



Full Professorship Policy

Foreword

It seems appropriate to begin this foreword with a word of thanks, on behalf of the Deans and Executive Board, to all those who have made an important contribution to the document at hand.

On invitation by the Executive Board and the Deans, a committee led by the full professors Dike van de Mheen and Geert Duijsters (chairs, with full professors Inge Bongers, Odile Heynders, Ingrid Leijten, Jan Loffeld, and Peter van der Voort as members) considered the question of which aspects of our current Full Professorship Policy required revision and adjustment. They were supported by Lynn Hamers, Renata van Leeuwaarde, Karen Leurs, and Yvonne Vermonden. Marlies van Wissen was entrusted with the design of the document and the communication process. The document was developed in stages, discussed in the Doctorate Board, the Executive Board and Deans Consultations and adopted by the Board of Governors of our University in December 2025 on the proposal of the Executive Board.

The rights and duties of the office of full professorship find their foundation in the Higher Education and Research Act. In the current Full Professorship Policy, you will read how we give content and shape to the appointment of full professors within our Tilburg academic community. Many consider them to be the University's most prominent public figures: their chairs bear the names of the important scientific disciplines of research and education connected to our University, and from which we try not only to understand but also to help shape our (increasingly digital) society.

It was time to take a fresh look at the Full Professorship Policy and to make a few adjustments, stemming from our Strategy and also taking into account some recent developments, such as "Recognition and Rewards" as well as the growing emphasis on interdisciplinary and interschool themes in both research and education.

The Executive Board and the Deans considered it essential when forming a committee to actively involve full professors from our own community, giving them full scope to develop new proposals and assess current policies. In certain instances, the committee "codified" what had developed as a practice over time, such as the appointment of university professors.

This document clarifies that much is expected of those appointed to the office of full professor, i.e., providing inspiring and engaging leadership to our lecturers and researchers, being an inspiring figurehead for a discipline, educating students, supervising PhD researchers, and raising research and contract funding as an important means of enhancing the reputation and societal significance of our research groups.

The image is a well-known one, a full professor holds a chair... But that image reflects only a limited view of the role of our Tilburg professors: in fact, it may be more appropriate to speak of "learning tables" (leertafels). In the areas of research and education and in shaping the social implications of knowledge (with words such as valorization and impact partly clarifying what is meant by that): a full professor, regular or endowed, inspires and leads groups and programs. We have emphasized that aspect of leadership even more strongly than before. Just as we also ask the full professor to regularly check, in consultation with the Deans and the Heads of Department, whether there is reason to add new emphases to the remit of the chair and to what ends up on the learning tables based on this. In doing so, we ask them, entirely in the spirit of Cardinal John Henry Newman (the author of the still highly relevant "The idea of a University"), to see their fields of study not in isolation from each other but in the perspective of a broader intellectual agenda to avoid fragmentation and promote integration of knowledge.

Space is also provided in this document for the professors of practice. These may not be full professors in the sense of the Higher Education and Research Act but are highly esteemed members of our academic community with the special assignment to actively foster the relationship with the numerous practices and experiences that are of great significance to many research and education programs.

Care for emeritus professors has also been given a place: in this we appreciate the fact that an age-related termination of sometimes decades of service does not mean the end of an active involvement in excellent research and education within our academic community, quite the contrary. Therefore, it is appropriate to ensure and organize proper care for this group of full professors as well.

In the prelude to our centennial, this Policy lays an important foundation for how recruitment and selection of full professors will also continue to contribute to a vital and recognizable academic community. Together, we will continue to ensure that the essential elements of this Policy actively shape this.

On behalf of the Executive Board and the Deans,

Wim van de Donk, Rector Magnificus and President of the Executive Board

Table of Contents

1. Introduction	3
2. Identity	4
2.1 Identity Tilburg University	4
2.2 Character of a Tilburg University professor	4
3. Types of Professors and Chairs	6
3.1 Regular full professor	6
3.2 Endowed professor	7
3.3 University professor	8
3.4 Visiting professor	9
3.5 Emeritus professor	9
3.6 Professor of Practice	9
4. Role and Responsibilities of Professors	10
4.1 Working together toward excellence	10
4.2 Common principles	10
4.3 Principles by domain	12
4.4 Scientific integrity, ancillary activities, intellectual property, and knowledge security	16
5. Career Professor	18
5.1 Chair	18
5.2 Recruitment & Selection	19
5.3 Appointment	20
5.4 Talent & Leadership Development	21
5.5 Emeritus status	23
6. Procedures	24
Appendices	41
Appendix 1. UFO profile Full Professor	41
Appendix 2. Reference amount for funding an endowed chair	49
Appendix 3. Positioning & funding of the university professor	51
Appendix 4. Professor of Practice	52

1. Introduction

Full professors¹ at Tilburg University play a vital role in our academic community and in achieving our strategic ambitions. They are the pillars of the University holding key leadership roles within teams, Departments, Schools, and the University and are responsible for the core tasks of research, education, and impact. This calls for a shared strategic vision for chairs and professorial appointments and embedding the University's strategic goals in the Full Professorship Policy. In this, we are ambitious and aim to articulate a vision for the character and role of Tilburg University's professors.

The context in which professors work is constantly changing. Scientific, institutional, and societal developments influence their roles and responsibilities. This requires constant reflection and adaptation. Therefore, the Full Professorship Policy is dynamic by definition.

This changes the way in which we organize science. Within Team Science, science is increasingly seen as a collaborative effort. We strive for teams in which different talents are recognized, utilized, and valued. Professors have an important role in this. In addition, the movement toward Open Science requires professors to be actively engaged by propagating and strengthening the importance of transparency and public involvement.

In addition, attention is growing to knowledge security and responsible (international) collaboration. Professors are expected to safeguard scientific independence and to actively contribute to fostering a safe, ethical, and inclusive academic climate.

At the same time, developments such as the debate on decoupling the right to confer doctoral degrees from the professorship, as advocated in the 'Everyone a Professor' discussion, raise questions about the role and responsibilities of the professor. Emerging technologies, such as artificial intelligence, also pose new ethical and policy questions, in which academic leadership is indispensable.

A future-proof Full Professorship Policy is essential to safeguard academic quality and strengthen the societal relevance of our University. This policy forms the basis for both appointments and the functioning of professors and aims to contribute to a more diverse and representative pool of professors. It also supports the development of professors as inclusive leaders who recognize and value the diversity of talents within the teams for which they are responsible.

The Full Professorship Policy is structured as follows:

- [Chapter 2 “Identity”](#) relates to Tilburg University's identity of professors to shape and convey this identity. This is detailed in the character of the Tilburg professor.
- [Chapter 3 “Types of Professors and Chairs”](#) presents the range of types of professors and the chairs they hold. All types of professors embody the character of the Tilburg professor.
- [Chapter 4 “Role and Responsibilities of Professors”](#) discusses various principles within the domains of Recognition & Rewards and the role professors play in these.
- [Chapter 5 “Career Professor”](#) describes the career of a professor as of the time the chair is established until the professor's retirement where the recruitment & selection and appointment of the professor is discussed as well as talent & leadership development.
- [Chapter 6 “Procedures”](#) sets out the various procedures for the establishment of a chair and the appointment of a professor.

¹ Where the abbreviated term “professor(s)” is used in this document, it should be read as all types of “full professor(s)” at Tilburg University, as listed in Chapter 3.

2. Identity

2.1 Identity Tilburg University

Tilburg University is an internationally leading university in the humanities and social sciences, contributing through high-quality research and inspiring and formative education to a society in which everyone can participate. Contributing, through scientific research and education, to a just, inclusive, and sustainable society has been part of Tilburg University's DNA since its founding in 1927 and traces back to its Catholic tradition. The importance of multidisciplinary and interdisciplinarity also stems from these origins.

Society demands new insights into ideas and solutions for major social issues such as sustainability, social justice, digitalization, and social (in)equality. With its science, Tilburg University contributes to interpretation and, where possible, solutions to these issues with attention to ethical dimensions. Research and education are characterized by a strong focus on the relationship between people in society, with a focus on vulnerable people. The strength of our University lies in collaboration among the disciplines of social and behavioral sciences, economics, law and governance, digital technology, humanities, and theology. Our commitment to societal relevance goes hand in hand with room for fundamental research that deepens and renews our disciplines. Only when Tilburg University actually uses its knowledge to actively contribute to societal challenges is its role fully fulfilled. The University aims to be an academic agenda-setter and intends to translate scientific insights into policy. The University does this in a culture of collaboration and co-creation.

Students at Tilburg University are educated to look at issues from multiple perspectives and from the context of society. The University educates its students to become critical, responsible thinkers who are enterprising in any domain of society. Therefore, in addition to increasing knowledge and developing skills, there is room for education that fosters personal development and character building. Students thus develop a moral compass, meaning that they learn to show solidarity with vulnerable people in society, to be empathetic, and to take responsibility for a sustainable world. Tilburg University forms an inclusive community where everyone is given opportunities for personal development in order to contribute to the just, inclusive, and sustainable society of the future.

Its professors shape and convey this identity. This is further elaborated on the character of the Tilburg professor.

2.2 Character of a Tilburg University professor

The professor at Tilburg University embodies the identity of the University and actively contributes to its profile and development. The professor provides strategic direction for the development of research, education, and impact and plays a crucial leadership role in the academic community.

The *Character of a Tilburg University professor* provides a description of what the University expects from a professor. What characterizes a professor, and more specifically a professor within Tilburg University? This character description serves as a compass for the Full Professorship Policy.

Character of a Tilburg University professor

The Tilburg professor possesses a **vision** for research, education, and impact. The professor makes a demonstrable contribution to developing new knowledge and pushing the boundaries of the discipline, providing education that trains students to become critical thinkers of the future, and increasing the impact of research and education. The professor serves as a **role model** within the academic community, both for fellow scientists and for students.

In pursuit **of innovation**, the Tilburg professor demonstrates curiosity, innovativeness, and entrepreneurship in exploring uncharted paths. From one's own disciplinary knowledge, the professor works in **collaboration** across disciplinary boundaries, within and outside the University, and has a strong **social commitment**. The professor has an open and honest attitude toward people and their motivations.

In addition, the Tilburg professor actively contributes to creating an inclusive, stimulating academic community and fostering a culture of respect, trust, and open dialogue. The professor has a central **leadership role** focused on connection within the Schools and University. The professor recognizes and rewards the potential of colleagues and is committed to maximizing the talents of colleagues. In addition, the professor is a **team player** who works in groups to provide interpretation and possible solutions to societal issues.

3. Types of Professors and Chairs

Tilburg University has the following types of full professors: **the regular full professor, the endowed professor, the university professor, and the visiting professor**. The professor who retires is called emeritus professor. The University endorses the value of these variants now and for the future. All embody the character of the Tilburg University professor.

The regular full professor, endowed professor, and university professor hold a chair.

Below we describe the different types of professors and chairs, as recognizable in all Schools.

3.1 Regular full professor

According to the Higher Education and Research Act (HERA) (Article 9.19), a regular full professor is preeminently responsible for the development of the assigned field of science and for the content of the education to be offered.

The University Job Ranking (*UFO*) describes the full professor as playing a key role in developing, coordinating, and implementing education within the School. In addition, the professor is responsible for acquiring and conducting research and increasing its impact. The professor strives to create new scientific insights and apply them to science and society. The professor has excellent leadership qualities, a vision for the field, and a connecting role within his or her own team and beyond.

Within the *UFO* profile, there is room for variation in the regular full professor's career, in line with Recognition & Rewards ([see Chapter 4](#)).

Scope of appointment regular full professor

As a rule, a regular full professor is appointed for a minimum of 0.7 FTE, so that the professor has sufficient time and visibility to fulfill the professorship optimally, in line with the described character of the Tilburg professor.

In limited cases, an appointment smaller than 0.7 FTE is allowed. This is possible when Tilburg University wishes to retain a regular full professor with an outstanding international academic reputation, while the person already holds a core position at another renowned scientific knowledge institution. In addition, a regular full professor may be appointed with a smaller appointment if there is a scarcity of the labor market within a discipline, making it difficult to fully occupy a chair.

The regular chair

A regular full professor is attached to a regular chair. The chair may focus on a core discipline or on an innovative and potentially important area of science, both guiding the strategic direction on research, education, and impact of the School and University. When establishing a regular chair, it is also assessed whether it is sufficiently in line with, and distinct from, existing chairs.

The establishment of a chair is discussed in the Consultation between the Executive Board and the Deans (OCD) and established by the Executive Board. Together with the professor, the chair is evaluated every five years.

The establishment and five-year evaluation of a regular chair are detailed in [Section 5.1](#) and [Section 5.4](#).

Funding for a regular chair

As a rule, a regular chair is funded by government funding. It may happen that a regular chair is fully or partially funded from external resources because an external party wishes to financially support the scientific expertise already present within the University. At all times, it must be clear that the independence of the University and the research and education of the professor in question are not compromised.

3.2 Endowed professor

According to the Higher Education and Research Act (Section 9.53 HERA), the Executive Board may give permission to an external party to establish an endowed chair at Tilburg University. An endowed chair is held by an endowed professor. An endowed professor has the same rights and obligations as a regular full professor.

An endowed professor usually has a main position outside the University and is characterized as an expert in a field driven by theory and practice.

The criteria listed in the *UFO* profile for Full Professor 2 are guiding for the endowed professor, but do not necessarily apply in full. This is because of the differences in career progression and scope of the position between a regular full professor and an endowed professor.

Scope of appointment endowed professor

An endowed professor is generally appointed for 0.2 FTE, for a term of five years. Renewal is possible if the Executive Board decides to renew the endowed chair and the endowed professor's appointment for another five years.

The endowed chair

An endowed professor is attached to an endowed chair. An endowed chair connects the University to society and provides space for the further development of discipline. The goal is to add specific expertise and create impact, in line with the strategy of the School and University. External parties such as knowledge institutions, foundations, governments, and companies can ask the University to establish an endowed chair, the so-called establishing authority/authorities.

The Executive Board, at the Dean's request, assesses the strategic relevance, financial feasibility, and potential impact of the endowed chair both in the case of a proposal to establish and a proposal to renew the endowed chair.

To establish and renew an endowed chair, it is important that:

- the endowed chair adds obvious value to the research and/or education of the School and University and contributes to impact. The scientific ambitions focus on grounds not covered by another existing chair at the University, but are sufficiently aligned with strategic priorities in research and/or education to allow for mutual reinforcement;
- the endowed chair actively contributes to creating a network that helps the University;
- research and education are aligned with societal needs with strong inspiration from practice;
- the University becomes less financially dependent on government funding; at the same time, collaboration with the establishing authority/authorities cannot damage the reputation of Tilburg University by affecting independence, integrity, ethics, or academic freedom; *and*
- the collaboration is in line with the policies and values of Tilburg University. At all times it must be clear that the independence of the University and the research and education of the endowed professor in question must not be compromised ([see Section 4.4](#)).

The establishment of an endowed chair is detailed in [Section 5.1](#).

Each endowed chair has a Supervisory Board. In any case, this Board consists of a (Vice-)Dean of the School or the Head of Department who is chair of the Supervisory Board, and three scientists of whom at least two are professors. One of these scientists must be employed at a School or University other than that of the endowed chair. In addition, a maximum of one person may be nominated by the establishing authority to serve on the Supervisory Board. In the case of multiple establishing authorities, this can be a maximum of two people.

Together with the endowed professor, the Supervisory Board annually assesses the way in which the endowed chair is fulfilled. For this purpose, it uses the description of the chair and the endowed professor's report on activities. In the penultimate year of the chair's term, it provides additional advice on the possible renewal of the endowed chair. The Supervisory Board reports to the School Board and the establishing authority or authorities.

3.3 University professor

A university professor is an exceptional position for a regular full professor, coming from inside or outside Tilburg University.

The university professor has a magnet function and increases the visibility of the University. The university professor encourages collaboration across disciplines both within and between Schools and promotes co-creation with external partners. As a driver of public debate, active involvement of the academic community is encouraged. In addition, the university professor initiates innovative forms of research, education, and impact for the benefit of the University as a whole. The university professor serves as an inspiration to students and scientists alike.

A candidate for appointment as a university professor has an outstanding reputation and is an eminent professor within and outside the University. This person has demonstrated excellence in leadership and the impact of research and education. The candidate is representative of the various disciplines within the University.

Tilburg University aims to have a minimum of three and a maximum of six university professors. The recruitment, selection and appointment are discussed in the OCD. The Executive Board appoints the university professor.

Scope of appointment university professor

The scope of the university professor's appointment is determined by mutual agreement. The university professor is appointed for a term of five years. The appointment may be renewed for a further five-year term if the Executive Board decides to extend the appointment of the university professor.

The university chair

The university professor holds a university chair. The interpretation of the assignment is shaped in consultation with the university professor, the Executive Board, and the Deans.

3.4 Visiting professor

A visiting professor is a guest at Tilburg University for a limited period and holds a chair at another national or international university. This is often a professor on sabbatical from one's own university. The visiting professor participates in Tilburg University's research and/or education.

Temporarily hosting a visiting professor is valuable for advancing science at Tilburg University. A visiting professor contributes to knowledge exchange, stimulates (international) research collaboration, and offers students valuable global perspectives. The visiting professor does not receive a salary but an expense allowance. It is important that Schools make funds available for this purpose.

3.5 Emeritus professor

An emeritus professor is a professor at Tilburg University who has reached the state pension age or has taken early retirement. The emeritus professor retains the title of professor and has the *ius promovendi* for up to five years as of the retirement date for already ongoing PhD defenses. In addition, the emeritus professor receives lifelong facilities and is invited to various formal occasions at the University. Tilburg University considers it important to stay connected.

The emeritus status is detailed in [Chapter 5.5](#).

An emeritus professor cannot be reappointed as a professor and does not hold a chair.

3.6 Professor of Practice

In addition to the various types of professors, the University recognizes the position of Professor of Practice. This position is filled by highly experienced professionals from practice who, through a part-time appointment, contribute to bridging the gap between academia and society. The Professor of Practice strengthens the connection between education and current societal challenges and enriches the academic offering with practice-driven insights. This exceptional position closely aligns with the University's mission, Understanding Society, and is embedded in its commitment to societal relevance, collaboration with external partners, and the strengthening of the public value of academic work.

The Professor of Practice is not a professor in the formal sense. The further elaboration of the position and the appointment procedure is set out in a separate document.

4. Role and Responsibilities of Professors

Tilburg University recognizes that academic excellence is expressed in a variety of forms. The following discusses the importance of Team Science and recognizing and rewarding the domains of research, education, impact, leadership, and team spirit.

It is essential that science be practiced within a context of scientific integrity and independence. The guidelines and principles regarding scientific integrity, ancillary activities, intellectual property, and knowledge security are explained in more detail in [Section 4.4](#).

This chapter thus provides a framework for the role and responsibilities of a professor within Tilburg University.

4.1. Working together toward excellence

The professor is part of an academic team in which collaboration, shared responsibility, and room for diverse perspectives are central. Academic excellence is not conceived as an individual assignment to excel on all fronts, but as a joint team effort created through complementarity.

Tilburg University recognizes that academic quality manifests itself in a variety of ways. Professors are expected to be good in all four domains—**research, education, impact, and leadership**—and from there to place emphases in which they excel. This approach allows diverse talents to come into their own and encourages an inclusive and balanced assessment of the professor's contribution to the academic community.

Team spirit is not an afterthought here, but a fundamental value. All professors are expected to actively contribute to a culture of collaboration, mutual support, and shared responsibility.

The principle of **Recognition & Rewards** applies throughout their careers. Accents in excellence may shift in line with the University's strategic goals, personal ambitions, and team development. Therefore, Tilburg University encourages continuity of professional and personal development ([see Chapter 5.4](#)).

The following sections explain how these principles are concretely expressed within the areas of research, education impact, leadership, and team spirit.

A professor's role within the domains depends in part on the size of the appointment. Professors with smaller appointments, such as endowed professors, contribute appropriately to the aforementioned domains in line with their available commitment.

4.2 Common principles

Tilburg University stands for excellent research and education within the ambition to be relevant and meaningful to society. The professor plays a key role in this by contributing to quality, recognition, collaboration, and societal significance. These are common principles anchored in research, education, impact, and leadership, which a professor expresses through team spirit.

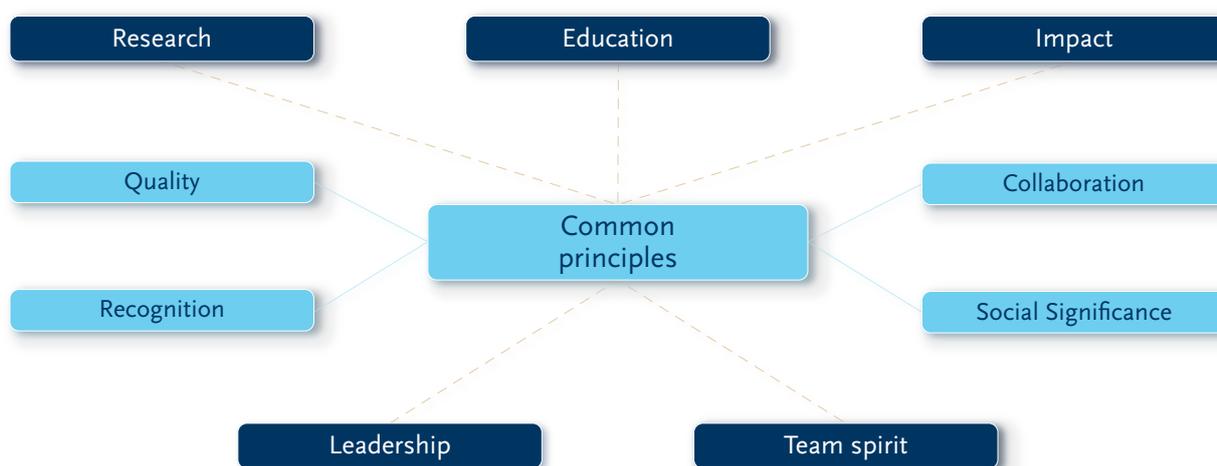
The pursuit of **quality** is at the core of our academic community and guides commitment to research and education. This requires an open and curious attitude. Through multidisciplinary collaboration and exploration of new methodologies and techniques, the University reinforces its academic position and increases its understanding of society. The professor plays a leading role in this and inspires students and colleagues to develop into critical and responsible thinkers. Conducting research and education is a craft that the professor maintains and propagates.

Recognition of research and education within and outside academia not only strengthens Tilburg University’s reputation but also contributes to the impact of its research and education. The professor is responsible for publishing leading scholarly articles, acquiring research and contract funding, striving to win awards, and strengthening networks and partnerships. A professor actively works to increase the academic visibility of the discipline and to strengthen the University’s position within the scientific community.

Collaboration is a catalyst, and increasingly an essential condition, for innovation and impact. The professor brings together students, academics, and community partners and facilitates the exchange of knowledge and methodologies. Building bridges between disciplines and sectors creates a broader and deeper understanding of complex issues. This approach is essential for effectively translating academic insights into practice and developing innovative solutions.

The **social significance** of research and education is central to Tilburg University. Professors contribute to the connection between science and society by approaching issues from multiple perspectives. By focusing research on themes with social significance and sharing the knowledge gained widely, a professor ensures that scientific insights actually contribute to solving societal challenges. In education, the professor encourages students to reflect on their roles in society and to take responsibility for a just, inclusive, and sustainable future.

Figure 1. Common principles



The common principles in this section form the basis for further exploration within the specific areas of research, education, impact, leadership, and team spirit.

4.3 Principles by domain

For each domain, an array of principles is described that guide the professorship at Tilburg University, in line with the University’s Strategy. Each domain has a structure of fundamental expectations to in-depth emphases, depending on the profile of the professor in question.

Research

A professor is a good researcher through **in-depth subject knowledge**, methodological skills, and a **curious attitude**. Through experience in conducting research, a professor knows how to formulate relevant and innovative research questions, choose appropriate methodologies and techniques, and critically interpret research results. The professor strives to create new scientific insights and push the boundaries of the field.

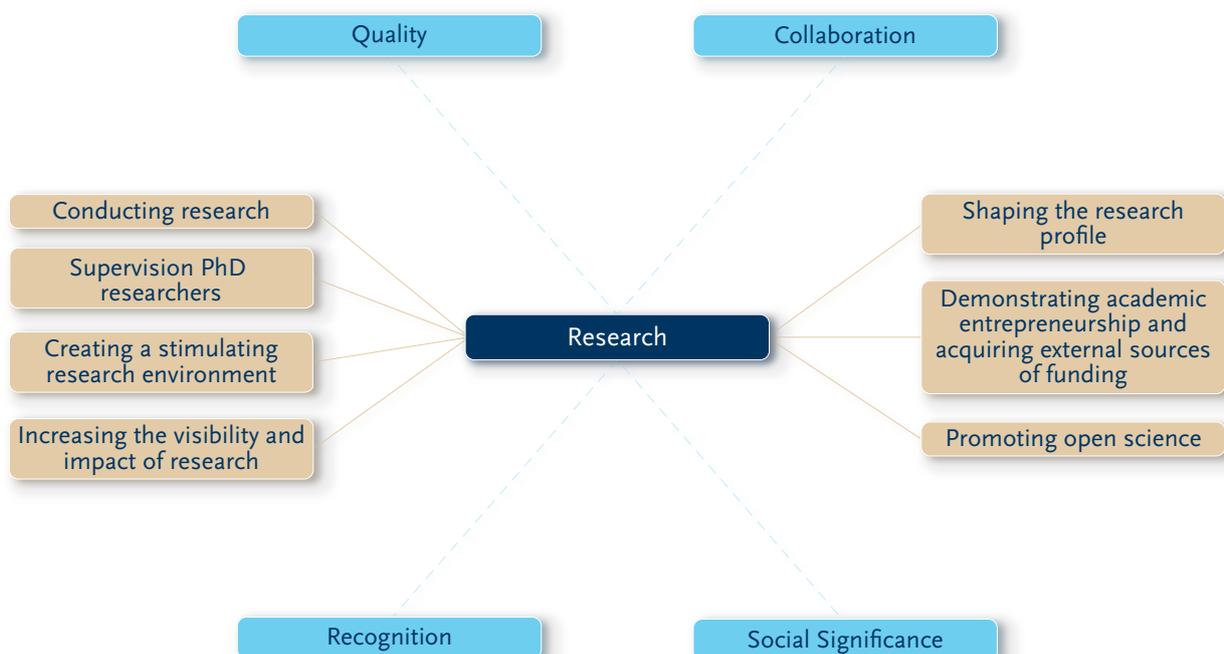
In addition, a professor contributes to good research by inspiring others through the supervision of PhD researchers and (young) researchers. **Supervising PhD researchers** is, therefore, one of the professor’s core tasks. The professor creates a **stimulating research environment** in which collaboration, integrity, and scientific quality are central.

Through publications, attending and organizing conferences, active participation in scientific networks, and participation in collaborative projects, the professor contributes to **the visibility and impact of research**. In doing so, the professor actively shapes and directs Tilburg University’s **research profile**.

The professor demonstrates **academic entrepreneurship** by acquiring external sources of funding. This is consistent with the reputation and strategic ambitions of Tilburg University, which, based on its mission Understanding Society, aims to contribute to solutions for complex social and policy issues.

The professor promotes—in line with the principles of **Open Science**—transparency, openness, and accessibility of research results, allowing knowledge to be more widely shared and applied in different contexts. This strengthens the innovative capacity of both the University and its partners and contributes to the impact of research.

Figure 2. Principles of research



Education

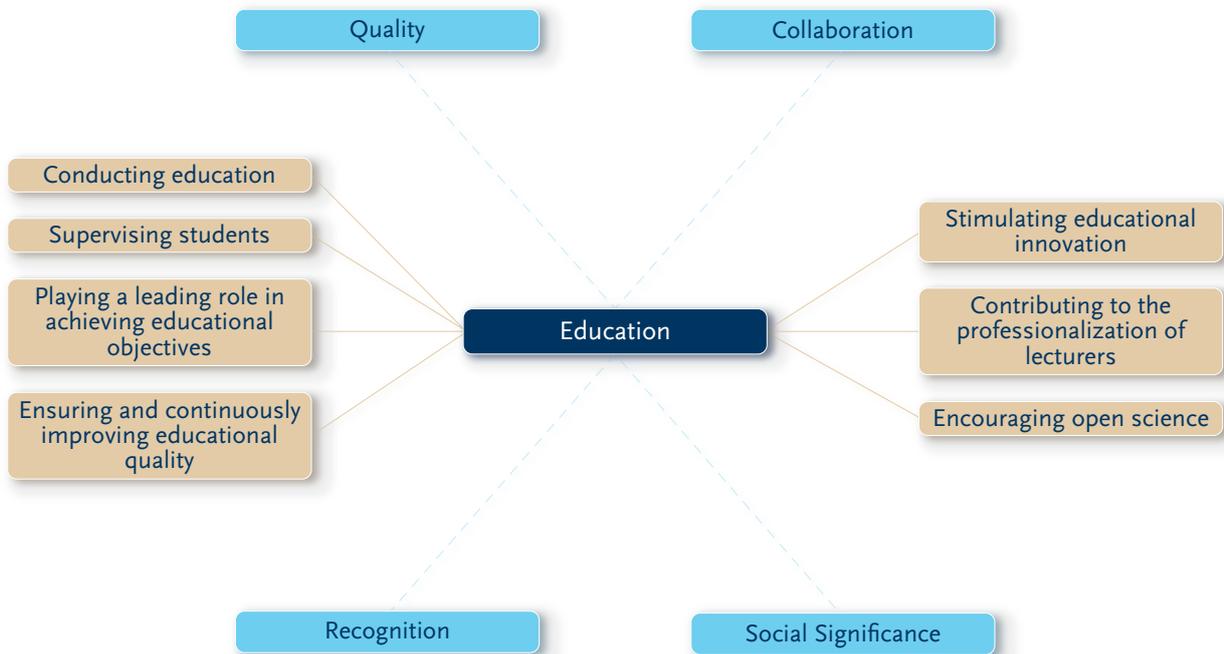
Conducting education and supervising students are among the professor's core duties. A professor is a good lecturer and plays a **leading role in achieving** Tilburg University's **educational objectives** by inspiring students and lecturers to view social issues from various perspectives and from the context of society. In doing so, the professor contributes to the formation of critical, responsible thinkers who are entrepreneurial in any domain of society, in line with the Tilburg Educational Profile.

A professor should have a University Teaching Qualification (UTQ). If the professor does not have this, attention should be paid to how and when to obtain the qualification.

Ensuring and continuously improving **educational quality** is central. The professor plays a key role in this by creating a culture of collaborative learning and innovation. A professor nurtures conversations about educational development at all levels and encourages lecturers to contribute to the innovation of degree programs and pedagogical methods.

A professor stimulates **educational innovation**, both in terms of content and form, contributes to the **professionalization** of lecturers, and promotes knowledge of modern technologies. In addition, the professor facilitates collaboration within educational networks so that knowledge and experiences are shared and new educational approaches can emerge. The professor encourages Open Education by positioning **Open Science** as the norm in education. Where possible, the sharing of educational materials is also encouraged.

Figure 3. Education principles



Impact

A professor is actively committed to **communicating scientific insights** to a wide audience. This ranges from creating blogs, podcasts, and interviews, to participation in strategic consultative structures and advisory bodies. This strengthens Tilburg University's role as a leading University for the humanities and social sciences that seeks to be of societal significance.

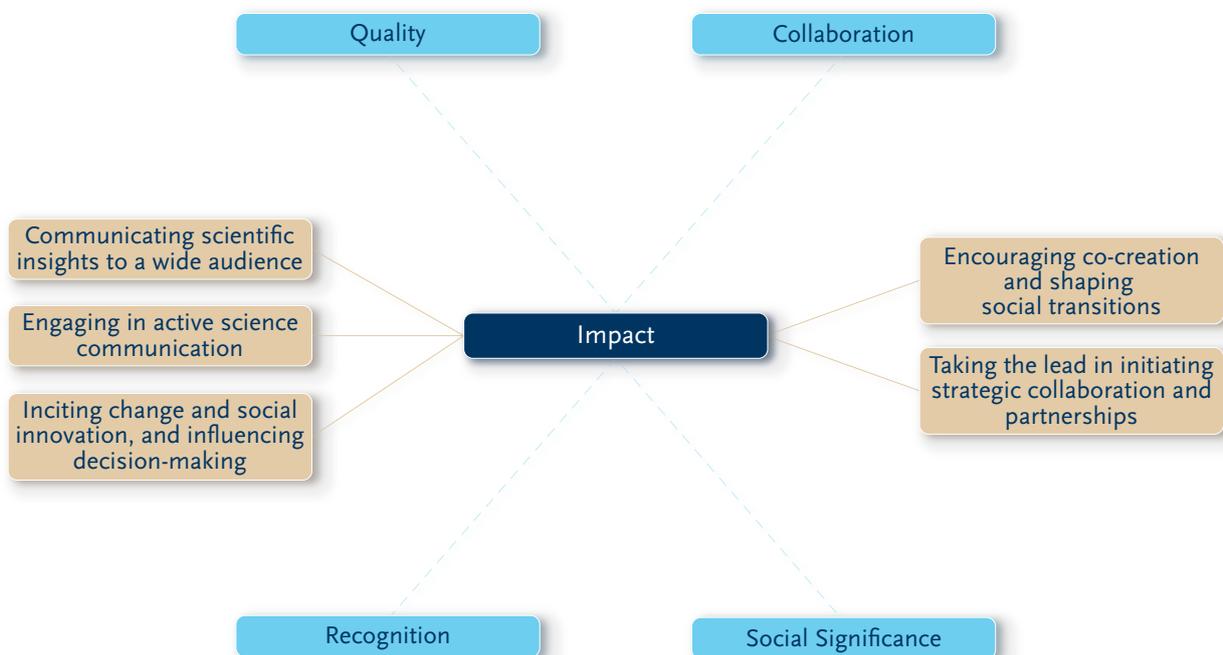
The professor engages in active **science communication**. This may be in the form of scientific publications, in the role as opinion leader in public appearances, and/or through online communication.

Based on insights from research and education, the professor incites change and **social innovation**, influencing decision-making at institutional, national, and/or international levels. In doing so, impact is not only created but also embedded in policy and practice.

The professor engages in **co-creation** with companies, startups, and civil society organizations to drive innovation. This helps shape societal transitions. A professor can do this, for example, by actively participating in networks, and opening them up to colleagues within and/or outside the own discipline, by translating insights from research and education to a wider audience, and/or by participating in collaborative projects with partners.

Effective impact requires **strategic collaboration and partnerships** with social actors such as companies, governments, and knowledge institutions, for example, within academic collaborative centers. The professor takes the lead in this by stimulating collaborations and initiating new partnerships.

Figure 4. Principles of impact



Leadership

The professor fulfills an important leadership role within Tilburg University, both within one's own discipline and in the broader University community. The professor contributes to **the strategic development** of research, education, and impact and mentors (young) scholars with focus on talent inside and outside the University. The professor does this by creating a **safe, inclusive, and supportive work environment**, with attention to workload, well-being, and collaboration.

This requires a combination of personal and formal leadership (fulfilling a leadership role from the position of professor). In this regard, Connected Leading provides a framework for leadership based on connection and dialogue.

Personal leadership

Personal leadership begins with self-awareness. The professor knows one's own strengths and pitfalls, reflects critically on one's own actions and influence on teams and the field. Curiosity, openness, and asking for feedback are essential.

Formal leadership

The professor is affiliated with a chair and develops a vision for research, education, and impact. The professor leads teams, fosters an open discussion culture, and promotes critical and creative thinking.

A professor may hold an administrative role within the University, such as academic director, Head of Department or Vice-Dean. These **leadership roles** contribute to the quality and continuity of research, education, and impact.

Figure 5. Principles of leadership



Team spirit

A professor plays a crucial role in fostering team spirit, both **as a team member and in a leadership role**. Within a team, the professor contributes not only knowledge and expertise but also a **positive, inclusive, and supportive culture**. This means working together, recognizing, and rewarding contributions of colleagues, and striving toward shared goals. Through openness and commitment, the professor demonstrates that teamwork is about an environment in which everyone feels heard and valued.

In addition to being a team member, a professor bears responsibility for the functioning of the academic team. This requires leadership that goes beyond results with a focus on the **well-being and development of** colleagues. A strong team is created by utilizing each other's strengths, encouraging open communication, and **daring to address each other**. The professor plays an exemplary role in this by promoting transparency, trust, and a shared vision.

Diversity within the team is essential for innovation and quality. The professor creates a climate that embraces diverse backgrounds and styles of thinking. The professor also has a role in supporting and mentoring team members and encouraging participation in the University community. This strengthens not only individual but also **collective responsibility**.

In addition, the professor works in broader networks and collaborations, within or outside the University. In this, the professor is expected to be a **team player** who actively contributes to collaboration, is open to other perspectives, and connects knowledge. This means not only sharing expertise but also showing commitment to common goals and supporting colleagues inside and outside one's own discipline.

Figure 6. Principles of team spirit



4.4 Scientific integrity, ancillary activities, intellectual property, and knowledge security

It is of great importance to Tilburg University that its academics work with honesty, integrity, independence, and safety. The professor is responsible for monitoring scientific standards and promoting open, transparent, and incorruptible practices.

Tilburg University is proud of the involvement of external organizations in funding regular chairs and establishing endowed chairs. At the same time, the University recognizes the importance of transparency and academic independence, especially when collaborating with external parties. Guaranteeing that independence is essential, in the interests of the professor, the University, and the collaborating external organization. The external funding of regular chairs and the establishment of endowed chairs are published on the University's website.

Scientific integrity

All Tilburg University scholars are expected to act with professional and scientific integrity. This naturally also applies to the professor. In accepting the appointment, the professor, therefore, declares to be familiar with the [Netherlands Code of Conduct for Research Integrity \(universiteitenvannederland.nl/en\)](https://www.universiteitenvannederland.nl/en) as well as with the information on scientific integrity on the Tilburg University [website](#). In addition, the professor undertakes to comply with the Code of Conduct and to do everything possible to promote compliance in their academic environment. Tilburg University has a complaints procedure and a confidential advisor for scientific integrity, who can be called upon if desired.

Ancillary activities

Professors may perform ancillary activities in addition to their assigned duties and work at Tilburg University. These may be paid or unpaid activities. Tilburg University takes a positive view of ancillary activities because they can lead to valuable contacts with society. However, conflicts of interest must be avoided at all times, as well as the risk of damage to the image of either the professor or Tilburg University. Professors are therefore obliged to register their ancillary activities in accordance with the [Sectoral Scheme on Ancillary Activities \(universiteitenvannederland.nl/en\)](https://www.universiteitenvannederland.nl/en).

At Tilburg University, professors' ancillary activities are listed on the professor's academic profile page, and there is a public record of professors and their [ancillary activities](#), if any, on the Tilburg University website.

Intellectual property

Articles 1.20 to 1.23 of the Collective Labour Agreement for Dutch Universities (CLA-NU) contain provisions on intellectual property. Professors are expected to comply with these provisions on intellectual property rights. A practical rule of thumb here is: all work, procedures, protocols, and results of research/education produced by an individual by virtue of one's position at Tilburg University, in principle, belong to Tilburg University as intellectual property.

Knowledge security

Knowledge security is about preventing the unwanted transfer of sensitive knowledge and technology to external parties. The professor contributes to the careful handling of knowledge and technology. Knowledge security is a shared responsibility of all staff and students, and the professor has a pioneering role in this. In addition to Dutch and European legislation, the University has a Knowledge Security Policy, which includes guidelines to manage risks in research and education.

When a School plans to enter into a collaboration (e.g., funded regular chair or endowed chair) or when a visiting professor is recruited, due diligence is important. Tilburg University's [Knowledge Security Policy](#) can be found on the University's website.

5. Career Professor

5.1 Chair

A chair is an anchor point in the University's academic profile. Therefore, Tilburg University values a clear chair title and description, careful preparation for the establishment of a chair, and a future-oriented vision of chairs. The annual planning of chairs plays a central role in this: it provides the framework for nominations and appointments of professors in line with the University's strategic direction and research and educational profile.

Chair title & chair description

Each chair has a title and a description. The chair title provides an at-a-glance view of the substantive focus of the chair and thus contributes to its visibility and recognizability. It is important that the chair title is distinctive from existing chairs.

The chair description consists of the assignment and the profile of the chair holder. The assignment describes the scientific and social themes and developments in the research and education area of the chair and the way in which the chair is in line with the strategic course and research/educational profile of the School and University. In addition, the positioning of the chair and opportunities for internal and external collaboration are also described. In this sense, one can also speak of a *Leertafel* (learning table) rather than a chair.

The profile outlines the focus areas of the chair and associated qualities required of the future professor, in light of the *UFO* profiles and the five domains of Recognition & Rewards. It thus describes both the substantive focus and the broader academic role of the chair holder.

The chair title and description are generally prepared by the Head of Department concerned. In the case of an inter-departmental or interschool chair, this is a joint responsibility of the Heads of Department involved. In the case of an externally funded regular chair or an endowed chair, the preparation of the chair description takes place in cooperation with the external party, under the responsibility of Tilburg University. The Dean sends the chair title and chair description to the *OCD* for advice and to the Executive Board for decision-making. This applies both to new chairs and to chairs that become available and are restaffed. After this, the recruitment and selection of the professor begins.

The procedure for establishing a regular or endowed chair is detailed in [Chapter 6](#).

Note: An assessment of knowledge security can be integrated into the procedure of establishing externally funded regular chairs and endowed chairs once policies are developed for this purpose.

Funding chairs

As a rule, a regular chair is funded from government funding. In the case of a regular chair funded by an external party, a funding agreement is concluded between Tilburg University and the external party. This agreement includes agreements on the duration and amount of funding, the independence of the professor, intellectual property, and termination of the agreement.

In case of an endowed chair, an endowed chair agreement is concluded between Tilburg University and the establishing authority or authorities. This agreement includes agreements on the establishment of the endowed chair including the chair period and the financial contribution, the composition of the Supervisory Board, the appointment of the endowed professor, and the evaluation and independence of the endowed professor.

Chair planning

The Dean completes the chair planning for their School annually. This planning helps to look ahead strategically and to identify in time which chairs will be needed in the future. It provides space to recognize talented scholars to fill these chairs at an early stage. At the same time, it is an important instrument to continue working towards a diverse and balanced professorial staff, partly in relation to the areas of Recognition & Rewards.

The chair planning contains the current listing of chairs and professors. Professor appointments ending within five years are examined, indicating whether continuation of the chair in question is desirable. It also looks at the expected new chairs within five years in relation to the strategic direction and the research and educational profile of the School and University. Finally, the advancement potential of incumbent associate professors to professor within five years is included.

The chair planning is prepared by the Heads of Departments and the School's management team, under the responsibility of the Dean. Important input for filling it out include the School and University strategies, the School's annual plan, and Strategic Personnel Development.

Annually, the Dean discusses the chair planning with the Rector Magnificus and Vice-Rector Magnificus. A meeting is also held once a year within the Doctorate Board, in which the Deans share and discuss the chair planning with each other for knowledge sharing and coordination.

5.2 Recruitment & Selection

Tilburg University strives to attract professors with high-quality academic accomplishments. Open recruitment is the starting point for this: it provides room for diverse talent. The selection procedure is carefully designed under the guidance of the selection committee. This is how we lay the foundation for sustainable strengthening of our academic community.

Recruitment

The basic principle is that professors are recruited through an open application process or by promoting own talent to professor.

In exceptional cases, closed recruitment may be considered, for example when there is an opportunity to commit an exceptional talent to Tilburg University. A request for closed recruitment should be carefully motivated by the Dean and requires approval of the OCD and the Executive Board. The choice of type of recruitment is part of the establishment of the (endowed) chair.

Selection Committee

The Selection Committee (or standing School committee) is responsible for selecting candidates for appointment as professors to the appropriate chair. The Selection Committee is established by and advises the Dean and consists of at least:

- Three to five scientists working within Tilburg University most of whom are professors. The Dean may serve on the committee;
- At least one of them is affiliated with another School within Tilburg University or another university; *and*
- 1 HR colleague as advisor and process manager to ensure policy implementation.

The Selection Committee should include at least one woman and one man from among the scientists, the goal is at least 30% women and at least 30% men.

In the recruitment of a regular full professor whose chair is funded by an external party and in the case of an endowed professor, the external party does not sit on the Selection Committee in case that party is the employer of a candidate. This follows from the point of view of ensuring independence and preventing conflicts of interest.

Candidates are invited to submit an assessment portfolio including at least the curriculum vitae and an overview of academic and career activities. In addition, the Selection Committee is free to use some tools for its work, such as asking the candidate to write one or more vision papers or a self-reflection within the five domains of Recognition & Rewards, or hold a trial lecture. In addition, the Selection Committee can use the toolbox inclusive recruitment and selection.

The Selection Committee reports to the Dean in accordance with a standard format, addressing the (m/f) composition of the committee, the m/f ratio among candidates, the selection criteria used within *UFO* and the five domains of Recognition & Rewards, and its considerations and advice on the candidates' professorial eligibility.

In addition to the advice of the Selection Committee, the Dean may decide to obtain additional references from external, independent professors with a high (inter)national reputation within the discipline of the chair. These references provide an additional, external assessment of the scientific quality and international stature of the candidate. A standard format is available for writing to referees.

Combination associate professor/professor

Tilburg University has decided not to opt for a combination of an associate professorship appointment and a part-time regular full professorship. After all, a regular full professor fulfills a role at the very highest scientific level and bears responsibilities appropriate to the entire position.

This applies to a lesser extent to the combination with the endowed professorship. Here it is important to emphasize that the endowed professorship is temporary in nature.

5.3 Appointment

The appointment to professor is an important moment in a scientist's career. The appointment procedure is carefully designed along Dean and Executive Board lines. Care is taken to ensure a good start to the professorship after appointment.

Appointment procedure

On the Dean's recommendation, the Executive Board decides on the appointment of a professor. Prior to this decision, advice is sought from the OCD. After advice in favor, the Executive Board takes a proposed decision to appoint.

This is followed by an introductory interview between the Rector Magnificus and the candidate. During this interview, the identity of Tilburg University, the character of a Tilburg University professor, the inaugural address, and the press release, among other things, are the central topics. If this interview is positive, the appointment is final and an employment contract or a professorial agreement regarding the legal status of the professor is concluded.

In the case of a professor appointment at the Tilburg School of Catholic Theology, it is additionally the case that the appointment is effective only after positive completion of the required ecclesiastical procedure.

In the case of an endowed professor, the Executive Board takes a consent decision. The actual appointment is then made by the Endowed Chairs Foundation, which also informs the establishing authority or authorities that established the endowed chair.

The procedure for appointment is detailed in [Chapter 6](#).

Starting as a professor

Upon appointment, the professor may use the title of professor and receives the *ius promovendi*, if not already held. The appointment is publicly announced through a press release. Within a year after appointment, the inaugural address takes place. As a token of connection, Tilburg University organizes an annual lunch with the Rector Magnificus for all newly appointed professors

Classification

Upon appointment or promotion, professors are classified as Full Professor 2 or Full Professor 1, in accordance with the *UFO* and the Collective Labour Agreement for Dutch Universities. Tilburg University applies its internal remuneration system for transparency and consistency.

5.4 Talent & Leadership Development

The professorship requires academic leadership, vision, and reflection. Tilburg University supports professors in their careers with a coherent offer for talent and leadership development and encourages continuous dialogue about the fulfillment of the chair and the professorship. In this way, the University contributes to professional development and personal growth.

P&TD conversations

Annually, professors, both salaried and non-salaried, have a Performance & Talent Development (P&TD) interview with their Head of Department. This interview is intended as a moment of reflection on professional and personal development, job satisfaction, ambitions and goals, linked to the five domains of Recognition & Rewards. The job profile of the chair holder, part of the chair description, provides a starting point.

Training & peer discussion

Tilburg University encourages an academic culture in which professional and personal development is a matter of course and makes appropriate time and resources available for this purpose.

Professors have the opportunity to take training courses aimed at strengthening both personal and formal leadership. This is strongly encouraged. Not every professor needs to be in an administrative role but always functions as a role model. Self-insight, reflection, and responsibility according to the Connected Leading philosophy are, therefore, essential at every stage of the professorship.

The range consists of various training modules focused on leadership and mentoring, academic entrepreneurship, social safety, and well-being, among others. In addition, peer discussion between professors is actively encouraged and facilitated: a way to share experiences and dilemmas with colleagues, inspire each other, and learn from each other.

Participation in training and peer discussion is a regular topic of discussion within the professor's P&TD interview.

Chair interview

Every five years a chair interview takes place between the regular full professor and the Dean and/or Head of Department. Based on the description of the chair, they jointly reflect on the content of the chair and its contribution to the strategic course and the research and educational profile of the School and University. The interview is intended as a moment of joint alignment and provides space to explore whether the current emphases within the chair are still in line with future ambitions and developments, or whether adjustment is desirable. In the case of endowed chairs, this evaluation takes place annually by the Supervisory Board of the endowed chair.

If desired, the chair title and/or the chair description will be updated. In that case, the Dean will share the revised chair title and/or chair description with the *OCD* and the Executive Board for information. The procedure to revise chair titles and/or chair descriptions is detailed in [Chapter 6](#).

As the professor approaches emeritus status, the chair interview also discusses possible succession to the chair and a proper transfer of work. The professor is asked to use knowledge and experience before the age of retirement for knowledge transfer, coaching, and supervision of talent.

Promotion regular full professor 2 to regular full professor 1

The promotion from regular full professor 2 to regular full professor 1 marks a special step in a professor's academic career. This step is reserved for a professor who contributes exceptionally to the development of the University, the academic field, and society. The bar is high; only a small group of professors are eligible for this promotion.

A regular full professor 1 excels in the domains—research, education, and/or impact—in addition to demonstrating special qualities of leadership, strategic thinking, administrative responsibility, and team spirit. Achievements that may warrant promotion to regular full professor 1 are primarily in the realm of significant contributions to University initiatives and goals that go far beyond one's own research and education domain.

A proposal for promotion from regular full professor 2 to regular full professor 1 is submitted by the Dean of the School to the *OCD* for advice. The Executive Board decides on the promotion. The procedure for promotion is detailed in [Chapter 6](#).

5.5 Emeritus status

Upon reaching the state pension age or early retirement, a professor becomes emeritus and the employment with Tilburg University ends. The emeritus status marks a special milestone in the professor's career and is a moment of appreciation and reflection. The University cherishes a close relationship with its emeritus professors and considers it important to remain in touch with them.

Legal status

In the Netherlands, employment is terminated in any case from the day on which the employee reaches the retirement age. After emeritus status, there is no reappointment as a professor. The professor's wealth of knowledge and experience accumulated over the years is of great value. At the same time, it is important to create space for a new generation of scientists. A timely and careful transfer of responsibilities and expertise prior to emeritus status contributes to continuity within a discipline and School.

Upon retirement, the emeritus professor retains the title of professor and is called emeritus professor.

Ius promovendi

The emeritus professor retains the *ius promovendi* for up to five years as of the resignation date due to reaching the state pension age. This applies to ongoing PhD programs for which the Doctorate Board appointed the emeritus professor as supervisor prior to the resignation date. At the time of emeritus status, it will be determined for which PhD researchers the emeritus professor will still serve as supervisor. The emeritus professor can no longer be appointed as supervisor for new PhD programs. No employment contract and no financial compensation is provided for the supervision of PhD researchers.

Facilities & formal occasions

In order to maintain the connection with the academic community, the emeritus professor receives several basic facilities for life, including keeping the Tilburg University email address and access to the (digital) University library (every two years the need for extension of facilities is reviewed). These agreements are laid down in a facilities agreement, which describes the rights, duties, and responsibilities. This includes the Netherlands Code of Conduct for Research Integrity. The procedure for the allocation of facilities is further elaborated in [Chapter 6](#).

Emeritus professors are invited to various formal occasions, including the Opening of the Academic Year, the Dies Natalis, and the inaugural addresses of professors. In addition, Tilburg University organizes an annual gathering for emeritus professors as a token of appreciation and to continue to nurture the mutual connection.

Specific assignment

No new employment contract in the position of professor will be entered into. This does not alter the fact that Tilburg University is happy to utilize the knowledge and experience of an emeritus professor when appropriate. In consultation with the Dean, the emeritus professor may be asked to carry out a specific assignment (other than PhD supervision). For example, for education, fulfilling a position of trust, or when awarding an ERC grant of which the lead agency is invested at Tilburg University. The affiliation between the emeritus professor and Tilburg University in this type of situation can take place on the basis of a facilities agreement or a temporary employment contract.

6. Procedures

The procedures below describe the steps to be followed for the following decisions:

- [Establishment of a regular chair](#)
- [Appointment as regular full professor](#)
- [Review of a regular chair](#)
- [Promotion from regular full professor 2 to regular full professor 1](#)
- [Establishment of an endowed chair](#)
- [Appointment as endowed professor](#)
- [Extension an endowed chair and reappointment of endowed professor](#)
- [Extension of an endowed chair \(without reappointment\)](#)
- [Appointment as university professor](#)
- [Appointment of a visiting professor](#)
- [Granting of facilities to an emeritus professor](#)

Each procedure indicates which documents must be provided. Fixed formats are available for this, which are mandatory to use.

Procedure establishment of a regular chair

This procedure applies to new regular chairs as well as regular chairs that become available and are restaffed.

Step	Description
1.	<p>To establish a new regular chair, the Head of Department concerned prepares a chair title and description, according to the format.</p> <p>To refill a regular chair that becomes available, the Head of Department concerned updates the chair title and/or description.</p> <p>In the case of an interdepartmental or interschool chair, this is a joint responsibility of the Heads of Department involved. In the case of an interschool chair, one School is designated as the home School of the chair.</p> <p>In the case of an externally funded regular chair, the preparation of the chair descriptions is done in cooperation with the external party, under the responsibility of Tilburg University.</p> <p>The appropriate Head(s) of Department coordinate(s) the chair title and description with the Dean(s).</p>
2.	<p>The Dean submits the proposal to establish a new regular chair or refill a regular chair to the <i>OCD</i> for advice and the Executive Board for decision, for the attention of HR Policy Staff (hrpolicy@tilburguniversity.edu).</p> <p>The proposal includes the following documents:</p> <ul style="list-style-type: none">• Cover letter of the Dean in accordance with the format including chair title, duration and scope of chair, rationale for chair, and type of recruitment. Closed recruitment, other than promotion of in-house talent, is an exception and requires motivation with the addition of the candidate's CV; <i>and</i>• Chair description according to format including assignment, profile of chair holder, and composition of Selection Committee. <p>In case of external funding of a regular chair, additional:</p> <ul style="list-style-type: none">• Draft funding agreement according to model agreement.
3.	<p>HR Policy Staff discusses the proposal to establish a new regular chair or refill a regular chair with the Rector Magnificus.</p>
4.	<p>In coordination with the Rector Magnificus, the proposal is submitted to the <i>OCD</i> for advice. HR Policy Staff will provide the documents.</p>
5.	<p>Following the <i>OCD</i>, HR Policy Staff informs the Dean, Head of Department, Secretary to the School Board, and HR advisor regarding the <i>OCD</i>'s recommendation.</p> <p>Following the <i>OCD</i>, the proposal will be submitted to the Executive Board for decision. HR Policy Staff will provide the documents.</p>
6.	<p>The Executive Board makes a decision on establishing a new regular chair or refilling a regular chair, and, if appropriate, the request for closed recruitment.</p>
7.	<p>After the Executive Board meeting, HR Policy Staff informs the Dean, Head of Department, Secretary to the School Board, and HR advisor regarding the Executive Board's decision.</p> <p>In case of a positive decision, the recruitment, selection & appointment of the regular full professor can be initiated.</p>

Procedure appointment regular full professor

This procedure applies to the promotion of internal candidates to regular full professor as well as the appointment of external candidates to regular full professor.

Step	Description
1.	<p>After establishment of the regular chair, the recruitment, selection & appointment of the regular full professor begins. This is done with open recruitment or by promotion of own talent unless the Executive Board has granted dispensation for this when deciding to establish the regular chair.</p> <p>The Selection Committee (or standing School committee) is responsible for selecting candidates for appointment as regular full professor to the regular chair concerned. Candidates are invited to submit an assessment portfolio. After one or more rounds of interviews, the Selection Committee reports to the Dean according to format.</p> <p>The Dean may additionally obtain references from external, independent professors with a high (inter) national reputation within the field of the chair. A standard format is available for this purpose.</p> <p>At the Dean's request, the Head of Department and/or HR advisor enter into discussions with the prospective candidate regarding the legal status and conditions of employment. The format ancillary activities and financial interests is completed by the candidate.</p>
2.	<p>The Dean submits the proposal to appoint the regular full professor to the OCD for advice and the Executive Board for decision, for the attention of HR Policy Staff (hrpolicy@tilburguniversity.edu).</p> <p>The proposal includes the following documents:</p> <ul style="list-style-type: none">• Cover letter of the Dean according to format including rationale for candidate, term and scope of appointment, and legal status regular full professor;• Chair description according to format;• Assessment portfolio candidate;• Report of Selection Committee as per format; <i>and</i>• Format ancillary activities and financial interests. <p>Supplementary if necessary:</p> <ul style="list-style-type: none">• External, independent references; <i>and/or</i>• Draft funding agreement according to model agreement. <p>The Head of Department and/or HR advisor informs the candidate of the schedule until the decision to appoint.</p>
3.	<p>HR Policy Staff discusses the proposal to appoint regular full professor with the Rector Magnificus.</p>
4.	<p>In coordination with the Rector Magnificus, the proposal is submitted to the OCD for advice. HR Policy Staff will provide the documents.</p>
5.	<p>Following the OCD, HR Policy Staff informs the Dean, Head of Department, and HR advisor regarding the OCD's recommendation.</p> <p>Following the OCD, the proposal will be submitted to the Executive Board for decision. HR Policy Staff will provide the documents.</p>
6.	<p>The Executive Board makes a proposed decision to appoint the regular full professor.</p> <p>After the Executive Board meeting, HR Policy Staff informs the Dean, Head of Department, and HR advisor regarding the Executive Board's proposed decision.</p>
7.	<p>Upon positive proposed decision, the Rector Magnificus invites the prospective regular full professor for an introductory interview. HR Policy Staff arranges this appointment and notifies the Dean, Head of Department, and HR advisor of the date.</p>

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- 8.** HR Policy Staff notifies the Dean, Head of Department, and HR advisor of the outcome of the introductory interview. The Head of Department notifies the candidate.

Positive completion of the introductory interview marks final appointment as regular full professor.

The HR advisor assigns the HRSC to prepare the legal status agreement. Except appointment within TST (see step 8a).

- 8a.** In case of appointment within TST, the School is requested to initiate the church route. In doing so, the School will keep HR Policy Staff informed and will inform HR Policy Staff when the necessary ecclesiastical consent has been obtained.

Upon positive completion of the church route, the HR advisor assigns the HRSC to prepare the legal status agreement.

- 9.** The legal status agreement between Tilburg University and the regular full professor is signed by the Rector Magnificus/President and General Director/Secretary of the University. Then the agreement is presented to the regular full professor for signing.

Once signed by all parties, HR Policy Staff will ensure filing of the legal status agreement in the digital personnel file.

HR Policy Staff informs the press officers and the beadle of the appointment of the regular full professor. A press release is prepared by the relevant School and the regular full professor schedules the inaugural address with the beadle (pedel@tilburguniversity.edu).

- 9a.** In the case of an externally funded regular chair, the Rector Magnificus/President and General Director/Secretary of the University sign the funding agreement.

Once the funding agreement has been signed by all parties, HR Policy Staff ensures that the funding agreement is archived in DMS.

Procedure review regular chair

This procedure applies to revision of the chair title and/or chair description of a regular chair. For endowed chairs, possible revision is part of the request for renewal of the endowed chair.

Step	Description
1.	<p>Every five years, a chair interview takes place between the regular full professor and the Dean and/or Head of Department in which they reflect, based on the chair description, on the fulfillment of the chair and the chair's contribution to the strategic direction and research and educational profile of the School and University.</p> <p>This reflection, or other factors, may prompt adjustment of the chair title and/or description.</p> <p>The regular full professor and Head of Department update the chair title and/or description, and coordinate with the Dean. Revision of the chair description can be done with an addendum to the original chair description.</p> <p>In the case of an interdepartmental or interschool chair, this is a joint responsibility of the regular full professor and the Heads of Department involved. In the case of an externally funded regular chair, modification of the chair title and/or description is done in cooperation with the external party, under the responsibility of Tilburg University.</p>
2.	<p>The Dean provides a cover letter according to format with the revised chair title and/or an addendum to the original chair description to the Executive Board for information, for the attention of HR Policy Staff (hrpolicy@tilburguniversity.edu).</p>
3.	<p>The documents will be shared with the OCD for information. HR Policy Staff will provide the documents.</p>
4.	<p>The documents are shared with the Executive Board for information. HR Policy Staff will provide the documents.</p>
5.	<p>After the Executive Board meeting, HR Policy Staff informs the Dean, Head of Department, Secretary to the School Board, and HR advisor.</p>

Procedure promotion regular full professor 2 to regular professor 1

Step	Description
1.	<p>The Head of Department updates the chair title and/or chair description if necessary, and coordinates with the Dean.</p> <p>The Dean establishes a <u>Selection Committee</u> (or standing School committee) charged with evaluating the candidate for promotion to regular full professor 1 in the appropriate regular chair. The candidate is invited to submit an assessment portfolio. After one or more rounds of interviews, the Selection Committee reports to the Dean according to the format.</p> <p>The Dean may additionally obtain references from external, independent professors with a high (inter) national reputation within the field of the chair. A standard format is available for this purpose.</p> <p>At the Dean's request, the Head of Department and/or HR advisor enters into discussion with the professor regarding the terms and conditions of employment. It is discussed whether the registration regarding ancillary activities in My Employee Portal is current and complete. The financial interests format is completed by the professor.</p>
2.	<p>The Dean submits the proposal for promotion to regular full professor 1 to the <i>OCD</i> for advice and the Executive Board for decision, for the attention of HR Policy Staff (hrpolicy@tilburguniversity.edu).</p> <p>The proposal includes the following documents:</p> <ul style="list-style-type: none">• Cover letter of the Dean following format including rationale candidate;• (Modified) chair description according to format;• Assessment portfolio candidate;• Report of Selection Committee as per format; <i>and</i>• Financial interests format. <p>Supplementary if necessary:</p> <ul style="list-style-type: none">• External, independent references. <p>The Head of Department and/or HR advisor inform the regular full professor of the schedule up to the decision on promotion.</p>
3.	<p>HR Policy Staff discusses the proposal for promotion to regular full professor 1 with the Rector Magnificus.</p>
4.	<p>In coordination with the Rector Magnificus, the proposal is submitted to the <i>OCD</i> for advice. HR Policy Staff will provide the documents.</p>
5.	<p>Following the <i>OCD</i>, HR Policy Staff informs the Dean, Head of Department, and HR advisor regarding the <i>OCD</i>'s advice.</p> <p>Following the <i>OCD</i>, the proposal will be submitted to the Executive Board for decision. HR Policy Staff will provide the documents.</p>
6.	<p>The Executive Board makes a decision on the promotion to regular full professor 1.</p> <p>After the Executive Board meeting, HR Policy Staff informs the Dean, Head of Department, and HR advisor regarding the Executive Board's decision. The Head of Department informs the professor.</p> <p>If the decision is positive, the HR advisor assigns the HRSC to prepare the letter on change of position.</p>
7.	<p>The letter of change of position is signed by the Rector Magnificus/President and General Director/Secretary of the University. It is then presented to the regular full professor for signing.</p> <p>Once signed by all parties, HR Policy Staff will ensure filing of the job change letter in the digital personnel file.</p>

Procedure for establishing an endowed chair

Step	Description
1.	<p>An external party or parties reports to the Dean, or Head of Department or scientist, requesting the establishment of a new endowed chair. The appropriate person coordinates this request with the Dean. The Secretary to the School Board is also notified.</p> <p>If the Dean wishes to initiate the process for establishing an endowed chair, the Dean informs the Rector Magnificus accordingly.</p> <p>The School discusses the ground rules for establishing a new endowed chair with the external party/parties. The guidelines are used for this purpose.</p>
2.	<p>To establish a new endowed chair, the relevant Head of Department, in cooperation with the external party/parties under the responsibility of Tilburg University, will prepare a chair title and description, according to format.</p> <p>In the case of an interdepartmental or interschool chair, this is a joint responsibility of the Heads of Department involved. In the case of an interschool endowed chair, one School is designated as the home School of the endowed chair.</p> <p>The relevant Head of Department(s) coordinate(s) the endowed chair title and description with the Dean(s).</p>
3.	<p>The Dean submits the proposal to establish a new endowed chair to the OCD for advice and the Executive Board for decision, for the attention of the Endowed Chairs Foundation (sbl@tilburguniversity.edu).</p> <p>The proposal includes the following documents:</p> <ul style="list-style-type: none"> • Cover letter of the Dean according to format including chair title, name of external party/parties, duration and scope of endowed chair, rationale for endowed chair, and type of recruitment. Closed recruitment is an exception and requires motivation with the addition of the candidate's CV; • Chair description according to format including assignment, profile of chair holder, and composition of Selection Committee; <i>and</i> • Draft chair agreement according to model agreement. The draft chair agreement has already been approved by the external party/parties.
4.	<p>The official secretary of Endowed Chairs Foundation discusses the proposal to establish a new endowed chair with the Rector Magnificus.</p>
5.	<p>In coordination with the Rector Magnificus, the proposal is submitted to the <i>OCD</i> for advice. The Endowed Chairs Foundation will provide the documents.</p>
6.	<p>After the <i>OCD</i>, the Endowed Chairs Foundation informs the Dean, Head of Department, Secretary to the School Board, and HR advisor regarding the <i>OCD</i>'s recommendation.</p> <p>Following the <i>OCD</i>, the proposal will be submitted to the Executive Board for decision. The Endowed Chairs Foundation will provide the documents.</p>
7.	<p>The Executive Board decides on the establishment of a new endowed chair and, when appropriate, the request for closed recruitment.</p>

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8. After the Executive Board meeting, the Endowed Chairs Foundation informs the Dean, Head of Department, Secretary to the School Board, and HR advisor regarding the Executive Board's decision.

In case of positive decision, the Rector Magnificus/President and General Director/Secretary of the University sign the chair agreement.

The Endowed Chairs Foundation prepares a letter to the establishing authority or authorities confirming the establishment of the endowed chair with a request to the establishing authority or authorities to sign the chair agreement. This letter is signed by the chair and official secretary of the Endowed Chairs Foundation and then sent by mail. The Endowed Chairs Foundation takes care of archiving this letter in DMS.

After the chair agreement is signed by all parties, the Endowed Chairs Foundation will take care of archiving the chair agreement in DMS.

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9. The recruitment, selection & appointment of an endowed professor can be initiated.
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Procedure appointment endowed professor

Step	Description
1.	<p>After establishment of the endowed chair, the recruitment, selection & appointment of the endowed professor begins. As a rule, this is done with open recruitment unless the Executive Board has granted exemption for this in the decision to establish the endowed chair.</p> <p>The Selection Committee (or standing School committee) is responsible for selecting candidates for appointment as endowed professor to the appropriate endowed chair. Candidates are invited to submit an assessment portfolio. After one or more rounds of interviews, the Selection Committee reports to the Dean according to format.</p> <p>The Dean may additionally obtain references from external, independent professors with a high (inter) national reputation within the field of the endowed chair. A standard format is available for this purpose.</p> <p>At the Dean's request, the Head of Department and/or HR advisor enters into discussions with the prospective candidate regarding the legal status and conditions of employment. The format ancillary activities and financial interests is completed by the candidate.</p>
2.	<p>The Dean submits the proposal for appointment of the endowed professor to the OCD for advice and the Executive Board for decision, for the attention of the Endowed Chairs Foundation (sbl@tilburguniversity.edu).</p> <p>The proposal includes the following documents:</p> <ul style="list-style-type: none"> • Cover letter of the Dean according to format including rationale for the candidate, term and scope of appointment, and legal status of the endowed professor; • Chair description according to format; • Assessment portfolio candidate; • Report Selection Committee as per format; <i>and</i> • Format ancillary activities and financial interests. <p>Supplementary if necessary:</p> <ul style="list-style-type: none"> • External, independent references. <p>The Head of Department and/or HR advisor informs the candidate of the schedule until the decision to appoint.</p>
3.	<p>The official secretary of the Endowed Chairs Foundation discusses the proposal to appoint endowed professor with the Rector Magnificus.</p>
4.	<p>In coordination with the Rector Magnificus, the proposal is submitted to the <i>OCD</i> for advice. The Endowed Chairs Foundation will provide the documents.</p>
5.	<p>The Endowed Chairs Foundation informs the Dean, Head of Department, Secretary to the School Board, and HR advisor regarding <i>OCD's</i> recommendation.</p> <p>Following the <i>OCD</i>, the proposal will be submitted to the Executive Board for decision. The Endowed Chairs Foundation will provide the documents.</p>
6.	<p>The Executive Board makes a proposed decision to appoint endowed professor.</p> <p>After the Executive Board meeting, the Endowed Chairs Foundation informs the Dean, Head of Department, Secretary to the School Board, and HR advisor regarding the Executive Board's proposed decision.</p>
7.	<p>If the proposed decision is positive, the Rector Magnificus invites the proposed endowed professor for an introductory interview. The Endowed Chairs Foundation arranges this appointment and notifies the Dean, Head of Department, Secretary to the School Board, and HR advisor of the date.</p>

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8. The Endowed Chairs Foundation notifies the Dean, Head of Department, Secretary to the School Board, and HR advisor of the outcome of the introductory interview. The Head of Department notifies the candidate.

Positive completion of introductory interview marks the final appointment as endowed professor.

The Endowed Chairs Foundation prepares a letter of appointment to the endowed professor, as well as a cover letter to the establishing authority/authorities together with a copy of the letter of appointment. These letters are signed by the chair and the official secretary of the Endowed Chairs Foundation and then sent by mail. The Endowed Chairs Foundation provides archiving of these letters in DMS.

The HR advisor assigns the HRSC to prepare the legal status agreement. Except appointments within TST (see step 8a).

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- 8a. In case of appointment within TST, the School is requested to initiate the church route. In doing so, the School keeps the Endowed Chairs Foundation informed and informs the Endowed Chairs Foundation when the necessary ecclesiastical consent is obtained.

Upon positive completion of the church route, the HR advisor gives assignment to the HRSC to prepare the legal status agreement.

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9. The legal status agreement between Tilburg University and the endowed professor is signed by the Rector Magnificus/President and General Director/Secretary of the University. The agreement is then presented to the endowed professor for signing.

Once signed by all parties, HR Policy Staff will ensure filing of the legal status agreement in the digital personnel file.

The Endowed Chairs Foundation informs the press officers and the beadle of the endowed professor's appointment. A press release is prepared by the School and the endowed professor schedules the inaugural address with the beadle (pedel@tilburguniversity.edu).

Procedure extension endowed chair and reappointment endowed professor

Step	Description
1.	<p>In the penultimate year of the endowed chair, the Supervisory Board evaluates the endowed chair and how the endowed professor has implemented the endowed chair.</p> <p>Upon positive evaluation, the establishing authority/authorities may request that the establishment of the endowed chair and the appointment of the endowed professor be renewed. This request will be reviewed by the Head of Department and Dean.</p> <p>If necessary, the Head of Department updates the chair title and/or description in collaboration with the establishing authority/authorities under the responsibility of Tilburg University, and coordinates with the Dean.</p>
2.	<p>The Dean submits the proposal to extend the establishment of the endowed chair and the appointment of the endowed professor to the OCD for advice and Executive Board for decision, for the attention of the Endowed Chairs Foundation (sbl@tilburguniversity.edu).</p> <p>The proposal includes the following documents:</p> <ul style="list-style-type: none"> • Cover letter of the Dean according to format including rationale for extension of endowed chair and endowed professor, duration and extent of extension, and any changes in composition of the Supervisory Board; • (Modified) chair description according to format; • Activity report endowed professor; • Supervisory Board evaluation report according to format; <i>and</i> • Draft addendum to the existing chair agreement or draft chair agreement in case of change establishing authority/authorities according to model agreement. Addendum or chair agreement have already been approved by the establishing authority/authorities. <p>The Head of Department and/or HR advisor informs the endowed professor of the schedule until the decision to extend.</p>
3.	<p>The official secretary of the Endowed Chairs Foundation discusses the proposal to extend the establishment of the endowed chair and the appointment of the endowed professor with the Rector Magnificus.</p>
4.	<p>In coordination with the Rector Magnificus, the proposal is submitted to the <i>OCD</i> for advice. The Endowed Chairs Foundation will provide the documents.</p>
5.	<p>After the <i>OCD</i>, the Endowed Chairs Foundation informs the Dean, Head of Department, Secretary to the School Board, and HR advisor regarding the <i>OCD</i>'s advice.</p> <p>Following the <i>OCD</i>, the proposal will be submitted to the Executive Board for decision. The Endowed Chairs Foundation will provide the documents.</p>
6.	<p>The Executive Board will make a decision on extending the establishment of the endowed chair and appointing the endowed professor.</p>

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7. After the Executive Board meeting, the Endowed Chairs Foundation informs the Dean, Head of Department, Secretary to the School Board, and HR advisor regarding the Executive Board's decision. The Head of Department informs the endowed professor.

In case of a positive decision, the Rector Magnificus/President and General Director/Secretary of the University sign the addendum or chair agreement.

The Endowed Chairs Foundation prepares a letter to the endowed professor and a letter to the establishing authority/authorities confirming the renewal of the establishment of the endowed chair and the renewal of the appointment of the endowed professor, requesting the establishing authority/authorities to sign the addendum or chair agreement. These letters are signed by the chair and official secretary of the Endowed Chairs Foundation and then sent by mail. The Endowed Chairs Foundation provides archiving of these letters in DMS.

Once signed by all parties, the Endowed Chairs Foundation ensures archiving of the addendum or chair agreement in DMS.

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8. The HR advisor assigns the HRSC to prepare the renewal of the endowed professor's legal status agreement.

Once signed by all parties, the renewal of the legal status agreement is automatically archived in the digital personnel file.

Procedure extension endowed chair (without reappointment)

Step	Description
1.	<p>In the penultimate year of the endowed chair, the Supervisory Board evaluates the endowed chair.</p> <p>Upon positive evaluation, the establishing authority/authorities may make the request to renew the establishment of the endowed chair. This request will be reviewed by the Head of Department and Dean.</p> <p>The Head of Department updates the chair title and/or description in collaboration with the establishing authority/authorities under the responsibility of Tilburg University, and coordinates with the Dean.</p>
2.	<p>The Dean submits the proposal to renew the establishment of the endowed chair to the <i>OCD</i> for advice and Executive Board for decision, to the attention of the Endowed Chairs Foundation (sbl@tilburguniversity.edu).</p> <p>The proposal includes the following documents:</p> <ul style="list-style-type: none"> • Cover letter of the Dean according to format including rationale for extension of endowed chair, duration and extent of extension, type of recruitment and any changes in composition of the Supervisory Board. Closed recruitment is an exception and requires motivation with the addition of the candidate's CV; • Adjusted chair description according to format including assignment, profile of chair holder and composition of the Selection Committee; • Supervisory Board evaluation report according to format; <i>and</i> • Draft addendum to the existing chair agreement or draft chair agreement in case of change establishing authority/authorities according to model agreement. Draft addendum or draft chair agreement have already been approved by establishing authority/authorities.
3.	<p>The official secretary of the Endowed Chairs Foundation discusses the proposal to extend the establishment of the endowed chair with the Rector Magnificus.</p>
4.	<p>In coordination with the Rector Magnificus, the proposal is submitted to the <i>OCD</i> for advice. The Endowed Chairs Foundation will provide the documents.</p>
5.	<p>After the <i>OCD</i>, the Endowed Chairs Foundation informs the Dean, Head of Department, Secretary to the School Board, and HR advisor regarding the <i>OCD</i>'s recommendation.</p> <p>Following the <i>OCD</i>, the proposal will be submitted to the Executive Board for decision. The Endowed Chairs Foundation will provide the documents.</p>
6.	<p>The Executive Board makes a decision on extending the establishment of the endowed chair and, when appropriate, the request for closed recruitment.</p>
7.	<p>After the Executive Board meeting, the Endowed Chairs Foundation informs the Dean, Head of Department, Secretary to the School Board, and HR advisor regarding the Executive Board's decision.</p> <p>In case of positive decision, the Rector Magnificus/President and General Director/Secretary of the University sign the addendum or chair agreement.</p> <p>The Endowed Chairs Foundation prepares a letter to the establishing authority/authorities confirming the renewal of the establishment of the endowed chair with a request to the establishing authority/authorities to sign the addendum or chair agreement. This letter is signed by the chair and secretary of the Endowed Chairs Foundation and then sent by mail. The Endowed Chairs Foundation provides archiving of this letter in DMS.</p> <p>Once signed by all parties, the Endowed Chairs Foundation ensures archiving of the addendum or chair agreement in DMS.</p>
8.	<p>The recruitment, selection & appointment of an endowed professor can be initiated.</p>

Procedure appointment university professor

Step	Description
1.	<p>The initiative for recruitment, selection & appointment lies with the Rector Magnificus.</p> <p>A Dean may also submit a proposal to the Rector Magnificus. In that case, the Dean discusses the proposal confidentially with the Rector Magnificus at an early stage. This is done before the candidate is aware of it.</p>
2.	<p>The Rector Magnificus discusses the nomination request including the outline of the university assignment confidentially and probing the Executive Board, immediately followed by the Board of Governors, to gauge initial reaction and receive advice. The provision of central resources is also discussed. This is done before the candidate is aware of this.</p>
3.	<p>The Rector Magnificus discusses the appointment request including the outline of the university assignment confidentially and probing in the OCD to gauge initial reaction and receive advice. The embedding and positioning of the university professor is also discussed. The university professor is not attached to one School but has an anchor School to ensure proper embedding (including workplace). This before the candidate is aware of this.</p>
4.	<p>The Rector Magnificus enters into discussion with the candidate. The university assignment is worked out in consultation between the candidate and Rector Magnificus, according to format.</p> <p>At the request of the Rector Magnificus, the HR Director enters into discussion with the candidate regarding the legal status and conditions of employment. The format ancillary activities and financial interests is completed by the professor.</p> <p>The Director of HR coordinates with the General Director/Secretary of the University regarding funding for the university professor. The General Director/Secretary of the University writes a proposal for this.</p>
5.	<p>The HR Director delivers the proposal for appointment of the university professor to the OCD for advice and Executive Board for decision, for the attention of HR Policy Staff (hrpolicy@tilburguniversity.edu).</p> <p>The proposal includes the following documents:</p> <ul style="list-style-type: none"> • Cover letter of the HR Director according to format that includes chair title, term and scope of appointment, positioning, and legal status of candidate; • University assignment according to format; • Letter General Director/Secretary of the University regarding funding of the university professor; • Assessment portfolio candidate; <i>and</i> • Format ancillary activities and financial interests. <p>The HR Director informs the candidate of the schedule until the decision to appoint.</p>
6.	<p>The proposal will be submitted to the OCD for advice. HR Policy Staff will provide the documents.</p>
7.	<p>Following the OCD, the proposal will be submitted to the Executive Board for decision. HR Policy Staff will provide the documents.</p> <p>The Rector Magnificus informs the members of the Board of Governors of the proposed appointment of the university professor.</p>

8. The Executive Board makes decision to appoint the university professor.

HR Policy Staff prepares a letter of appointment to the university professor. This letter is signed by the Rector Magnificus and then sent by mail. HR Policy Staff ensures archiving of this letter in the digital personnel file.

The Rector Magnificus informs the Deans and the members of the Board of Governors of the appointment of the university professor.

HR Policy Staff prepares the legal status agreement (or letter of change of position).

9. The legal status agreement (or letter of change of position) between Tilburg University and the university professor is signed by the Rector Magnificus/President and General Director/Secretary of the University. Then the agreement is presented to the university professor for signing.

Once signed by all parties, HR Policy Staff will ensure filing of the legal status agreement in the digital personnel file.

HR Policy Staff informs the press officers and the beadle of the appointment of the university professor. A press release is prepared and the university professor schedules the inaugural address with the beadle (pedel@tilburguniversity.edu).

Procedure appointment visiting professor

Step	Description
1.	<p>The Dean appoints the visiting professor.</p> <p>The HR advisor assigns the HRSC to prepare the facilities agreement. The facilities agreement is signed by the School Director and the visiting professor.</p> <p>Once signed by all parties, the facilities agreement is automatically archived in the digital personnel file.</p>
2.	<p>The Dean informs the <i>OCD</i> of the appointment of the visiting professor by means of a letter according to format including discipline and background of the visiting professor, and length and extent of stay at Tilburg University.</p>

Granting facilities to an emeritus professor

Step	Description
1.	<p>The agreement on a professor's legal status ends by operation of law upon reaching the state pension age.</p> <p>The professor will receive a letter prior to emeritus status regarding the termination of the legal status agreement. The HR advisor assigns the HRSC to prepare this letter. The letter is signed by the Director of the appropriate School.</p>
2.	<p>The emeritus professor retains the title of professor and is called emeritus professor. For a maximum of five years as of emeritus, the emeritus professor retains the <i>ius promovendi</i>. This applies to ongoing PhD programs for which the Doctorate Board appointed the emeritus professor prior to the resignation date. At the time of the emeritus status, it is established for which PhD researchers the emeritus professor still functions as supervisor. The emeritus professor can no longer be appointed as supervisor for new PhD programs.</p> <p>The emeritus professor receives various basic facilities for life, including retention of the Tilburg University email address and access to the University (digital) library.</p> <p>A facilities agreement professor <i>ius emeriti</i> is entered into for up to five years as of the emeritus status. The HR advisor assigns the HRSC to prepare this facilities agreement. This facilities agreement is signed by the Director of the respective School, and the emeritus professor.</p> <p>After five years, a permanent professor <i>ius emeriti</i> facilities agreement is entered into. The HR advisor assigns the HRSC to prepare this facilities agreement. This facilities agreement is signed by the Director of the respective School, and the emeritus professor. Every two years, the HR advisor reviews the need to renew the facilities agreement.</p> <p>No new employment contract in the full professor position will be entered into.</p>

Appendices

1. UFO profile Full Professor

VSNU UFO/indelingsinstrument functionfamily education and research - Professor/ Full Professor (E-A) - version 6 - March 2023

Goal

To ensure the development, cohesion and implementation 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 (E-A)
- Lecturer/ Assistant Professor (E-A)
- Researcher
- Teacher
- PhD Candidates
- Support Staff

Resultareas

Main activity	Frame	Result	Activity
1. Faculty Plan/Department Plan			
To provide input from the chair and to collect and record ideas and priorities	research programme and curriculum	Contribution to an institute's research programme and curriculum and department plan	<ul style="list-style-type: none"> - Formulate 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 - Keep abreast of developments in the specialist field by reading professional journals, attending conferences and maintaining contact with fellow researchers/teachers
2. Education and Research Board			
To provide leadership and direction to education and research relevant 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 - Lead processes in the area of quality care for the education and the accreditation of the programme
3. HRM Policy			
To implement the HRM policy laid down by the Dean within the scope of the chair	Department Plan Collective Labour Agreement (CAO) The Institute's central guidelines	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 and organise joint work consultations - Ensure an open, safe and inclusive working environment

4. Educational Development

<p>To bear responsibility for developing academic study programmes tailored to meet societal demand and the needs of students</p>	<p>Aims of the faculty's curriculum Relationship with other course components in the curriculum</p>	<p>Content, teaching, testing method(s) and composition of course components assigned to the chair</p>	<ul style="list-style-type: none"> - Keep up to date with relevant 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 - Maintain and further develop one's own network with internal and external national and international influential education experts, teachers, professional educational organisations and third parties - Share knowledge with national and international fellow teachers and experts in the relevant subject area - Bear responsibility for selecting relevant literature and educational methods - Bear responsibility for translating relevant 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 - Develop new inclusive teaching methods that fit the learning and development profiles of a diverse group of students
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5. Acquisition of Contract Teaching and Research

<p>To acquire and develop contract teaching and research and represent the chair</p>	<p>Faculty and Department Plan In consultation with the directors</p>	<p>Contracts with potential national and international partners and financiers for substantive and financial participation</p>	<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 of research and education - 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 teachers/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
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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 peer review and feedback by colleagues during study modules - Bear responsibility for applying the quality system - Discuss the staffing required to teach the allotted course components with the Director of the Educational Institute
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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
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8. Policy regarding PhD Candidates

To appoint, supervise and assess PhD Candidates in their work and progress on their doctoral research in the role of doctoral thesis supervisor	Collective agreement Faculty policy	Contribution to high quality research and the PhD Candidates ability to complete the doctoral thesis in good time, including maintaining research potential for the chair	<ul style="list-style-type: none"> - Inform PhD Candidates of possible subjects for doctoral research - Select PhD Candidates for doctoral research - Ensure that daily supervision is of sufficient quality and intensity - Supervise and discuss progress of the research or parts of it with the PhD Candidates - Assess the PhD Candidates doctoral thesis - Test the training programme set up by the PhD Candidate against the requirements of the PhD Candidates policy and, if relevant, the requirements of the national school of research - Encourage and ensure the professional development of the PhD Candidates and their careers
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9. Development of Research

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

- Keep up to date with relevant 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 relevant 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

- Direct and guide scientific and research support staff
- Bear responsibility for applying the quality system with regard to the research
- Bear responsibility for the management of research data and encourage possibilities for data re-use
- Publish open access and other 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

- 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 Teachers 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/veterinary physicians with regard to their skills in patient care in the relevant 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			
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	Institutional policy faculty policy	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 through various media, including social media, and aimed at various target groups (business community, government, educational institutions, general public) - Encourage and contribute by means of consultancy - Encourage designing of prototypes - Encourage patent applications - 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 (E-A)

Function level	Professor/ Full Professor (E-A) 1	Professor/ Full Professor (E-A) 2
Ranking criteria		
Teaching	<p>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.</p> <p>National and international authority serving to position the institution, demonstrated by:</p> <ul style="list-style-type: none"> - faculty and cross-faculty programme in the area of educational reform or innovation - major role in national committee of the discipline - acting as invited speaker during national and international conferences in the field of the discipline's teaching methods - acting as curriculum reviewer at other universities, including internationally 	<p>Responsible for the quality of teaching under own professorship. Makes strategic proposals and implements the faculty's educational policy.</p>
Research	<p>Translates developments in the research field into international research programmes.</p> <p>National and international authority in one's own research field, which gives the institute its position, demonstrated by:</p> <ul style="list-style-type: none"> - 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. 	<p>Translates developments in the research field into national research programmes.</p> <p>Authority in own field of research, with which the faculty positions itself, demonstrated by:</p> <ul style="list-style-type: none"> - 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	<p>Manages a professorial chair, department or institute with > 10 FTE academic staff.</p> <p>Chairs national or international committees or working groups, with which the institution positions itself.</p>	<p>Manages a professorial chair, department or institute with < 10 FTE academic staff.</p> <p>Chairs or takes part in committees or working groups, focussing on the management of the faculty or institute.</p>

Ranking Rules Professor/ Full Professor (E-A)

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. Reference amount for funding an endowed chair

An external party (the establishing authority) that wishes to establish an endowed chair at Tilburg University for a period of five years provides an annual financial contribution to the School in which the endowed chair is established. The reference amount for funding an endowed chair was adopted by the Executive Board on November 4, 2025 and enters into force on January 1, 2026.

Reference amount for an endowed chair as of January 1, 2026

For the funding of an endowed chair for a five-year period, aimed at ensuring proper embedding and positioning of the endowed chair and the endowed professor, the reference amount consists of compensation for **salary costs** and for **embedding & infrastructure**. Salary costs are based on the salary scales set out in the Collective Labour Agreement for Dutch Universities (CLA-NU). An explicable standard is applied for the item “other costs / embedding & infrastructure”. The amounts were determined in consultation with the Division of Finance & Control.

1. Salary costs

Salary costs are based on the maximum salary for a Full Professor 2 for a 0.2 FTE appointment under the CLA-NU. As of January 1, 2026, these salary costs amount to **€38,000** per year (including employer charges).

2. Embedding & infrastructure

The costs for Embedding & Infrastructure are set at €20,000 per year.¹

This amount covers costs incurred for:

- activities carried out by the Dean, Head of Department, Executive Board, and support staff in connection with the establishment of the endowed chair, the appointment of the endowed professor, and the associated contractual arrangements between Tilburg University and the external party and between Tilburg University and the endowed professor;
- activities carried out by departmental staff for onboarding the endowed professor, ensuring a strong start and proper embedding;
- support of the endowed professor during the appointment period through the commitment and investment of the Department, including the Head of Department and colleagues. Departmental costs also include workplace facilities (office space, laptop, telephone, software licenses);
- attendance at (inter)national conferences. Conferences provide a platform for the endowed professor to share specific expertise, connect knowledge from practice and academia, and enhance the visibility of the endowed chair.

Reference amount for funding an endowed chair as of January 1, 2026

Salary costs:	€38,000 *	Full Professor 2 / maximum salary for 0.2 FTE
Embedding & infrastructure:	€20,000 **	
Total:	€58,000	

* Salary costs as of January 1, 2026. Salary costs are indexed annually in accordance with the CLA-NU.

** The annual costs for embedding & infrastructure apply for a period of five years. In 2030, it will be assessed whether this amount should be indexed as of January 1, 2031.

¹ The amounts are based on Tilburg University's policy for the integral cost price calculation in accordance with the Handleiding externe activiteiten (Manual for external activities).

Application of the reference amount in funding an endowed chair

The reference amount provides guidance and serves as the starting point for establishing an endowed chair.

The following options are possible:

- the establishing authority or authorities fund both the salary costs and the costs for embedding & infrastructure (€58,000);
- the establishing authority or authorities make the endowed professor available to Tilburg University at no cost and fund the costs for embedding & infrastructure (€20,000);
- it is advisable to additionally explore possibilities for funding a PhD researcher and/or a post-doctoral researcher. In that case, the Department has scope to discuss the level of the costs for embedding and infrastructure. This is a decision of the Department and the Dean. However, this option to reduce the reference amount is not communicated to the establishing authority in advance.

In exceptional cases where the Dean wishes to make arrangements with the establishing authority or authorities that differ from those described above, the Dean must provide a reasoned justification in the proposal to establish the endowed chair submitted to the Executive Board.

Transitional policy

Existing financial arrangements for endowed chairs that are already established as of January 1, 2026 remain in force. This also applies to endowed chairs that are in preparation prior to January 1, 2026 and for which different funding arrangements have been agreed.

For initial discussions with external parties as of January 1, 2026 regarding the establishment of an endowed chair, the new reference amount applies.

Upon renewal of endowed chairs, the establishing authority or authorities will be asked to agree to the new reference amount.

Appendix 3. Positioning & funding of the university professor

Introduction

The Full Professorship Policy describes, among other things, the range of types of professors and chairs, including the university professor and the university chair. A university professor is an exceptional position for a professor, coming from within or outside Tilburg University.

We endorse the importance of clear and structural arrangements regarding the positioning and funding of the university professor. This appendix elaborates on such arrangements, supplementing the description and appointment procedure as set out in the Full Professorship Policy ([see Section 3.3 “University professor”](#)).

Positioning

The university professor stimulates collaboration across disciplines, both within and between Schools, and promotes co-creation with external partners. The university professor is representative of the various disciplines within the University.

In line with this ambition, the university professor is positioned directly under the Executive Board. As a result, the university professor is not affiliated with a specific School, but does have an “anchor” at one of the Schools, providing an academic home base. The determination of this School-specific anchor forms part of the appointment procedure. In practice, this means that the Rector Magnificus acts as the line manager of the university professor and, for example, conducts the Performance & Talent Development (P&TD) interview with the university professor together with the Dean of the School that provides the academic home base.

Funding

The Executive Board funds the salary costs of the university professor, including in cases where the university professor is already employed within one of the Schools. This principle aligns with the cross-school and independent position attributed to the university professor.

In addition, upon appointment the university professor receives start-up funding to provide an impulse to the university-wide mandate of the university professor.

Appendix 4. Professor of Practice

Introduction

The Professor of Practice is a position for highly experienced professionals from practice who, through a part-time appointment, contribute to the societal embedding and impact of the University's education. From leading roles in prominent organizations, companies, or public institutions, they bring in up-to-date knowledge and extensive networks, thereby bridging academia and society.

Description

The Professor of Practice plays an important role in delivering education, particularly in master's programs, through the introduction of practice-driven insights. Students are challenged to reflect on the application of scientific knowledge in societal and governance contexts. In doing so, the Professor of Practice not only provides engaging education but also advances the University's strategic ambition to contribute to solutions for complex societal challenges.

This exceptional position closely aligns with the University's mission Understanding Society and fits with its commitment to societal relevance, collaboration, and strengthening the public value of academic work.

By initiating innovative educational and impact activities, acting as a speaker at events, creating internship and career opportunities for students and PhD researchers, and stimulating connections with practice and potential funding opportunities, the Professor of Practice enhances the societal relevance and visibility of the University. In addition, the Professor of Practice strengthens collaboration with external partners and identifies developments and trends that are relevant to the University's education and research.

Candidates for appointment have a proven track record as innovative leaders, executives, or entrepreneurs in a leading organization. They possess a distinctive professional reputation, a strong network, and are inspiring lecturers. The Professor of Practice is not required to be actively engaged in academic research, but does have affinity with it. In principle, the candidate holds a doctoral degree.

The Professor of Practice is not a professor in the formal sense and does not have the *ius promovendi*.

Appointment

A Professor of Practice is appointed for 0.1–0.2 FTE for a period of five years. The appointment is made by the Dean of the relevant School, after consultation with the OCD.

The appointment procedure is elaborated below.

Renewal is possible if the Dean decides to extend the appointment as Professor of Practice for another five-year term. The OCD is informed of this decision by the relevant Dean.

Start

Following appointment, the candidate receives the title *Professor of Practice*. An employment contract or a Professor of Practice agreement governing the legal position of the Professor of Practice is concluded.

The appointment is publicly announced through a press release. The Professor of Practice does not deliver an inaugural lecture.¹ The Professor of Practice and the relevant School are encouraged to organize a public lecture (“welcome lecture”) within one year of appointment. During this lecture and at academic ceremonies, the Professor of Practice is entitled to wear an academic gown

Placement & funding

The Professor of Practice does not have a dedicated UFO profile. The position is placed in scale 15. Tilburg University applies its internal remuneration system in this respect, with a view to transparency and consistency.

If the position is (partly) externally funded, a funding agreement is concluded between Tilburg University and the external party or parties. This agreement includes, among other things, arrangements on the duration and amount of funding, the independence of the Professor of Practice, intellectual property, and termination of the agreement.

P&TD interviews

Each year, the Professor of Practice—both salaried and non-salaried—holds a Performance & Talent Development (P&TD) interview with the Head of Department. This interview serves as a moment of reflection on professional and personal development, work satisfaction, ambitions, and objectives, linked to the five domains of Recognition & Rewards. The assignment of the Professor of Practice serves as a point of departure in this regard.

¹ Previously made arrangements, such as delivering an inaugural lecture where this has not yet taken place, remain in force for Professors of Practice already appointed.

Appointment procedure for Professor of Practice

Step	Description
1.	<p>The Dean follows the School appointment procedure.</p> <p>Prior to the final appointment, the relevant Dean consults the OCD regarding the appointment of the intended candidate as Professor of Practice.</p> <p>The Dean submits the appointment proposal to the OCD for an exploratory discussion. The proposal includes at least a description of the assignment for the Professor of Practice, the report of the appointment advisory committee (or standing School committee), and the candidate’s assessment portfolio.</p> <p>HR Policy Staff ensures that the documents are submitted to the OCD.</p>
2.	<p>Following discussion in the OCD, the relevant Dean appoints the candidate as Professor of Practice.</p> <p>The HR advisor instructs the HRSC to prepare the employment contract or Professor of Practice agreement. The agreement is signed by the School Director and the Professor of Practice.</p> <p>After signature by all parties, the agreement is automatically archived in the digital personnel file.</p>
3.	<p>The HR advisor informs the press officer of the appointment of the Professor of Practice. A press release is prepared by the relevant School.</p>

Colofon

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