract for external funding of ordinary chair

Contract for external funding of ordinary chair

The parties:

-,

hereafter referred to as: the Funder,

and

- Leiden University, public-law legal entity pursuant to Article 1.8 of the Higher Education and Research Act (WHW), having its registered office in Leiden, legally represented in this matter by,

hereafter referred to as: Leiden University,

Whereas:

- the Funder is willing to fund the chair ...<description>...;
- the funding of this chair makes it possible to appoint ...<name>... as professor ...<description>... at Leiden University for the period from ...<commencement date>... to ...<end date>... for ...<number>... hours per week (...<number>.. FTE). The Funder will fund this chair with working hours of ...<number>... FTE during this period;
- the Funder and Leiden University wish to set down the agreements they have made in this Contract.

Have agreed as follows:

1. The Funder makes a financial contribution available to Leiden University, Faculty ...<name>..., for the chair ...<description>....
2. The amount of the financial contribution is based on the actual salary costs and social security contributions from ...<commencement date of employment contract>..., plus an overhead percentage of 17.5%.
3. The aforesaid amount will be invoiced half-yearly by Leiden University to the Funder.
4. In the event that the employment contract between ...<name>.. and Leiden University terminates earlier

than the agreed external funding period, the financial contribution will be adjusted in proportion to the length of the employment contract and Leiden University will not invoice the Funder for the proportional amount.

5. The Collective Labour Agreement for Dutch Universities (CAO NU) and the Implementation Guidelines of Leiden University are applicable to the employment contract with ...<name>...
6. The Funder will refrain from any direct influence on the teaching & research remit associated with the chair.
7. This Contract is governed by Dutch law. Any disputes will be exclusively brought before The Hague district court, but not until the Funder and Leiden University have made every possible effort to settle the dispute in another way.

Agreed, drawn up and signed in duplicate,

on behalf of the Funder,

on behalf of Leiden University,

...<name>...

...<name>...

...<position>...

...<position>...

city:

city:

date:

date:



Universiteit
Leiden
The Netherlands