



# **FACULTY MANAGEMENT CHARTER**

Nyenrode Business Universiteit

Version July 2017

Established by the University Board on 16 October 2017

This document is an annex to the General Statute of Universiteit Nyenrode B.V. The latter gives the relevant definitions for the bodies (such as Academic Board ) mentioned in this Charter.

## Table of Contents

Introduction.....	3
2 Faculty.....	5
2.1 Faculty members .....	5
2.2 New faculty members.....	6
2.3 External lecturers .....	6
3 Professorial policy.....	7
3.1 Appointment of professors .....	7
3.2 Types of contracts for professors.....	9
3.3 Sponsored chairs .....	9
3.4 Appraisal.....	10
3.5 Career development.....	10
3.6 Retirement.....	11
3.7 Dismissal .....	12
4 Organization of faculty.....	13
4.1 Structure of faculty - Centers .....	13
4.2 Research management.....	14
4.3 Workload management.....	15
5 Center budgets.....	16
5.1 Internal activities .....	16
5.2 External activities.....	18
6 Human resources policies.....	19
6.1 Appraisal and performance management.....	19
6.2 Faculty development .....	20
6.3 Policies for vacancies and retiremen.....	21
Appendix A – Role of the University Board with respect to Faculty .....	23
Appendix B – Job description Head of Faculty .....	24
Appendix C – Nyenrode Research Council.....	25
Appendix D – Job description Center Director .....	26
Appendix E – Overview of Nyenrode centers and their directors.....	27
Appendix F – Model contract for an agreement for a sponsored chair .....	28
Appendix G – Model contract for contract research.....	32
Appendix H – Appraisal form Nyenrode faculty .....	37
Appendix I – Appointment procedure for a Professor at Nyenrode .....	48
Appendix J – Criteria for recommendation to the BAC (for internal candidates).....	52
Appendix K – Rules and Regulations Ancillary Functions.....	54

## Introduction

This report documents the vision of Universiteit Nyenrode B.V., (also called Nyenrode Business Universiteit or simply Nyenrode in this document) on faculty management, both in terms of content and organization. The very existence of a university is based on its two main tasks: to generate and to transfer knowledge. At a business university such as Nyenrode, which has been founded 'for business, by business', these tasks must be fulfilled within a collegial and financially sound environment.

To this end, the faculty carries out teaching and research, supervises PhD candidates, provides publications and publicity, contributes to discussions on current social issues, acquires research projects, (chair) sponsoring and offers executive education programs. Furthermore, the faculty provides instruction and supervises the thesis projects of students and executives participating in the various Nyenrode programs. The generation of knowledge comes from either academic or applied research. The transfer of knowledge can be attained through many means, such as:

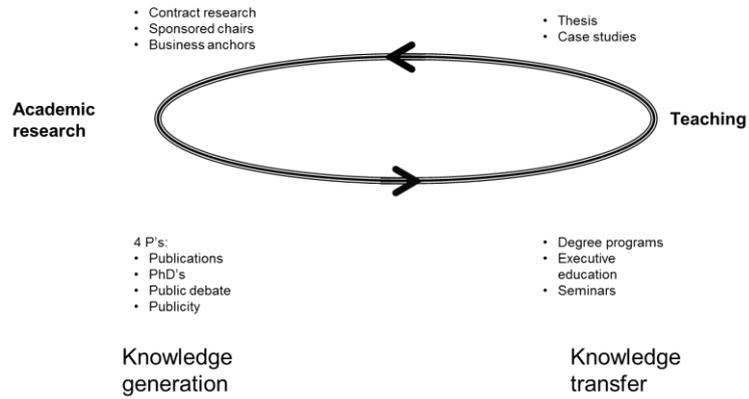
- Teaching
- Executive education
- Publications
- Publicity
- Seminars, etc.

At Nyenrode Business Universiteit *the generation and transfer of knowledge reinforce each other*. It is the responsibility of the Nyenrode faculty to ensure a long-term commitment to both teaching and research. It is one of the strengths of Nyenrode's faculty to *bridge the gap between the academic and the business world*. This means making their research findings applicable to their teaching, and using input from teaching in their research efforts.

Thus, as an example, research findings will be included in the classroom, while interaction with students and executives can serve as input or inspiration for future research. Such findings and inspiration are then used in business contacts, chair sponsorships and executive education. This does not imply that each faculty member should be an expert in both teaching and research. However, all faculty members should remember that the university as a whole, and their Center as an entity, need to embrace both tasks.

In order to bridge the gap between the academic and the business world, the Center is involved in several activities. The generation of knowledge comes from research, the transfer of knowledge is achieved by teaching, among other activities. Both activities reinforce each other (see the figure below).

## Knowledge cycle



Ideally, the Center works for both the internal and the external market; focuses on both knowledge generation and knowledge transfer; balances costs; and has a logical hierarchical structure with a number of full professors, associate professors, assistant professors and PhD students.

## 2 Faculty

All employees in academic positions holding a PhD belong to the Nyenrode faculty. However, we respect employment contracts negotiated before 01-09-2011 with current academic employees who do not have, and are not working towards, a PhD. Nevertheless, these employees run the risk that, in the foreseeable future, their teaching will be limited to Bachelor's programs and that their research time will be reduced. With regard to new faculty members, their appointment is dependent on either already holding a PhD or working towards one.

### 2.1 Faculty members

We distinguish between the following positions in the Nyenrode faculty:

- Full professor [Gewoon Hoogleraar];
  - Hoogleraar A
  - Hoogleraar B
- Associate professor [Universitair Hoofd Docent];
- Assistant professor [Universitair Docent] (on the Nyenrode payroll);
- Postdoc (Assistant professor with a temporary appointment for one or two years);
- Lecturer;
- Internal PhD student.

Nyenrode does not make use of the possibility to appoint a *bijzonder hoogleraar* (endowed professor, as defined in Section 9.55 of the WHW, the Higher Education and Research Act of the Netherlands) as there is no need for this kind of position within the University.

In the past, Nyenrode used a number of other position titles and, as mentioned above, we honor and respect contracts negotiated before 01-09-2011. For new contracts for current and future faculty members, however, only the position titles mentioned above are used.

It is of importance for the academic work and the overall stature of Nyenrode as a university that strong and structured external relationships are maintained with fellow academicians and business practitioners. To this end the following external academic titles can be used, once appointment as such is approved by the University Board.

- *Visiting fellow*: all those external academics with whom the Nyenrode faculty works on joint research and/or teaching. The duration of such an appointment can range from 6 to 12 months. A visiting fellow is appointed by a Center Director, subject to approval by the Academic Board. The appointment itself is handled by the Academic Services Center;
- *Visiting professor*: an external professor who wishes to conduct joint research and/or teaching with the Nyenrode faculty. This is either on invitation from Nyenrode (as part of a joint research program) or by an individual application arising from personal and professional interests and contacts. An appointment is usually for a period of one year. A proposal for the appointment of a visiting professor is submitted by the Center Director to the Academic Board. If the outcome is positive, the appointment is handled by the HRM department;
- *Honorary Doctor*: a Nyenrode title for exemplary performance in business, science and/or society based on personal merit and a professional compatibility with Nyenrode's overall mission and vision. In principle this is an appointment for life. The appointment of Honorary Doctors is described in the PhD Rules & Regulations.

## 2.2 New faculty members

For each vacancy, a clear set of requirements is defined by the Head of Faculty in coordination with the Center Director. This results in the drafting of a professional profile that is based on at least the following principles:

- Faculty members should have an PhD;
- Newly appointed faculty members need to have excellent teaching skills and need to be BKO (basic teaching qualification) certified (or obtain this certification within a year following appointment);
- Each faculty member should contribute to the following three areas: teaching, research and the institute as a whole;
- Candidates should preferably have a strong connection with the corporate world.

## 2.3 External lecturers

In many of the programs, external lecturers are used in addition to the Nyenrode core faculty. Within the Accountancy & Controlling programs in particular, a number of courses in Bachelor's programs and Master's courses are taught by freelance lecturers.

The selection of external lecturers always has to be approved by the Center Director, because the Center is responsible for the quality of its teaching. It is crucial that the allocation of internal faculty and external lecturers is supervised by the Center, where supply and demand come together. Clear and ex ante communication about the remuneration of the external lecturer is necessary.

When an external teacher is employed, the Center will only be credited for the hours used for coordination and for exams (and, in the case of executive education, for coordination only). In the event that an external teacher also takes care of the examination, the Center will only be credited for coordination. The actual costs, paid to the external teachers, will be directly charged to the relevant Degree or the EEOD program.

## 3 Professorial policy

### 3.1 Appointment of professors

Nyenrode maintains a very strict procedure for appointing full professors. (A full overview of the procedure for appointing full professors can be found in Appendices J and K). Before a candidate can become a full professor at Nyenrode, he or she is first screened by an advisory committee, or *Benoemingsadviescommissie* (BAC), set up specifically for the relevant chair (see in Appendix J.) This advisory committee is made up of two members from Nyenrode, at least two members from two other universities and a chairperson.

The committee interviews candidates and provides independent advice to the Academic Board and the University Board. The Rector Magnificus has the final authority on whether or not to appoint the candidate; The Rector can decide to consult the other Dutch universities as part of the decision-making process. Each professor appointed will be part of a Nyenrode Center (one only). This procedure is also applicable to persons who are already professors at other universities.

Nyenrode has specified some important criteria for considering the eligibility of current associate professors to be appointed as full professors. The set of criteria represent a threshold standard that candidates must meet or exceed. These criteria also apply, when possible, to outside candidates.

Additional remarks:

- Meeting the requirements does not automatically imply an appointment as a full professor. The criteria are essential pre-conditions, but meeting them is not sufficient in itself;
- The list of criteria is not necessarily exhaustive, and additional requirements may be formulated explicitly, depending on the specific position and/or circumstances;
- All appointments are at the discretion of the University Board in consultation with the Academic Board, having first heard the advice of the advisory committee (BAC);
- An appointment can only be considered if the position:
  - is financially viable, and
  - is compatible with Nyenrode strategy [and the Nyenrode structural plan, when completed].

A potential candidate will only be considered for appointment if he or she meets or exceeds the Nyenrode standards in both the areas of research and teaching. In addition, he or she needs to have a demonstrable professorial behavioral record in line with the positioning of Nyenrode. The criteria for these three areas are explained below.

#### *Research*

In the area of research, candidates should meet the following cumulative requirements:

- the candidate holds a PhD degree;
- the candidate's academic publications (excluding his or her PhD thesis) are worth at least 10 publication points in the Nyenrode Research Output Rating System; and
- at least two of these additional publications have received a rating of three or more points in the Nyenrode Research Output Rating System.

#### *Teaching*

In the field of teaching, candidates teaching in the Degree Programs should meet the following cumulative requirements:

- the candidate has a BKO (basic teaching qualification) certificate (or will obtain this qualification within a year following appointment);

- the candidate has a history of teaching excellence, and a good track record for the program that the courses form part of;
- the candidate has significant experience in course development, either in degree programs or in executive education, and has a demonstrated ability in taking the lead in development efforts; and
- the candidate is able to address different audiences and has taught successfully in various different programs (MSc, MBA, etc.).

#### *Professorial conduct;*

Candidates should fit the Nyenrode profile (by business, for business) and should represent the Nyenrode trinity of Leadership, Entrepreneurship and Stewardship (LES). Their professional conduct must be consistent with their professorial roles and duties.

The compatibility with Nyenrode and the LES trinity can be attributed to many different dimensions of the candidate's performance, conduct and/or personality, which makes it nearly impossible to fully specify the specific criteria in advance. Indications of this compatibility include, but are not limited to, the following:

- The candidate has taken on significant responsibilities to serve the Nyenrode community, such as a Program Directorship or a Center Directorship;
- The candidate has taken the initiative and/or responsibility for projects that have substantial relevance to the Nyenrode community or to the broader academic community to which he or she belongs;
- The candidate shows leadership in the areas of academic, professional, or public debate;
- The candidate has a track record in research or teaching that extends beyond the functional borders of his or her specific subject area;
- The candidate has proven commercial qualities;
- The candidate has a track record in acquiring research funding;
- The candidate shows true scholarship within and outside his or her subject area;
- The candidate is a role model for students and has proven capabilities for guiding students and PhD candidates towards successful academic and business careers (i.e., in the role of second supervisor in a PhD track).

An appointment to full professor is initially for a limited period of one year. A review will be conducted prior to the end of this period to determine whether a successive appointment is appropriate, or if the appointment will be terminated. If necessary, conditions can be attached to the initial appointment, which will be evaluated during the period of appointment at intervals that are specified in the appointment letter. This will also be part of the appraisal process. For professors on the Nyenrode payroll, the appointment is reconsidered every four years. Dutch law is applicable to the employment contract.

A newly appointed professor is expected to give his inaugural address between 9 and 18 months after the appointment.

#### *Role of the University Board*

This document repeatedly mentions that the final decision lies with the University Board. This has been stipulated as such in the Higher Education and Research Act (WHW). To make decisions as transparent as possible, the Nyenrode University Board will always confer with relevant parties (such as Head of Faculty, Academic Board, Research Council, HRM) when its decision deviates from the rules as laid down in this Charter and/or from recommendations given by the appropriate advisory

bodies (such as a BAC). Whenever possible, this will be documented.

### 3.2 Types of contracts for professors

Depending on the situation, Universiteit Nyenrode B.V. concludes one of the following contracts when a professor is appointed:

- On the payroll;
  - Salary is paid by Nyenrode; in some instances this can be invoiced to a third party. Hours worked on top of a part time position cannot be invoiced to Nyenrode.
- Not on the payroll, but contracted during a certain period with a clear assignment= “zero appointment”:
  - This professor works for at least 30,000 euros (according to internal remuneration standards), yet receives no payment. The euro amount serves as income for the Center with which the professor is affiliated;
  - Hours worked on top of this can be invoiced to Nyenrode, according to a pre-determined fee;
  - The Center Director and the professor are both responsible for monitoring when the 30,000 euro mark has been exceeded;
  - They report this to the Head of Faculty who then approves extra hours worked for invoicing;
  - The appointment is for a period of one year; an extension (for another period of one year) will be considered at least one month before the end of that year.
- Not on the Nyenrode payroll, but on the payroll of the chair’s sponsor;
- Retired professor (Emeritus);
  - This professor receives no payment, yet is allowed to supervise PhD students for five years after retirement. This period cannot be extended.

No matter what kind of contract he or she is working under, a professor is expected under all circumstances to be involved in teaching in the Nyenrode programs and to have a research schedule, including the requirement to publish.

### 3.3 Sponsored chairs

Nyenrode accepts sponsorship for chairs. Details of the sponsorship are laid down in a contract between Nyenrode Universiteit B.V. and the sponsoring party (see Appendix H). A request for the installment of a sponsored chair can be submitted to the Academic Board. The University Board will make the final decision about the installment, having heard the advice of the Academic Board. The procedure for the appointment of a professor to the sponsored chair is the same as that for the appointment of a regular professor.

Nyenrode will only accept a sponsored chair if:

- there is a minimum annual payment of 50,000 euros (equaling an appointment of 0.2 FTE);
- there is a minimum period of three years;
- the subject is compatible with Nyenrode strategy;
- the subject is compatible with and enhances the research done at Nyenrode;
- Nyenrode retains the option of open recruitment for filling the vacancy.

Professors occupying a sponsored chair are expected to give an annual report about their activities to the committee established by the parties involved for monitoring the sponsored chair.

### 3.4 Appraisal

Each year, professors participate in an appraisal interview which is conducted by the director of the Center to which the professor belongs. Employees with an appointment of 0.4 FTE or more will be interviewed by two people (the CD and Head of Faculty). During the appraisal, strengths and weaknesses are identified and targets for the next year are agreed upon. During the appraisal interview, Secondary activities/Ancillary functions are also discussed (see Appendix I and L). In addition to the annual appraisal, the Head of Faculty and the University Board review the professorial appointment every four years. The decision on continuing the professorial appointment is made by the University Board.

### 3.5 Career development

Nyenrode Universiteit B.V. pursues an active policy to enhance the career of its employees. To this end, it is possible to participate in a personal development project, which starts during the person's PhD study period. After obtaining the PhD degree, the former PhD student will be appointed as an assistant professor, provided that Nyenrode sees the potential for a long-term faculty career and the appointment is compatible with Nyenrode strategy. After a period of usually five years, a promotion from assistant professor to associate professor may follow and if the candidate fulfills the criteria for associate professorship as described earlier. This period can be also shorter with extenuating circumstances. The criteria that should be met are:

- the appointment is compatible with Nyenrode strategy [and the Nyenrode faculty structural plan];
- the candidate has acquired at least five research points (excluding the points earned with a PhD thesis);
- the candidate has at least one three-point publication;
- the candidate has a record as a successful teacher with several evaluations that consistently meet or exceed the average for the program;
- the candidate has sufficient experience with course development;
- the candidate has demonstrated leadership in his or her subject field;
- the candidate is actively involved in the Nyenrode community; and
- the candidate has acquired the BKO certificate.

As previously stated regarding the appointment to full professor, meeting the requirements does not automatically imply an appointment as an associate professor. The criteria are essential pre-conditions, and meeting them is not sufficient in itself. All appointments are at the discretion of the University Board in consultation with the Academic Board, having heard the advice of the Head of Faculty.

The next step, appointment to full professor, can be taken after a period typically lasting five years, and if the candidate fulfills the criteria for full professorship as described earlier. An appointment will be made as Hoogleraar A (Professor A) if all of these criteria are met:

- the appointment is compatible with Nyenrode strategy [and the Nyenrode faculty structural plan];
- the candidate has acquired at least ten research points (excluding the points earned with a PhD-thesis);
- the candidate has at least two three-point publications;
- the candidate has a record as a successful teacher with several evaluations that consistently meet or exceed the average for the program;
- the candidate has sufficient experience with course development;

- the candidate has demonstrated skill at supervising PhD students, either as a co-supervisor or supervisor of these students;
- the candidate has demonstrated leadership in his or her subject field;
- in the case of an internal candidate, has been actively involved in the Nyenrode community; and
- the candidate has acquired the BKO certificate.

The final step in the career path is to be promoted to Hoogleraar B (Professor B). The candidate has been Hoogleraar A for a period that usually exceeds five years and if the candidate fulfills the criteria for full professorship B as described earlier. The candidate fulfills all criteria relevant for a full professor appointment but with the following additions:

- the candidate has made a very substantial contribution to his or her scientific field, which is represented by at least 5 three-point publications and at least 20 research points;
- the candidate has demonstrated skill at supervising PhD students by a successful completion of at least one PhD program;
- the candidate should make a very substantial contribution to the educational process at Nyenrode;
- internal candidates also have to make a substantial contribution to the Nyenrode community.

External candidates who have been a professor at another university can be appointed Hoogleraar B provided they meet the aforementioned criteria, with the exception of the last criterion. University Board will decide in this after consultation with Head of Faculty and HRM.

Once again, meeting the requirements does not automatically guarantee an appointment as Hoogleraar B. This can only take place if the candidate has the endorsement of the Academic Board and even then, the final decision lies with the University Board.

Within the scope of the Nyenrode career policy, young, promising PhD students and assistant and associate professors are encouraged to fulfill the requirements laid down for a full professorship. This process is monitored by the Center Director, the Head(s) of Faculty and HRM.

### 3.6 Retirement

Nyenrode Universiteit B.V. applies the following rules to the retirement of a professor:

- the appointment of a professor ends at the legal retirement age as stipulated by law and by the current Nyenrode collective employment agreement (CAO);
- Nyenrode and the retiring professor have to start looking for a successor (if it is determined that a successor is appropriate) within a timeframe that ensures that the proceedings are finalized before the retirement of the chair holder. Extensions of the appointment beyond the legal age of retirement are rarely given. Some of the reasons for giving them might be:
  - The appointment of a successor is not yet finalized; or
  - One or more projects have not been completed.

Furthermore, it is important to note that, if an extension is granted, this will apply to a period lasting until the end of the academic year if the candidate reaches the legal retirement age during the period from September to December, or until the end of the following academic year (birthday in January to August);

- If it is deemed absolutely necessary, a second extension for the duration of another academic year may be granted. A third extension is not possible;
- When a professor retires, Nyenrode provides confirmation of this in writing. The professor then becomes an Emeritus;

- A retired professor is allowed to fulfill the role of supervisor for PhD students for five years after retirement. This period cannot be extended.
- A retired professor may keep his/her Nyenrode e-mail address for five years after retirement if he or she has PhD-programs in progress, otherwise he or she may keep his/her e-mail for one year.

### **3.7 Dismissal**

Nyenrode Universiteit B.V. adheres to the provisions of the Higher Education and Research Act (WHW), Section 9.19, with regard to dismissal.

Upon an honorable discharge an Emeritus will maintain the *Ius Promovendi* for five years after the date of retirement. Also, after an honorable discharge, a retired professor maintains the right to use the title 'Professor Emeritus' for the rest of his/her life.

## 4 Organization of faculty

The University Board bears overall responsibility for the faculty (Appendix A). Daily responsibility is delegated to the Head of Faculty, and the faculty is organized in Centers, each headed by a Center Director. (Full job descriptions of the Head of Faculty and the Center Director can be found in Appendixes B and C respectively).

### 4.1 Structure of faculty - Centers

The university is organized along two axes:

- (1) a faculty which is divided into subject-defined academic fields of expertise (hereafter referred to as 'Centers'); and
- (2) a division into educational (academic) programs which include Degree programs and Executive Education programs.

Underlying the Center structure is a (longer-term) structure plan as part of Nyenrode strategy. This plan includes choices as to which academic areas of expertise are to be embedded in the university and the investments required for them. This plan is of paramount strategic importance, since it largely establishes the academic resources of the university. The structure plan provides a basic structure per Center, i.e. the teaching and research capacity which can be financed sustainably in regular operations.

Centers are required to:

- (1) meet the educational needs of the programs; and
- (2) contribute by means of research to the knowledge development within the discipline in question.

The Center Director has the overall responsibility for costs and efficient faculty deployment. This means that he or she is responsible for the optimal deployment of the faculty in line with his/her budgetary constraints. The Center Directors are accountable (both ex ante and ex post) to the University Board and Head of Faculty.

Nyenrode currently has nine different Centers (Appendix E). Within the Centers, faculty members are involved in teaching (ideally courses in programs which are part of the Center's focal discipline) and research. Ideally, the research topics should be associated with the mission and markets of Nyenrode.

Within the Center, there should always be consistency and balance between teaching and research activities. While this does not imply that each faculty member has to be equally strong in both areas, it is not possible for a faculty member not to be involved at all in one of these areas. Within the Center the faculty has to be focused on both areas. The same is true for bridging the gap between the business and academic worlds. Within the Center, the faculty must be able to bridge the gap, but this does not imply that an individual faculty member has to be an expert in both worlds. On the other hand, it is not compatible with Nyenrode strategy for a faculty member to have no understanding of, or no interest in, one of these worlds.

The basic structure of the Centers is related to the structural demand for education, taking into account that this demand is met in part through the employment of external lecturers. To that end,

the Center Directors are in charge of building and developing a network of external freelance teachers. However, the ratio between faculty and external lecturers must be such that Nyenrode's educational signature is safeguarded and the academic responsibility is sufficiently embedded in the structure of the university. At the same time, this ratio must be such that the financial sustainability of the basic formation of the Center is robust, since revenue streams are volatile.

The basic structure of the Centers also includes provision for research time. The usual practice is that qualifying members of the faculty must be able to spend an average of 35% of their time on academic research. A maximum of 5% can be spent on general activities that benefit the university (60-5-35). The Center Director in consultation with the Head of Faculty decides on who qualifies for research time (this is part of the appraisal cycle). Those faculty members who choose not to pursue a research agenda, or fail to attain a PhD (see PhD Rules and Regulations), may be subject to a substantial lowering of their dedicated research time.

The basic structure of the Centers is supplemented by the funds associated with long-term external research funding obtained through chair sponsorships, research grants or structural research for third parties. These resources are, of course, to be used within the framework agreed on with the external parties.

The organizational structure in terms of program management (including executive education) follows the lines of the different product-market combinations being served. Program management is accountable for the results of the programs in terms of both revenue and costs.

In this respect, program management is bound by the budgetary framework agreed on with the University Board. Program management is accountable (both ex ante and ex post) to the University Board. The Centers inform the program management about the courses given by the (internal and external) teachers; the Centers are responsible for the academic quality both of course content and the (internal and external) teachers. Program management will first look for internal faculty to staff their programs before looking for external lecturers. Internal invoicing and payments will be conducted via Corsa and program management and centers use concerned procedures for internal invoicing and payments.

The Center Director follows the needs and preferences of program management as far as Center policy allows. Internal and external teachers may be hired by program management only after consent of the Center Director, as the Center remains responsible for the academic performance of the external teachers. Furthermore, Center Directors and their faculty can bring forward new ideas for courses and program designs, although these then have to be approved by the Program Director.

## **4.2 Research management**

Nyenrode is strongly committed to academic research. As an academic institution, research is crucial to our license to operate, and we continue to invest quite heavily in a productive research environment. Nyenrode also subscribes wholeheartedly to the idea of academic freedom. Consequently, Nyenrode allows its faculty members freedom of inquiry and publication, and does not interfere in individual research agendas – provided that they meet the usual academic standards and lie within the boundaries of the Nyenrode strategy. Nyenrode research is mission-driven, i.e. 'for business, by business', with the intention to transform individuals, organizations and lastly society in conformance with the Nyenrode trinity of Leadership, Entrepreneurship and Stewardship.

Although Nyenrode also relies on external sponsoring, a major source of research funding is the

Nyenrode budget itself. As indicated in the previous section, as a general rule, each individual faculty member gets to spend 35% of his or her appointment on research and research-related activities (excluding commissioned research; hours spent on such projects should be charged to the client organization).

Highly talented and/or productive researchers (including postdocs) can be granted additional research time by the Center Director. In such cases, the Center's budget (including billability expectations) will be adjusted accordingly. Centers are granted some leeway to reallocate research time between Center members to accommodate Center level research priorities and individual research agendas. Centers can also choose to dedicate part of the available research time to activities that nurture the public debate (e.g. columns, blogs, et cetera). However, even though Nyenrode values such contributions, the emphasis of the Center itself should be on academic research.

Research productivity is monitored and evaluated at both the level of the Center and the level of the individual. Centers are required to prepare a yearly research plan, specifying research projects, faculty involvement, expected duration and projected (intermediate) outcomes. This research plan is subject to review and approval by the Head(s) of Faculty and the University Board. A Research Council advises the University Board on Nyenrode's research agenda (Appendix C).

Centers are required to report annually on the realization of this plan. Individual research productivity is monitored as part of the annual appraisal. Research productivity is measured yearly over a three-year window. In case of systematic underperformance, individual research time may be reduced. A decision to this effect needs approval by the University Board and will be incorporated in subsequent Center budgets.

Nyenrode has an emphasis on scientific research that is relevant to its stakeholders. Because we prefer researchers to focus on the needs of the business community, Nyenrode refrains from formulating generic research output targets. Nyenrode expects high quality research output, and that both Centers and individual faculty members are able to demonstrate that their use of research resources is effective.

To guide Center-level and individual publication strategies, and to support monitoring, Nyenrode has adopted the ABS Academic Journal Quality Guide as its main frame of reference, with a few additions to accommodate Dutch peer-reviewed journal publications, peer-reviewed conference proceedings, case-studies, academic books and academic book chapters. These academic outlets will be evaluated and graded periodically in terms of research points by the research council and will be put forward as a recommendation to the University Board.

Working papers and conference presentations are not counted as research output, but they will be included in the evaluations as evidence of an active and productive research agenda. Research reports that do not enter the public domain (e.g. reports with a circulation restricted to specific organizations) will not count as research output for monitoring and evaluation purposes.

### **4.3 Workload management**

As a general rule, each individual faculty member needs to spend 60% of his or her appointment on internal and external activities that generate income for the Center and 5% on university services. For a full time faculty member, this implies that he or she spends 1080 hours yearly on generating income. If a faculty member works part-time, this number of hours will be pro-rated (e.g. 540 hours per year for a 0.5 FTE contract).

Each faculty member is expected to keep track of his/her workload, as is the Center Director for the entire Center faculty. (Please see Appendix F for a spreadsheet example of a workload overview of a Center.) The Center Director is expected to manage the workload of each faculty member in the Center. The workload should not be higher than the aforementioned 65%, unless:

- short-time reallocation of research time between Center members is decided upon within the Center; or
- systematic underperformance in academic research warrants a higher workload after approval by the University Board (see previous paragraph).

As mentioned previously, the other 35% of his/her appointment is to be spent mainly on research activities and a maximum of 5% may also be spent on general activities that benefit the university, such as committee work, intake interviews and general meetings.

If the total workload of the Center as a whole is around 65%, but some faculty members within this Center have a structural workload that is substantially higher than 65%, the Center Director should evaluate the Center structure. Subsequently, the director should prepare a plan in order to prevent this structural mismatch in workload among Center members in the future. This plan needs approval by the Head(s) of Faculty. If the total workload of the Center is structurally higher than 65%, then an increase in faculty members is in order. Also, the opposite is true if the workload is structurally lower than 65%, which will lead to a decrease of faculty.

## 5 Center budgets

Each Center is responsible for its yearly budget together with its costs and revenues. The Center's expenditure mainly consists of internal personnel costs. Other important costs are office and IT expenditures, acquiring external revenues, hiring external personnel and costs for faculty development and conferences.

The revenues for a Center are both internal and external, although the distribution among these revenues varies greatly between the Centers. Both the internal and external activities and their streams of revenue are discussed in the following paragraphs.

### 5.1 Internal activities

Within a Center, the faculty members are involved with both the generation and the transfer of knowledge. Among these activities are:

- *Teaching in degree programs.* A Program Director of a degree program requests the Center Director to develop and/or teach a course. It is the responsibility of the Center Director to select the teacher. This includes the possible selection of external staff. The Program Director can disagree about the teacher chosen (e.g. because of the quality reports about the teacher, or because the background/interests of the teacher do not match the requirements of the program and so on). If the Program Director and the Center Director cannot come to an agreement, the Dean will make a final decision. The Center will be credited for the teaching work with a certain number of hours, according to the rules of internal transfer pricing. The rule is that for each hour of teaching, the Center is credited with three additional hours for coordination, preparation and assessment (1:3 ratio). The following activities can be considered to fall under coordination: recruiting, coaching, monitoring and evaluating internal and external teachers, plus the design and maintenance of courses/programs. If students in a course are split into more than one group the ratio is 1:1.5 (which implies only extra hours for teaching and coordination). If an external teacher is used, the Center will only be credited for

the hours that apply to coordination and assessment. The actual costs paid to the external teachers will be directly charged to the degree program;

- *Teaching executive and open programs.* Here, the same principles apply as for teaching in degree programs. However, since an exam is normally not part of an executive or open program, the Center will not be credited for assessment. So only 2 additional hours will be credited (1:2 ratio);
- *Thesis supervision.* Each Center will have one thesis coordinator. All requests for thesis supervision will go directly to this coordinator. He or she will refer the students to the best equipped supervisor that is available within, or possibly outside, the Center. The Center will be credited for a given number of hours, notwithstanding the actual hours spent on supervision. For example, the number of hours for thesis supervision in the FTMScM is 25, plus an additional 6 hours for the second reader;
- *PhD supervision.* Each full professor has the right to supervise PhD students. In fact, it is expected that every full professor with an appointment of more than 0.0 FTE will supervise PhD students. These candidates can be both internal as well as external. As a rule, Centers are not credited for PhD supervision, since it is not only part of the academic responsibility of a professor, but should also aid their research agenda. Tariffs linked to the PhD program are published on the Nyenrode website. PhD procedures and regulations are described elsewhere;
- *Management responsibilities.* A number of faculty members have a certain degree of management responsibility at Nyenrode (e.g. a Program Director). These hours will not be credited to a Center through the transfer pricing system, but a set percentage of their FTE will be charged to the relevant program (e.g. a full time faculty member with a 60% appointment as Program Director will be on the Center's payroll for only 0.4 FTE).

## 5.2 External activities

Faculty members also perform external activities involving both the generation and transfer of knowledge. All revenues stemming from these activities are part of the Center budget. Among these activities are:

- *Sponsored chairs.* Nyenrode bridges the academic and business communities. Sponsored chairs and contract research are good ways to finance this bridging role. It enables the establishment of long-term research programs and facilitates the hiring of research personnel/internal PhDs/research assistants. Furthermore, it provides the opportunity to get access to business data. The professor occupying the chair is responsible for the interaction with the sponsor. He or she will write an annual report on the activities of the chair that will be discussed with the sponsor. Please see Appendix G for a model contract agreement for a sponsored chair;
- *Contract or commissioned research.* Another way to bridge the gap between the academic and business communities is contract research. Here an external organization provides a Center or faculty members with a certain assignment. Although contract research is primarily focused on the benefits for the external organization, it can certainly aid the faculty towards academic research and the funding thereof. Furthermore, it can provide the faculty with access to business data. Acquisition time should be considered as part of the commissioned research and be included in the contract. Unsuccessful acquisition time will not be included in the overview of billable hours of a faculty member. Please see Appendix G for a model contract for contract research (in Dutch);
- *External lectures/teaching.* Occasionally, Nyenrode faculty provides external lectures and/or teaching for external organizations. These activities fit nicely in the knowledge cycle. The external organizations are billed separately for these activities. Other examples are guest lectures, participation in boards of companies and scientific associations, organizing conferences and so on;
- *Center-specific programs.* In order to foster the entrepreneurial spirit in the faculty, it is possible for Centers and their faculty members to start Center-specific programs. Mainly, these are open programs that are at an experimental stage. Based on a research program within a Center, they develop an open program that has not been tested on the external market. These activities can only occur after consultation with and approval from the Program Portfolio Committee. After success has been demonstrated (mostly after three or four repeats) the total program is handed over to EEOD unless the external commissioner insists of having this program with concerned faculty. In the development stage all costs and revenues are directly charged to the Center. After the handover to EEOD, only internal revenues will be credited to the Center. These programs, like all programs, are annually evaluated by the Program Portfolio Committee.

## 6 Human resources policies

This section provides an overview of the human resources policies for the Nyenrode faculty. First, the policies and procedures for the appraisal of current faculty are presented. Then the initiatives for faculty development are discussed, and finally, the faculty career opportunities and the policies for recruitment and retirement are described. All elements of the Collective Labour agreement also apply for the faculty.

### 6.1 Appraisal and performance management

The yearly appraisal interview is the key element of the yearly cycle of planning, guiding, developing, coaching, evaluating and rewarding faculty members' work on research, teaching, acquisition and contributions to Nyenrode. The performance cycle follows the academic year. Appraisal interviews are held in May/June, before the summer recess, at the end of the academic year. The appraisals make use of the standard Nyenrode faculty appraisal form (see Appendix I for the current form). The appraisal interview is also the moment to review the (annual) goals and objectives for the next year. Setting goals and objectives should be done prior to the start of the academic year or at the start of a new appointment.

Each faculty member makes sure that an overview of his or her contribution to the four areas is submitted to the Center Director and, if applicable, to the second person involved, at least two weeks prior to the appraisal interview. In more detail, this overview should contain the following:

- *Research*: an overview of all publications in the last three years (taken from FRIS) and an overview of research in progress, contributions to (and attendance at) conferences, contributions to public debate (including columns and interviews). Plus, for full professors, an overview of the current PhD students under supervision;
- *Teaching*: an overview of contributions to all degree and executive programs (including the number of (half) days) and the evaluations (if available);
- *Acquisition and commercial activities*: an overview of all efforts to develop and/or sell new or existing programs, courses, seminars to companies and or individual participants and/or research related programs and activities (chair sponsoring, contract research and other).
- *Contribution to the Nyenrode academic community*: See Appendix I for an overview of possible contributions to the Nyenrode academic community.

#### *Appraisal interview*

The appraisal interview is held by the direct superior (usually the Center Director or the Head of Faculty for the Center Directors) and ideally a second person (e.g. Dean, Head of Faculty, Professor, Head of HRM) in order to improve the quality and objectiveness of the conversation. A second person is mandatory for appointments of 0.4 FTE or more.

Ideally the appraisal interview is part of an ongoing discussion about "performance" and the outcome should therefore be no surprise to anyone. Other moments for discussions about performance are the start of the academic year, the end of the calendar year or an evaluation moment for key programs.

It is the mutual responsibility of a faculty member and his or her direct superior to take the initiative to start and to have meaningful monitoring discussions during the year. This is of even more relevance if the performance is below expectations and/or circumstances arise that are likely to cause stagnation in performance (e.g. frictions in relations with superior or colleagues, health or

private issues, changes in programs).

#### *Outcomes of the appraisal interview*

- *Financial.* All appraisals are discussed in a University Board meeting in August. The outcome of the yearly appraisal interview has a direct impact on the periodic salary increase and, in case of an extraordinary performance, incidental incentives can be awarded. These can take different forms, such as allocation of extra research time, the possibility to visit another scientific institution or a conference and of course financial ones, ranging from an extra 500 euros to an extra month's salary. No periodic salary increase will be given if the performance is rated under par;
- *Promotion (job title and/or salary scale).* The start of the new academic year is the most logical moment for changes in job title and/or salary scale. Another moment is the successful defense of a PhD dissertation. Nyenrode follows an adapted version of the Dutch Universities salary structure that is contained in the collective employment agreement of the VSNU (Association of Universities in the Netherlands).

If a faculty member has other positions outside of his/her employment at Nyenrode, these should be approved of beforehand by the Center Director (see appendix L). The interaction between the different jobs can be a subject of the appraisal interview.

## 6.2 Faculty development

Faculty development is a process that is guided to a high degree by the direct supervisor. A starting point in faculty development is the mentoring and coaching of faculty members in their main tasks, and also encouraging them to take up all activities as described in the Knowledge Cycle as referred to earlier in Section 1.

In the yearly appraisal interview agreements can be made on following additional courses and or activities, such as:

- *With regard to teaching:* courses (external) and or coaching (external) as a mentor/advisor (internal). Furthermore it is advisable to follow internal sessions organized on an incidental base by faculty members (as recently held on blended learning or case-based teaching);
- *With regard to research:* courses organized by the PhD school/program and external courses on quantitative methods or action learning, for example. Organizing internal support, feedback on developing research progress. Participating in academic brown bag presentations and research network sessions.

Nyenrode has adopted the BKO (basic teaching qualification) system developed by VSNU for the qualification of teaching. All faculty members are expected to have obtained their BKO certificate.

Retention and promotion are always linked to the personal development and performance of each faculty member, as documented in the appraisal interview. When it is clear that a faculty member has more potential than is required for the job he or she is doing, a proposal for promotion is prepared by the Center Director and presented to the Head of Faculty concerned. If he/she agrees, the proposal is sent to the University Board for a final decision. In cases where a faculty member is doing his/her job very well, but promotion is not an option, the University Board can decide to grant a bonus.

If a faculty member is falling short of expectations, and improvement is no longer possible, temporary contracts will be terminated. If a faculty member with tenure falls short of expectations, a plan of improvement will be developed. The progress of this plan will also be monitored by the Center

Director Head(s) of Faculty and HRM.

### 6.3 Policies for vacancies and retirement

Vacancies for all faculty positions require permission in advance from the University Board, Head of Faculty and HRM. An official form is used to register the vacancy permissions. Positions should be in line with the strategic plan as well as the Center's plan, and financial resources should be available (e.g. via research funding, teaching or research projects).

#### *Recruitment*

All positions are posted on the Nyenrode website. For every vacancy, all Nyenrode employees are informed via a short message on Nyenrode's intranet to ensure that internal candidates have the opportunity to apply. Vacancies for professors are published via Academic Transfer and for international candidates at career.edu (via Academic Transfer). If it is expected that extra media attention is needed, social media (via Nyenrode faculty networks), additional websites and printed media are used to announce vacancies.

#### *Selection*

For a full professorship, a procedure known as a BAC (appointment advisory committee) is formed to advise the University Board about appointments (see appendix J). For other positions - PhD student, postdoc, assistant professor, associate professor - the key elements of the selection procedure are interviews with at least: the Head of Faculty, the Center Director, two Center members, a HRM representative and a member of another Center (to assess compatibility with Nyenrode).

Nyenrode distinguishes between the following contracts:

- *Temporary*: four years for PhD positions, between one and two years for postdoc positions. PhD contracts are usually offered in an initial contract for one year, followed by a second contract for three years (or in a one year, one year, two year sequence).
- *Permanent*: in accordance with Dutch employment law, an indefinite contract is offered after a series of temporary contracts. If the law changes, Nyenrode will of course implement the new rules and follow the law. For all professors, the first contract will always be a contract for one year, which can be converted into an indefinite contract if the performance is beyond any doubt. However the appointment as professor will be reviewed after a period of four years and can be extended by periods of four years. In other cases, the contract will be renewed for one year.
- *Appointments without financial obligations*: for (full) professors whose main appointment is for another company, or who are on a consultancy or freelance basis, an appointment without financial obligation is offered. This implies that the professor is appointed, without a financial obligation for Nyenrode. If the workload is higher than 30,000 euros, based on the internal transfer price, the professor can invoice fees. The standard/default fee for professors working for Nyenrode is 675 euro per half-day.

The introduction of faculty members and visiting faculty is taken care of by the Center. The Center Director needs to ensure that the new faculty member has all facilities and services required such as a room key, access to the Nyenrode network, an e-mail account, etc. To accommodate this process, Nyenrode has developed a request form for these services ('Verzoek services indiensttreding'), which can be found in Appendix O.) The Center Director also introduces the new faculty member to direct colleagues and other important contacts (e.g. University Board, Dean, library personnel and program staff of degree and executive education). The HR department provides an introduction handbook which explains the most important facts and procedures needed to ensure a good start at Nyenrode.

*Retirement*

Faculty members retire at the legal retirement age (as stipulated by Dutch law and by the current Nyenrode collective employment agreement (CAO)).

## Appendix A – Role of the University Board with respect to Faculty

The Rector will lead the university's faculty and its output and is responsible for:

- Contributing to the university's mission, vision and strategic goals and translating these into strategic plans for research;
- Implementation of the strategic plans for research;
- Organizational excellence by leading faculty & support staff to fulfill their roles as needed to realize mission, vision and strategic goals;
- Internationalization of faculty;
- The progress and quality of performance management (including yearly appraisals) of faculty and support staff;
- The accountability of faculty;
- Initiation and coordination of research strategy and research policies;
- Monitoring research productivity;
- Structural engagement of the business world, representing Nyenrode Business University; ensuring solid contacts and input from business to feed the strategy for the program and research portfolio

## Appendix B – Job description Head of Faculty

The Head of Faculty reports to the Rector Magnificus. The most important lines of communication are with the Associate Dean of Degree Programs, the CFO and the Head of HR. Direct reports are Center Directors. The Head of Faculty is a member of the Academic Board.

With regard to the faculty, the Head of Faculty will be responsible for:

- Developing and implementing a strategy for the faculty that fits the overall strategy of Nyenrode
- Updating and monitoring faculty management procedures
- Monitoring the faculty in quantity, quality and accountability
- Monitoring the financial results of centers and the faculty as a whole
- Being responsible for a good working atmosphere
- Appointing new members, both internal and external (e.g. visiting faculty)
- Ensuring a generic framework for developing center plans
- Developing the policy concerning free-lance faculty and monitoring its implementation
- Developing the policy and monitor it with regard to ancillary work
- Developing policies with regard to the internationalization of faculty and monitoring the internalization
- Stimulating and monitoring the development of individual faculty members
- Appraising all professors in cooperation with the Rector and Center Directors
- Shaping frameworks for the appointment of faculty and the salaries involved, including incentives if needed
- Representing the Rector as required
- Any other areas of responsibility as considered appropriate by the Dean Degree Programs and Research

## Appendix C – Nyenrode Research Council

### Research Council

- 1) The University Board of Nyenrode Universiteit B.V. appoints a Research Council. The Research Council consists of a maximum of 5 members. Members are affiliated with Nyenrode and should be active researchers with a track record of international peer reviewed publications. Members are appointed for the duration of two years and can be reappointed for two terms. The chairperson of the Research Council is a full professor.
  
- 2) The Research Council is an advisory body to the Rector Magnificus (RM) and therefore the University Board. Its main role is to advise the Academic Board on Nyenrode's research policy, solicited or unsolicited. The general duties of the Research Council include the following:
  - a. Advising on opportunities to improve the quality of the research at Nyenrode;
  - b. Advising on the strategic research policy and monitoring its implementation; this includes the strategy of the PhD school;
  - c. Advising on Nyenrode's research programs (including the allocation of research funds);
  - d. Advising on the allocation of research time;
  - e. Advising on the awarding of PhD-placements;
  - f. Advising on the preparation of external assessments/reviews and the measures taken following the research assessment/reviews;
  - g. Advising on the technical research infrastructure (e.g. database access, statistical software).
  
- 3) The Research Council will meet at least four times a year. The RM may attend the meetings. The chairperson of the Research Council is invited to Nyenrode's Academic Board if matters relating to research policy are on the agenda. The chairperson may ask one of the other Council members to represent him/her in meetings of the Academic Board.
  
- 4) The Research Council will be provided with adequate information on research productivity by the RM and can request administrative support from the University Board.

## Appendix D – Job description Center Director

The Center Director reports to the Head of Faculty. The most important lines of communication are with other Center Directors, Associate Dean of Degree Programs, Associate Dean Executive Education and Organization Development, Program Directors, the Controller(s) and the HR Department.

Direct reports are all faculty members working for the Center and the Center's secretary and/or Center Coordinator (depending on the size and nature of the center).

The Center Director is responsible for:

- Developing and implementing a long-term Center Plan within the structure plan that fits the overall strategy of Nyenrode and covers research, education, public debate;
- Building a basic structure and freelance network to meet, in a high-quality way, the educational needs of the programs, and to contribute by means of research to the knowledge development within the disciplines covered by the Center;
- Monitoring the Center's faculty in terms of quantity and quality and accountability;
- Stimulating and monitoring the development of individual faculty members;
- Research planning and monitoring of the generation and transfer of knowledge in the Center's field of study;
- Ensuring a long-term commitment of each faculty member to both teaching and research;
- Monitoring the balance between teaching and research activities within the Center;
- A good working atmosphere;
- Preparing the Center's budget, and monitoring the financial results of the Center;
- Effective and efficient deployment of faculty in line with the budgetary constraints;
- Implementing and monitoring faculty management procedures with regard to the Center;
- Appraising all Center members;
- Linking the business and academic world within the field(-s) of study;
- Acquiring resources for external research funding and sponsoring of chairs within the applicable rules concerning external financiers.

## Appendix E – Overview of Nyenrode centers and their directors

<b>Center</b>	<b>Director</b>
• Auditing & Assurance	Barbara Majoor
• Information and Management Accounting Control Systems	Lineke Sneller
• Center for Entrepreneurship, Governance & Stewardship	Henk Kievit
• Finance	Dennis Vink
• Financial Reporting & Tax	Ruud Vergoossen
• Leadership & Management Development	Rob Blomme
• Marketing & Supply Chain Management	Kitty Koelemeijer
• Strategy	Jeroen van der Velden/Bob de Wit

## Appendix F – Model contract for an agreement for a sponsored chair

### OVEREENKOMST LEERSTOEL AAN UNIVERSITEIT

#### Overeenkomst inzake de sponsoring van de leerstoel tussen [...] en Nyenrode Business Universiteit

Partijen, te weten

[...], gevestigd te [...], (nader te noemen “[...]”)

en

**Universiteit Nyenrode B.V.**, gevestigd te Breukelen, (nader te noemen “Nyenrode”)

sluiten met onderstaande afspraken een overeenkomst inzake de sponsoring van de leerstoel [...] (nader te noemen de “leerstoel”). Partijen zullen op de datum van deze overeenkomst eveneens een overeenkomst inzake de samenwerking bij activiteiten voor [...] sluiten.

#### 1. De leerstoel

De benaming luidt: de [...]

#### 2. De hoogleraar

- a) De leerstoel wordt bekleed door een hoogleraar die in dienst van Nyenrode is. Er is sprake van een [...] formatieplaats. De hoogleraar en eventuele staf zijn verantwoording verschuldigd aan de Rector van Nyenrode. Zij behoren tot de faculteit en worden volledig opgenomen in het wetenschappelijk verkeer binnen Nyenrode. De Collectieve Arbeids Overeenkomst voor Nyenrode, de daarop gebaseerde privaatrechtelijke arbeidsovereenkomsten en de richtlijnen Academisch Bedrijf zijn van toepassing. Bij de benoeming van een eventuele wetenschappelijke staf wordt door hoogleraar en staf een urenverdeling gemaakt.
- b) Aan het eind van het academisch jaar stelt de hoogleraar een verslag van zijn activiteiten op alsmede een overzicht van zijn plannen voor het komend academisch jaar. Verslag en planning worden voorgelegd aan de stuurgroep, genoemd onder art 4 hierna.
- c) Nyenrode spreekt met de hoogleraar af dat deze geen activiteiten verricht die de belangen van de leerstoel of Nyenrode kunnen schaden.
- d) Mocht binnen de looptijd van de overeenkomst tussen partijen de arbeidsverhouding tussen Nyenrode en de hoogleraar om welke reden dan ook eindigen dan zal Nyenrode, na overleg met [...], een andere hoogleraar benoemen die binnen het vakgebied past en aan de doelstelling van de leerstoel voldoet.

#### 3. Vakgebied en doelstelling

- a) Het aandachtsgebied van de leerstoel beslaat [...]. Onderzoek naar [...] valt op Nyenrode onder [...]. Nyenrode heeft al vanaf [...] een onderzoeksprogramma naar [...]. Veelal richt het onderzoek zich op de raakvlakken tussen [...]belangen. Belangrijke onderwerpen hierbij zijn onder meer de [...].
- b) De doelstelling van de leerstoel is een systematische en wetenschappelijke uitwerking van het vakgebied onder meer door onderwijs en onderzoek.
- c) Het onderwijs zal zich over breed aantal programma's uitstrekken. Deze programma's bevinden zich op het volle terrein waarop Nyenrode actief is, zowel full-time en part-time, degree en non-degree en executive en non-executive.
- d) Voor het onderzoek geldt dat Partijen hechten aan relevante output over het vakgebied zoals wetenschappelijke peer-reviewed publicaties op naam van de leerstoel. Output zal ook geleverd worden door een actieve betrokkenheid van de hoogleraar bij (inter)nationale academische en professionele conferenties wanneer deze het vakgebied van de leerstoel betreffen. (Financiële) ondersteuning van presentaties van onderzoeksresultaten van faculteitsleden van Nyenrode die het terrein van de leerstoel betreffen is onder vermelding van de steun van de leerstoel mogelijk.
- e) In overleg met [...], kan aan de hoogleraar toegang tot (research)gegevens van [...]worden verstrekt indien dat in verband met de activiteiten en/of doelstelling van de leerstoel als hiervoor onder art 3 a en/of b gewenst is. Indien noodzakelijk leggen Partijen over vertrouwelijkheid, intellectuele eigendom en toestemming op grond van de privacy-wetgeving voorafgaand aan verstrekking van de (research)gegevens nadere afspraken schriftelijk met elkaar vast.

#### **4. Stuurgroep**

- a) De stuurgroep ziet toe op de uitvoering van deze overeenkomst.
- b) In de stuurgroep nemen namens [...] de heer [...] en mevrouw [...] zitting.  
  
Namens Nyenrode maken deel uit van de stuurgroep de heer [...] en mevrouw [...].
- c) De stuurgroep heeft periodiek overleg. Iedere partij kan daartoe een verzoek doen. In ieder geval komt de stuurgroep één keer per jaar bijeen voor de bespreking van het gestelde onder art 2 b en 7 in deze overeenkomst.
- d) De stuurgroep kan aanbevelingen en suggesties doen aan de hoogleraar over zaken die de leerstoel en het vakgebied betreffen.

#### **5. Ingangsdatum, looptijd en ontbinding van de overeenkomst**

- a) Deze overeenkomst gaat in per [...].
- b) De looptijd van de overeenkomst is drie jaar, zodat de overeenkomst derhalve van rechtswege per [...] expireert.

- c) Uiterlijk een half jaar voor het verstrijken van de overeenkomst, derhalve uiterlijk op [...], geven partijen elkaar duidelijkheid of zij de overeenkomst wensen te verlengen.
- d) Tussentijdse beëindiging van de overeenkomst kan plaatsvinden op verzoek van [...] wanneer bij de jaarlijkse evaluatie door [...] in redelijkheid en billijkheid wordt vastgesteld dat vanuit de leerstoel onvoldoende kwaliteit wordt geleverd.
- e) Een tussentijdse beëindiging geschiedt schriftelijk per aangetekende brief tegen het einde van een academisch jaar (31 augustus van enig kalenderjaar). Er geldt een opzegtermijn van één jaar.

## **6. Betaling**

- a) De bijdrage in de kosten is Euro [...] per jaar (gerekend van 1 september tot en met 31 augustus). De betaling geschiedt jaarlijks vooraf per maart op basis van een factuur van Nyenrode.
- b) Indien de overeenkomst tussentijds wordt beëindigd tegen een andere datum dan het einde van een academisch jaar, brengt dat geen wijziging in de bijdrage van [...] over de resterende maanden tot aan beëindiging.

## **7. Publiciteit**

Partijen zullen overleg plegen over het moment en de wijze waarop zij publieke bekendheid geven aan de samenwerking.

## **8. Aansprakelijkheid**

- a) De in dit artikel opgenomen bepalingen doen geen afbreuk aan aansprakelijkheid op grond van Nederlands dwingend recht.
- b) Partijen zijn jegens elkaar niet aansprakelijk ter zake van enige schade (direct en/of indirect) of verlies of enige winstderving (al dan niet voortvloeiend uit claims van derden), samenhangend met deze overeenkomst of hetgeen zij behelst, tenzij er sprake is van opzet en/of grove schuld (dan wel bewuste roekeloosheid).
- c) Aansprakelijkheid van [...] is te alle tijden beperkt tot het bedrag van haar jaarlijkse bijdrage, zijnde EURO [...]

## **9. Bijzondere bepalingen**

- a) Nyenrode zorgt voor naamsvermelding van de sponsors van de leerstoel, waaronder conform deze overeenkomst [...], in haar studieprogramma's (brochures, studiegidsen, course outlines, etc.) en bij publicaties van de hoogleraar en staf die het vakgebied van de leerstoel betreffen. [...] kan de leerstoel vermelden in termen van het bedrijfsbelang, dit in voorafgaand onderling overleg.

- b) Partijen streven naar een verdere invulling van hun relatie als onderneming en universiteit, waarbij het gaat om zaken als gastsprekers (vanuit [...]), bedrijfsbezoeken, essaywedstrijden, stages en selectie van studenten.
- c) In goed overleg kan [...] voor zaken betreffende de leerstoel een beroep doen op de faciliteiten van Nyenrode. Per geval worden over het gebruik van de faciliteiten en de kosten hiervan nadere afspraken gemaakt.
- d) De namen van de sponsors van de leerstoel, waaronder conform deze overeenkomst die van [...], worden weergegeven op de internet-site van Nyenrode.

**10. Wijziging**

Noch deze overeenkomst, noch enige bepaling daarvan kan mondeling gewijzigd of beëindigd worden, en geen wijziging of beëindiging zal bindend zijn tenzij deze schriftelijk is geschied en door beide Partijen is ondertekend.

**11. Rechts- en forumkeuze**

- a) Op deze overeenkomst is Nederlands recht van toepassing.
- b) Alle geschillen voortvloeiend uit deze overeenkomst zullen worden voorgelegd aan de exclusief bevoegde rechter in het arrondissement Midden-Nederland.

Namens [...].

Namens Universiteit Nyenrode B.V.

\_\_\_\_\_  
plaats datum

\_\_\_\_\_  
plaats datum

\_\_\_\_\_  
[...]  
[...]

\_\_\_\_\_  
prof.dr. M. Džoljić  
Rector Magnificus

\_\_\_\_\_  
plaats datum

\_\_\_\_\_  
plaats datum

\_\_\_\_\_  
De heer [...]  
[...]

\_\_\_\_\_  
drs. R.B. Vetkamp  
Financieel Directeur

## Appendix G – Model contract for contract research

### Overeenkomst inzake samenwerking bij activiteiten gerelateerd aan [leerstoel]

De ondergetekenden

1. **Universiteit Nyenrode B.V.**, gevestigd te 3621 BG Breukelen aan de Straatweg 25, ten deze rechtens vertegenwoordigd door prof.dr. M. Džoljić, Rector Magnificus, en drs. R.B. Vetkamp, Financieel Directeur, hierna te noemen: 'Nyenrode'

en

2. **[...]** gevestigd te [...], ten deze rechtens vertegenwoordigd door [...], hierna te noemen: [...],

#### **in aanmerking nemende dat:**

- Nyenrode als Universiteit “door en voor het bedrijfsleven” diverse leerstoelen heeft, die zich lenen voor sponsoring door het bedrijfsleven;
- Sponsoring zich naar zijn aard niet verdraagt met het bedingen van een tegenprestatie;
- Naast een sponsorovereenkomst voor een leerstoel echter meestal ook door de sponsor activiteiten van Nyenrode worden afgenomen, waarvoor de afspraken zijn vastgelegd in een samenwerkingsovereenkomst;
- Partijen in het kader van de leerstoel [...] met elkaar wensen samen te werken op het gebied van sponsoring van de leerstoel enerzijds en daarnaast met elkaar afspraken wensen te maken in het kader van een die sponsoring overstijgende samenwerking anderzijds;
- De onderstaande overeenkomst de afspraken van samenwerking bevat, terwijl partijen tevens met elkaar gelijktijdig zijn gekomen tot sponsoring van een leerstoel;

#### **verklaren met elkaar als volgt te zijn overeengekomen:**

##### **Artikel 1 Projectomschrijving**

Nyenrode neemt op zich ten behoeve van [...] jaarlijks, gedurende vijf jaar, activiteiten met als thema [...], hierna te noemen ‘het Project’, te verrichten. Mogelijke activiteiten waaraan door partijen gedacht wordt, zijn onder meer de tweejaarlijkse deelname van [...] aan [...] op Nyenrode, het jaarlijks faciliteren van vier inhoudelijke sessies voor het [...] netwerk, het jaarlijks faciliteren van [...] en het schrijven van een column in [...]

##### **Artikel 2 Kwaliteit**

Nyenrode zal haar verplichtingen in verband met de hierin beschreven samenwerking naar beste weten en kunnen uitvoeren, met inachtneming van criteria en standaarden die niet lager zijn dan die welke normaliter gelden ten aanzien van activiteiten of projecten die door Nyenrode ten behoeve van Nyenrode zelf worden verricht.

### **Artikel 3 Uitvoering**

- a. Het Project en/of de daaronder vallende activiteiten zullen worden uitgevoerd door medewerkers van Nyenrode en eventuele hulppersonen in de vorm van gekwalificeerde gedetacheerden.
- b. Desgewenst zal [...], in overleg met de projectleider, eigen expertise en/of door [...] voorgedragen gastsprekers bij de uitvoering van activiteiten onder het Project mogen betrekken.
- c. Desgewenst zal Nyenrode in overleg met [...] gastsprekers/docenten/ begeleiders bij de uitvoering van activiteiten onder het Project betrekken.
- d. Bij de inschakeling van 'derden' zoals genoemd in de vorige leden sub a, b of c van dit artikel, geldt te allen tijde dat dit geen afbreuk mag doen aan de kwaliteit van het Project.
- e. Van de zijde van Nyenrode zal [...], hierna te noemen de 'projectleider', de leiding van het Project hebben. Van de zijde van [...] zal de heer [...] als contactpersoon en eerste aanspreekpunt optreden, die namens [...] gerechtigd is te handelen en te beslissen ter zake van het Project.
- f. Ieder jaar zal uiterlijk in de maand December een tussentijdse evaluatie van het Project plaatsvinden tussen [...] en Nyenrode. Het initiatief voor de tussentijdse evaluatie ligt bij [...].
- g. Wanneer daartoe, hetzij door [...] hetzij door Nyenrode, op basis van de tot dan verrichte activiteiten onder het Project aanleiding wordt gevonden, zijn zowel [...] als Nyenrode gerechtigd een nader tussentijds voortgangsgesprek te initiëren met betrekking tot de verdere uitvoering van het Project.
- h. Op basis van de jaarlijkse evaluatie en/of een tussentijds voortgangsgesprek kan met schriftelijke bevestiging van beide partijen nog tijdens de uitvoering van het Project waar nodig het Project worden bijgesteld, extra mankracht worden ingezet, de kosten worden verhoogd of verlaagd of tussentijds verdere uitvoering van het Project worden geannuleerd. In geval van (gedeeltelijke) annulering met wederzijds goedvinden zal [...] de nog niet verschenen termijn van de vergoeding (als beschreven in artikel 9 hierna) niet meer verschuldigd zijn. Verrekening van een op dat moment reeds vooruit betaalde termijn zal dan plaatsvinden op basis van pro rata ncalculatie. Gemaakte kosten samenhangende met reeds afgeronde activiteiten onder het Project worden afgerekend conform het bepaalde in artikel 9 a hierna.

### **Artikel 4 Duur en tussentijdse beëindiging**

- a. Het Project start op [datum] en eindigt van rechtswege, derhalve zonder opzegging, op [datum].
- b. Beëindiging van deze overeenkomst kan tussentijds plaatsvinden na twee jaar, derhalve per [datum], indien [...] uiterlijk per [...] per aangetekende brief, aan Nyenrode heeft aangegeven dat zij de overeenkomst niet wenst voort te zetten.

## **Artikel 5 Geheimhouding**

- a. Nyenrode garandeert de geheimhouding tegenover derden van alle vertrouwelijke (bedrijfs)informatie bijvoorbeeld inzake bedrijfsmiddelen, bedrijfsvoering en andere gegevens afkomstig van [...], die op enigerlei wijze te harer kennis is gekomen of gebracht. Nyenrode is in het bijzonder gehouden tot geheimhouding tegenover derden van vertrouwelijke cliëntgegevens van cliënten van [...].
- b. Het is Nyenrode niet toegestaan in samenhang met deze overeenkomst verkregen vertrouwelijke (bedrijfs)informatie te vermenigvuldigen of aan derden ter inzage te geven, anders dan noodzakelijk in het kader van de uitvoering van deze overeenkomst en enkel na schriftelijke goedkeuring van [...].
- c. Alle door [...] aan Nyenrode in het kader van de overeenkomst ter beschikking gestelde gegevens, documenten en overige bedrijfsinformatie blijven eigendom van [...] en dienen op eerste verzoek van [...] tegen ontvangstbewijs te worden geretourneerd.
- d. Nyenrode zal de in dit artikel genoemde verplichtingen tevens opleggen aan personeel en derden die door Nyenrode bij de uitvoering van deze overeenkomst zijn betrokken.
- e. Onverminderd het bepaalde in sub d. hiervoor, heeft [...] het recht in voorkomende gevallen personeel van Nyenrode en/of derden die door Nyenrode bij de uitvoering van deze overeenkomst zijn betrokken, geheimhoudingsverklaringen te laten ondertekenen.
- f. De in dit artikel bedoelde verplichtingen van Nyenrode hebben geen betrekking op know-how, voorzover deze:
  - (i) ten tijde van het verschaffen of verkrijgen ervan reeds deel uitmaakte van de openbare kennis of literatuur;
  - (ii) ten tijde van het verschaffen of verkrijgen ervan reeds in het bezit was van Nyenrode;
  - (iii) na het verschaffen of verkrijgen ervan deel gaat uitmaken van de openbare kennis of literatuur zonder toedoen of nalaten van Nyenrode of [...]; of
  - (iv) na het verschaffen of verkrijgen ervan door Nyenrode rechtmatig wordt verkregen van een derde die deze know-how niet direct of indirect van [...] of Nyenrode heeft ontvangen en gerechtigd is deze openbaar te maken.

## **Artikel 6 Intellectuele eigendomsrechten**

- a. Alle intellectuele eigendomsrechten met betrekking tot alle door Nyenrode onder de hierin bedoelde samenwerking specifiek voor [...] ontwikkelde of verzamelde projectresultaten komen te berusten bij Nyenrode.

[...] kan deze projectresultaten naar goeddunken op basis van een niet exclusief gebruiksrecht gebruiken, met dien verstande dat op de materialen een bronvermelding "Nyenrode" zal worden afgedrukt.

- b. De intellectuele eigendomsrechten met betrekking tot alle door Nyenrode voor algemene doeleinden ontwikkelde of verzamelde projectresultaten blijven berusten bij Nyenrode.
- c. In geval een partij gebruik wil maken van intellectueel eigendom dat toebehoort aan de andere partij, zullen partijen overleg plegen over de aard en omvang van dit gebruik en de voorwaarden waaronder dit gebruik kan plaatsvinden.

#### **Artikel 7 Kennisgeving**

[...] en Nyenrode staan volledig in voor de nakoming van de verplichtingen onder deze overeenkomst door het personeel en de hulppersonen waarvan zij zich bij de uitvoering van deze overeenkomst bedienen. [...] en Nyenrode zullen de personeelsleden en hulppersonen die dat aangaat nadrukkelijk op de verplichtingen in deze overeenkomst wijzen.

#### **Artikel 8 Aansprakelijkheid**

- a. De in dit artikel opgenomen bepalingen doen geen afbreuk aan aansprakelijkheid op grond van Nederlands dwingend recht.
- b. Partijen zijn jegens elkaar niet aansprakelijk ter zake van enige door een van hen of derden geleden indirecte schade of verlies of enige winstderving, samenhangend met deze overeenkomst of hetgeen zij behelst. Partijen zullen in hun afspraken met deelnemers aan het Project, elkaar vrijwaren van aanspraken door die deelnemers.
- c. Partijen zijn ter zake van directe schade of verlies jegens elkaar aansprakelijk voorzover deze door grove schuld (dan wel bewuste roekeloosheid) en/of opzet van een van hen of van hun medewerkers, zijn ontstaan, mits die aansprakelijkheid als gevolg van een schending onder deze overeenkomst is komen vast te staan in een uitspraak van de bevoegde rechter. Eventuele aansprakelijkheid van partijen is gemaximeerd tot de totaal door Nyenrode vanwege het project van [...] ontvangen vergoedingen (het contractsbelang).

#### **Artikel 9 Vergoeding en betalingen**

- a. Als vergoeding voor het uitvoeren van het meerjarig Project is [...] jaarlijks aan Nyenrode een bedrag verschuldigd van Euro [...] Hiertoe zal Nyenrode jaarlijks, gedurende vijf jaar, in maart een rekening versturen aan [...] van Euro [...] Reis- en telefoonkosten, kosten voor zaalhuur en out-of-pocket kosten samenhangend met enige activiteit onder het Project zullen separaat worden doorbelast en gefactureerd. Alle bedragen zijn exclusief B.T.W. Nyenrode heeft het recht de facturering te doen geschieden door haar specifiek voor B.T.W. doeleinden bestaande 100 % dochtervennootschap Nyenrode Services B.V. Op de door of vanwege Nyenrode te verstrekken diensten zijn de door Nyenrode bij ondertekening van deze overeenkomst aan [...] overhandigde Algemene Voorwaarden.

- b. De in dit Artikel bedoelde betalingen zullen geschieden op rekeningnummer 65.73.11.391 bij de ING Bank te Breukelen onder vermelding van Nyenrode Research onder vermelding van de referentiecode zoals vermeld op de desbetreffende factuur.

#### **Artikel 10 Wijziging**

Noch deze overeenkomst, noch enige bepaling daarvan kan mondeling gewijzigd of beëindigd worden, en geen wijziging of beëindiging zal bindend zijn tenzij deze schriftelijk is geschied en door beide Partijen is ondertekend.

#### **Artikel 12 Aanvang**

Deze overeenkomst wordt van kracht op de datum van ondertekening door de partij die haar het laatst ondertekent.

#### **Artikel 13 Titels**

De in hoofden van de artikelen van deze overeenkomst gemelde titels zijn alleen gemakshalve opgenomen en niet van invloed op de strekking of de werking van deze overeenkomst.

#### **Artikel 14 Geschillenregeling**

- a. Op deze overeenkomst is Nederlands recht van toepassing.
- b. Van een geschil is sprake zodra de ene partij dit bij aangetekende brief aan de andere partij te kennen geeft. Ingeval van een geschil doen partijen hun uiterste best dit geschil in der minne, zo mogelijk door tussenkomst van een NMI mediator, tot een oplossing te brengen.
- c. Indien het partijen niet lukt een tussen hen bestaand geschil in der minne op te lossen zal het geschil op verzoek van de meest gereede partij op exclusiviteitsbasis worden voorgelegd aan de bevoegde rechter in het arrondissement Midden-Nederland te Utrecht.

Aldus in tweevoud opgemaakt en ondertekend,

## Appendix H – Appraisal form Nyenrode faculty

### Confidential

Appraisal report form 2014/2015

### Nyenrode Business Universiteit

Faculty appraisal

Date of interview:     /     /  
                          /     /

Date of previous interview:

Name of faculty member:

Date of birth:         /         /

Position:

Scale:             /         /

Name of manager:

Since:             /         /

Department name:

**(All information can be found in the RAET system, to which all managers have access)**

**1. Does the person hold a managerial function in addition to faculty membership?**

No (go to question 2).

Yes (complete management box).

#### Management box

What is the evaluatee's opinion of the past year (self evaluation) and what is the evaluator's opinion of it?

Which important results have the evaluatee and his/her team achieved? (This should also be discussed from the angle of entrepreneurship.)?

In which specific way(s) has the manager demonstrated management of the team (ability to inspire loyalty and cooperation)?

Has the evaluatee demonstrated commercial aptitude? If so, how has this been manifested in practical terms?

What is the evaluator's assessment of the general management skills: budget control, planning, pro-activeness, self-reliance etc.?

## 2. Objectives and agreements set in previous evaluation/last year

Which objectives and agreements were made last year, and to which extent have they been realized?

## 3. Core tasks (see also the pre-filled overview of contributions with regard to each element):

- a. Education: In which way(s) does the faculty member contribute to the Nyenrode's various programs? Does it meet the quality standards?

What is the assessment of these contributions?

Far below expectations  Below expectations  Meets Expectations  Above expectations  Far exceeds expectations

What could contribute to improved performance in the upcoming year?

- b. Research: What academic contributions does the faculty member make in his/her field via research and development? (Publications, publicity, contract research, doctoral candidates (for professors))

What is the assessment of these contributions?

Far below expectations  Below expectations  Meets Expectations  Above expectations  Far exceeds expectations

What could contribute to improved performance in the upcoming year?

- c. Acquisition and commercial activities: acquisition of new clients, sponsorships, research fees, acquisition/development of programs for executive education, recruitment of students for programs etc. (Quantify, insofar as possible, in figures and financial contribution)

What is the assessment of these contributions?

Far below expectations  Below expectations  Meets Expectations  Above expectations  Far exceeds expectations

What could contribute to improved performance in the upcoming year?

**d. Contributions to the Nyenrode Academic Community (see Nyenrode faculty charter for examples)**

What is the assessment of these contributions?

- Far below expectations  Below expectations  Meets Expectations  Above expectations  Far exceeds expectations

What could contribute to improved performance in the upcoming year?

**Overall evaluation of core tasks (including billability)**

- Far below expectations  Below expectations  Meets Expectations  Above expectations  Far exceeds expectations

**4. Status BKO**

- Not started yet
- First conversation with coach is scheduled
- In consultation with coach, a plan is been made up and the plan is started
- Coach has approved portfolio and conversation with BKO-committee is scheduled
- BKO already obtained on Nyenrode
- BKO already obtained at .....
- Exempt from BKO (f.e. because of foreseen retirement) due to .....

**5. Development**

Which accents with regard to your (professional) development would you like to make the upcoming 3 to 5 years. Think about job level and types of activities.

*Job level;* PhD, assistant professor, associate professor, full professor

*Types of activities:* free research, commissioned research, degree education, thesis supervision, organization of education (f.e. education committee), acquisition and commercial activities, Executive Education, projects for the Nyenrode Community, Works Council, other)

What would be needed to realize what is mentioned above (time, initiative to get certain activities, support, courses and so on)

**6. Other objectives**

1. Cooperation between colleagues in the department
2. Cooperation between colleagues in Nyenrode
3. Contribution to development of executive education
4. Contribution to innovation
5. Contribution to internationalization

Describe the results achieved per objective as specifically as possible.

What is the assessment of these contributions?

Far below expectations  Below expectations  Meets Expectations  Above expectations  Far exceeds expectations

Additional agreements and evaluations:

**6. Formulate the objectives and agreements for the future (adhering to the SMART formula as much as possible).**

**Final evaluation of overall performance:**

Not realized  Partly realized  Realized  Exceeded  Top performance

**Based on this appraisal, is the staff member eligible for a periodic salary increase (only if this is possible within the salary scale; if end of scale please choose "NO")**

YES /  NO

**Reasons:**

## Secondary Activities

Where the evaluatee's function is graded higher than scale 10.0, and the appointment is more than 0.5 fte, please complete the secondary activity block.

Are all secondary activities registered (see the pre-filled overview of contributions) including time spent and are they agreed upon? NB This overview will (also) be used as source for listing and updating the other activities at Nyenrode's website at the person's "bio" page.

**Tick box for mutual agreement**

### Signed by:

Manager: Date: / /

Staff member: Date: / /

Staff member agreement  YES /  NO

Explanation if applicable:

Next scheduled appointment: Date: / /

HR department: Date: / /

Discussed with Executive Board: Date: / /

Dear faculty member,

In accordance with the faculty management charter we ask you if you could please fill out this form and send it to your Center Director and head of faculty at least two weeks in advance of your appraisal? If you have insufficient space, please feel free to add more rows to the tables.

**Publications in international journals (2012-18)**

Please list your publications below and their rating according to the Nyenrode Output Rating System

Publication	Rating
?	
?	
?	
?	
?	
?	
?	
?	
?	
?	
?	

**Publications in Dutch journals (2012-18)**

?
?
?
?
?
?
?
?
?
?
?
?

**Books and book chapters (2012-18)**

?
?
?
?
?
?
?
?
?
?
?
?
?

**Presentations at academic conferences (2012-18)**

?
?
?
?
?
?
?
?
?
?
?
?

**Other publications including contributions to public debate (2012-18)**

?
?
?
?
?
?
?
?
?
?
?



**Overview of thesis supervision and 2<sup>nd</sup> reader activities (2017-18)**

Students	Program (e.g. FTMSc)	Supervisor or 2 <sup>nd</sup> reader
?		
?		
?		
?		
?		
?		
?		
?		
?		
?		
?		
?		

**Overview of acquisition efforts (e.g. chair sponsoring, contract research, executive programs and degree programs) (2017-18)**

?
?
?
?
?
?
?
?

**Overview of other contribution to the Nyenrode community (2017-2018) (please check if applicable)**

<b>Attending academic events such as:</b>	<b>Please check below</b>
<input type="checkbox"/> Inaugural address	
<input type="checkbox"/> PhD Defense	
<input type="checkbox"/> Graduation ceremony	
<b>Contributing to program related activities such as:</b>	
<input type="checkbox"/> Information session and open days	
<input type="checkbox"/> Selection interview	
<input type="checkbox"/> Recruitment activities	
<input type="checkbox"/> Membership of exam committee	
<b>Other contributions such as:</b>	
<input type="checkbox"/> Mentoring (international) students	
<input type="checkbox"/> Center related tasks as managing the budget, thesis coordination	
<input type="checkbox"/> Member of academic council	
<input type="checkbox"/> Member of curriculum committee	
<input type="checkbox"/> Board member of personnel association Edornijen	
<input type="checkbox"/> Member of works council (Ondernemingsraad)	
<input type="checkbox"/> Organizing academic brown bag meetings	
<b>Other contribution (please list):</b>	
<input type="checkbox"/>	

Overview of secondary activities (nevenactiviteiten) (for faculty members whose function is higher than scale 10 and whose appointment is more than 0,5 FTE) (2017-2018)

Secondary activity
•
•
•
•
•
•
•
•
•
•
•
•
•
•

## **Examples of Contributions to the Nyenrode Community**

### **Attending academic events such as:**

- ☐ Opening of the Academic year
- ☐ Meeting Professors
- ☐ Center meetings
- ☐ Inaugural address
- ☐ A PhD Defense
- ☐ Graduation
- ☐ Academic brown bag presentations
- ☐ Research network meetings
- ☐ Faculty meeting and all staff meetings

### **Contributing to program-related activities such as:**

- ☐ Information sessions
- ☐ Selection interviews
- ☐ Membership of exam committee

### **Other contributions such as:**

- ☐ Mentoring new faculty members
- ☐ Mentoring (international) students
- ☐ Center-related tasks such as managing the budget, thesis coordination
- ☐ Member of academic council
- ☐ Member of curriculum committee
- ☐ Board member of personnel association Edornijen
- ☐ Member of works council (Ondernemingsraad)

## Appendix I – Appointment procedure for a Professor at Nyenrode

1. *A vacancy arises for a professor at Nyenrode Business Universiteit.*
2. *A profile sketch will be drawn up, including a task description.*
3. *In order to find a suitable candidate, selection may take place via an open procedure, but it may also be done on the basis of recommendation.*
4. *An appointment advisory committee (benoemingsadviescommissie, BAC) will be set up (see note on the procedure for the BAC).*
5. *The BAC will be given the task of issuing an advisory report, with reasons, concerning the recommendation for the appointment of this candidate to the position of professor. All the reports on which this nomination is based are confidential.*
6. *The appointment advisory committee will assess the candidate on the basis of the following guidelines:*
  - a. *Having a doctorate;*
  - b. *Academic contributions to the development of the field, as demonstrated by the number and content of publications, invitations to give lectures and other research output;*
  - c. *Knowledge of the relevant subject, acquired in academic education and/or professional practice;*
  - d. *Proven didactic qualities, clarity of thinking and the ability to express oneself; Possess a BKO certificate (or obtain this within a year after appointment)*
  - e. *Ability to work with others;*
  - f. *Support for the objectives of Nyenrode Business Universiteit and the willingness and suitability to participate in this university;*
  - g. *Leadership ability;*
  - h. *Proven administrative and organizational qualities;*
  - i. *The final evaluation is to result in an overall judgment regarding the candidate's ability to act as an inspiring, authoritative and leading member of staff.*
7. *The appointment advisory committee will draw up a reasoned recommendation. The profile sketch and the curriculum vitae, including list of publications, are to be included as appendices to the recommendation.*
8. *If desired, the appointment advisory committee is to provide a verbal explanation of*

*its report.*

- 9. If the Rector agrees with the recommendation, this will be followed by a nomination decree, an appointment decree and a press release. Because the appointment advisory committee includes two external professors, the prevailing policy of Nyenrode Business Universiteit waives the need to announce the proposed appointment to the sister faculties with a request to lodge any relevant objections.*

1	Vacancy Formation Other, Expansion e.g. proposal for Financing	University Board/Rector Dean
2	Profile sketch, job requirements	Rector/Dean/ P&O
3	Setting up of appointment advisory committee 3 Nyenrode professors, 2 external professors Attempt to get related subject area	HoF proposes BAC members AB advises Rector appoints BAC Secretary records this
4a	Recruitment	Rector P&O
4b	Selection of candidate(s)	Rector/Secretary
5	Decision based on BAC's recommendation	Rector
6	Proposed appointment	Rector/University Board
7	Nomination decree	University Board
8	Appointment	Rector/P&O
9	Press Release	Secretary/Corporate Communication
10	Inaugural lecture (preferably within 1 year)	Under guidance from chair of BAC

Explanatory notes:

- ② All the aforementioned people will receive the relevant correspondence during the 10 steps.
- ② The University Board has its main role in steps 1, 6 and 7. This fulfills the responsibility of the University Board.
- ② If the appointment involves someone who is already a professor somewhere else, the procedure applies from step 6, with the proviso that P&O (Human Resources) is also brought into the proposed appointment (in connection with employment terms) at that stage.
- ② 'Secretary' is the Head of the Academic Services Center.

Approved by the Executive Board on 6 December 2010

HB, procedure BAC December 2010

## Appendix J – Criteria for recommendation to the BAC (for internal candidates)

This policy document specifies some important criteria Nyenrode applies when considering the eligibility of current associate professors to be appointed full professor. The set of criteria represent a threshold standard that candidates must meet or surpass. These criteria also apply to outside candidates for a (sponsored or internally funded) full professor position.

Please note:

- Meeting the requirements does not automatically imply an appointment as full professor. The criteria are essential preconditions, but meeting them is not sufficient in and by itself.
- The list of criteria is not necessarily exhaustive, and additional requirements may be formulated (implicitly or explicitly), depending on the specific position and/or circumstances.
- All appointments are at the discretion of the Rector in consultation with the Academic Board, having heard the advice of the BAC.

An appointment can only be considered if the position:

- is financially viable, and
- fits the Nyenrode structure plan.

A potential candidate will only be considered for appointment if he or she meets or surpasses the Nyenrode standards in both the areas of research and teaching. On top of that, he or she needs to have a demonstrable track record in the Nyenrode values Leadership, Entrepreneurship, and Stewardship. The criteria in these three areas are explained below.

### 1: Research

In the area of research, candidates should meet the following cumulative requirements:

- The candidate holds a PhD-degree.
- The candidate's academic publications (excluding his or her PhD-thesis) are worth at least 10 publications points in the Nyenrode Research Output Rating System.
- Of these additional publications, at least two are rated 3 points or higher in the Nyenrode Output Rating System.

### 2: Teaching

In the field of teaching, candidates should meet the following cumulative requirements:

- The candidate possess a BKO certificate (or will obtain within one year after appointment).
- The candidate has a history of teaching excellence, and his or her course evaluations show consistent scores above the average score for the program of which the courses are part.
- The candidate has significant experience in course development, either in degree programs or in executive education, and has demonstrated ability to take the lead in development efforts.
- The candidate is able to serve different audiences and has taught successfully in various different programs (MSc, MBA, etc.).

### 3: Professorial behaviour; in line with positioning Nyenrode Universiteit B.V.

Candidates should fit the Nyenrode profile (by business for business) and should represent the Nyenrode trinity Leadership, Entrepreneurship and Stewardship (LES). Their professional behaviour is consistent with their professorial roles and duties.

The fit with Nyenrode and the LES trinity can be rooted in many different dimensions of one's functioning, behaviour and/or personality, and it is hardly possible fully to specify the specific criteria in advance. Indications of this fit include, but are not limited to, the following:

- The candidate has accepted significant responsibilities to serve the Nyenrode community, e.g. a Program Directorship or a Center Directorship.
- The candidate has taken the initiative and/or responsibility for projects that have substantial relevance to the Nyenrode community or to the broader academic community to which he or she belongs.
- Leadership in the academic, professional, or public debate.
- The candidate has a track record in research or teaching that crosses the functional borders of his or her specific subject area.
- Proven commercial qualities.
- A track record in research fund acquisition.
- The candidate shows true scholarship within and outside his or her subject area.
- The candidate is a role model for students and has proven capabilities to guide (PhD) students towards successful academic and business careers.

**Appendix K – Rules and Regulations Ancillary Functions**

*To be added when approved by University Board and Works Council*