Table of Contents

1 The Aalto Tenure Track Career System ................................................................. 3
  1.1 Positions in Aalto’s Tenure Track ................................................................. 3
  1.2 Recruitment and Promotion ............................................................................. 4

2 Key Tenure Track Actors and Committees .......................................................... 5
  The President ........................................................................................................ 5
  The Dean .............................................................................................................. 5
  Head of Department .............................................................................................. 5
  Human Resource Services ..................................................................................... 6
  External Reviewers ............................................................................................... 6
  The Departmental Tenure Track Committees ....................................................... 6
  The School Teaching Competence Assessment Committees .............................. 6
  The School Tenure Track Committees .................................................................. 6
  The Aalto Tenure Track Committee .................................................................... 7
  The Tenure Track Working Group ....................................................................... 7

3 The Tenure Track Recruitment and Promotion Processes ..................................... 8
  3.1 Tenure Track Recruitment .............................................................................. 8
    The Competitive Recruiting Process .................................................................. 8
    The Invitational Recruiting Process .................................................................. 9
  3.2 Tenure Track Promotions .............................................................................. 10
    Second Assistant Professor term ....................................................................... 10
    Tenure Review ................................................................................................... 10
    Promotion Review to Full Professor ................................................................... 11
    Withdrawal from a Review ................................................................................ 12
    Aalto Distinguished Professor .......................................................................... 12

  3.3 Submission of Application and Advancement Documents ............................... 12

  3.4 Evaluation Criteria ......................................................................................... 13
  3.5 Diversity .......................................................................................................... 13
  3.6 Language Requirements ................................................................................ 13

4 Development of the Tenure Track System ............................................................ 14

Terms and Conditions of This Document .................................................................. 15

Appendix 1: General Policies .................................................................................. 16
  Matters of disqualification ................................................................................... 16
  Privacy of Documents ......................................................................................... 17

Appendix 2: Generic time allocation for Tenure track levels .................................... 18

Appendix 3: Practical guidelines for tenure and promotion reviews in the Aalto tenure track ............................................................................................................. 19
  Key criteria for the tenure review ........................................................................ 19
  Key criteria for the promotion to Full Professor .................................................... 20
  Factors Considered in the Recruitment and Promotion Reviews in the Aalto tenure track ........................................................................................................ 21
  Appointment proposal ............................................................................................ 22
1 THE AALTO TENURE TRACK CAREER SYSTEM

This document is a description of the Aalto University tenure track system and associated processes. The structure of the Aalto tenure track system is shown in Figure 1.

Figure 1. Aalto University tenure track structure.

1.1 POSITIONS IN AALTO’S TENURE TRACK

There are three types of positions within the tenure track system: Assistant Professor, Associate Professor and Full Professor.

Assistant Professor

Assistant Professors (first term) are appointed for a fixed term, typically from three to five years. One year before the end of this term, the Assistant Professor is reviewed for re-appointment for a second term of typically four years. Thus, the full length of the Assistant Professor term is normally seven to nine years, with extensions for parental or other types of obligatory leave permitted. An Assistant Professor can also be appointed directly to the second term.

Each Assistant Professor granted a second term will be reviewed for tenure. In the tenure review, a decision is made on whether to grant tenure, that is, a permanent position, and to promote the candidate to the Associate Professor level. The Tenure Review is conducted one year before the candidate’s contract expires. The review can also be held earlier by joint agreement of the professor, the Head of Department and the Dean. If it is decided that an Assistant Professor has not earned re-appointment or tenure/promotion, the employment ends when the existing contract expires.

Associate Professor

Associate Professors in most cases have permanent positions that expire only with retirement or resignation (or dismissal in exceptional cases of severe misconduct). In exceptional cases, Associate Professors may have fixed-term contracts. A fixed-term Associate Professor is reviewed when the term is coming to an end. If successful, the fixed-term Associate Professor will be granted tenure as a tenured Associate Professor. Promotion to the position of Full Professor is based on an evaluation of merit.

Full Professor

Full Professors hold tenure until retirement or resignation (or dismissal in exceptional cases of severe misconduct).

Aalto Distinguished Professor

Exceptionally qualified Full Professors may be invited by the president to the honorary position of Aalto Distinguished Professor.
1.2 RECRUITMENT AND PROMOTION

The tenure track establishes a clear and standardized process for recruitment and promotion. The decision to recruit or promote a tenure track candidate is merit-based and made on the recommendation of experts, both internal and external. The President of Aalto University is responsible for decisions that determine the field of professorships and decisions that give tenure. The Dean at each school oversees the recruitment or promotion of all candidates and is responsible for non-tenure decisions.

![Diagram of the recruitment and promotion system at Aalto University.]

Each particular recruitment or promotion is reviewed by a Departmental Tenure Track Committee set up for the purpose. This committee makes a proposal to the Dean. The Dean also receives input from external expert reviewers and from the School Teaching Competence Assessment Committee.

A permanent School Tenure Track Committee at each school has oversight of all promotion and tenure decisions as well as all recruitment decisions. This committee gives recommendations to the Dean.

In the case of tenured positions at the Associate and Full Professor levels, the Dean recommends to the President whether a candidate should receive tenure based on input from the Departmental Tenure Track Committee, External Reviewers, the School Teaching Competence Assessment Committee and the School Tenure Track Committee. The President considers the recommendations of the permanent Aalto Tenure Track Committee before taking a decision.
2 KEY TENURE TRACK ACTORS AND COMMITTEES

This part of the document describes the structure of the tenure track process.

**Figure 3.** Overview of the tenure track recruitment process at Aalto University.

**THE PRESIDENT**

The President of Aalto University allocates tenure track positions to a school or department, and approves the field of the position and the level of the recruitment, if specified. The President also decides whether it is appropriate to recruit by invitation.

The President makes the final decisions when recruitments are made to tenured Associate or Full Professor positions. The President also makes the final decision on promotions that grant tenure and on promotion to Full Professor, decides on appointments as Aalto Distinguished Professor, and nominates members to the Aalto Tenure Track Committee and each School Tenure Track Committee.

**THE DEAN**

The Dean of a school nominates the Departmental Tenure Track Committees and External Reviewers for each tenure track position. The Dean also nominates the members of the School Teaching Competence Assessment Committee.

The Dean makes the final decision in recruitment when the recruitment is for the Assistant Professor or non-tenured Associate Professor level. The Dean is also responsible for the recruitment procedure used in line with the overall Aalto policy. In addition, they grant the second Assistant Professor term, and make final decisions about research and junior leave.

In the case of a tenured position, the Dean makes a proposal to the Aalto President.

**HEAD OF DEPARTMENT**

The Head of Department initiates the recruitment or promotion activities by contacting the Dean of their school. The Head also makes a recommendation to the Dean for the members of the Departmental Tenure Track Committee.
HUMAN RESOURCE SERVICES

Human resource services (HRS) provides an HR representative for each tenure track committee. The task of the HR representative is to manage the recruiting process and ensure objective assessment in recruiting. This person acts as the secretary of the committee.

EXTERNAL REVIEWERS

External reviewers are used as evaluators in recruitment and promotion processes. The reviewers must be internationally known experts in the field of the tenure track position in question. The appointment of external reviewers is made by the Dean on the recommendation of the Departmental Tenure Track Committee. Typically, external reviewers should have a full professor position at a high-quality university or have comparable research merits.

Before the final selection of the experts by the Dean, tenure-track candidates are given an opportunity to present objections regarding disqualification and regarding insufficient impartiality in the selection of external reviewers (see Matters for Disqualification, Appendix 1).

THE DEPARTMENTAL TENURE TRACK COMMITTEES

When a position becomes available or a promotion review is required, the Dean of the school appoints a Departmental Tenure Track Committee (shortened to: Departmental Committee). The Head of Department advises the Dean on the selection of committee members. If a department has several tenure track positions available at the same time, the same committee may manage the recruitment processes for all positions.

The Departmental Committee consists typically of five to seven professors and one supporting HR representative. The professors can be either Associate Professors or Full Professors. It is recommended that at least one professorial member of the committee is chosen from outside the department concerned. One of the professors acts as the Chair of the committee.

The HR representative acts as the secretary of the committee and does not have a vote.

THE SCHOOL TEACHING COMPETENCE ASSESSMENT COMMITTEES

The School Teaching Competence Assessment Committee is a permanent assessment committee within each school appointed by the Dean. The committee consists typically of representatives of the professoriate, lecturers, students and specialists in pedagogy. The teaching competence assessment committee acts as an internal evaluator and gives a statement on the teaching competence (based on the teaching portfolio, and teaching demonstration and interview concerning teaching competence) in recruitment and advancement processes. The statement is given to the Departmental Committee.

THE SCHOOL TENURE TRACK COMMITTEES

The School Tenure Track Committee is a committee within each school appointed by the President for a period of three years. The committee gives recommendations to the Dean of that school on all promotion and tenure decisions, as well as all recruitment decisions in that school.

The committee consists typically of five to seven tenured professors and a non-voting HR representative acting as the secretary of the committee. Membership in the committee is limited to a maximum of three successive terms.
THE AALTO TENURE TRACK COMMITTEE

If a decision on tenure is required at either Associate or Full Professor level, the Dean submits their proposal to Aalto’s President. The President asks the opinion of the Aalto Tenure Track Committee, which gives recommendations both on tenure decisions and on the recruitment of tenured professors. The Aalto Tenure Track Committee is appointed by the President for a period of three years. Membership in the committee is limited to a maximum of three successive terms.

THE TENURE TRACK WORKING GROUP

The role of the Tenure Track Working Group is to support the development of academic career systems, contribute to the preparation of development actions, and communicate the development in the Aalto community. The group is headed by the Provost and consists of professorial representatives from each school.
3 THE TENURE TRACK RECRUITMENT AND PROMOTION PROCESSES

3.1 TENURE TRACK RECRUITMENT

Recruitment of tenure-track faculty is made either through a competitive recruiting process or, in exceptional cases, through an invitational recruiting process.

The competitive recruiting process can be used for recruitment at all tenure-track levels. It should be used unless the President, on the recommendation of the Dean, decides to use the invitational recruiting process.

In an invitational recruiting process, only one candidate is reviewed. Invitational recruiting may only be used in exceptional cases for tenured Associate Professor and Full Professor positions.

Each appointment to the tenure track is based on the judicious assessment that the appointee is an outstanding candidate among their peers. In the case of non-tenured tenure track positions, each appointee is required to demonstrate a strong potential for reaching tenure within the standards and timeframe set by Aalto University. The candidate shall be instructed on the anticipated requirements for tenure at the time of hire.

**THE COMPETITIVE RECRUITING PROCESS**

Process guidelines for competitive recruiting at the Assistant Professor level follows the steps listed below.

**Step 1**
Once a position is granted by the President, the recruiting process is initiated by the Head of Department. The Head makes a proposal to the Dean to start a competitive recruitment process and on the members of Departmental Tenure Track Committee. The Dean then appoints the Departmental Committee.

**Step 2**
The Departmental Committee proposes the field and, if needed, the level of the position (Assistant, Associate or Full Professor level). The President confirms the field and level on the basis of the Dean's recommendation.

**Step 3**
The Departmental Committee initiates a search for potential candidates. The search should adhere to the principles of global and competitive recruiting (i.e., the use of international advertising, conferences, targeted search, contacts and references from international peer universities). Positions should be open for application for a minimum of 30 days.

**Step 4**
From all the applications submitted, the Departmental Committee forms a shortlist of the most promising candidates. The Departmental Committee will provide all eligible professors within the department (see Matters for Disqualification, Appendix 1) with an opportunity to express an opinion on the candidates' overall suitability for the position while the shortlist is being drawn up.

**Step 5**
The Departmental Committee obtains external reviews from at least four reviewers of the shortlisted candidates. When recruiting to the level of Assistant Professor (terms 1 and 2), the Departmental Committee may use at least four letters of reference, instead of external reviews. The Dean decides whether to use recommendation letters before starting the recruitment process.
Step 6
The Departmental Committee invites the most promising shortlisted candidates to visit Aalto University. The Departmental Committee interviews candidates on their merits and potential (research and/or artistic and professional work, teaching, and service). All professors within the department are given the opportunity to discuss with the candidates during the recruitment process (see Matters for Disqualification, Appendix 1). Candidates are also invited to give a presentation during their visit to demonstrate their research and teaching competence.

Step 7
The Departmental Committee proposes to the Dean those candidate(s) to be recruited to the Aalto tenure track based on the material gathered during the recruitment process. In Assistant Professor level recruitments, the Dean makes the final recruitment decision after consultation with the School Tenure Track Committee. The School Tenure Track Committee can decide to invite additional evaluation reviews on the candidates from external reviewers to support its recommendation. The guidelines concerning the selection of external reviewers and the evaluation criteria introduced in this document also apply also to these external reviews.

If the Departmental Committee cannot find a candidate fulfilling the criteria of the position, a new search for potential candidates is initiated. If the Dean does not approve the proposal of the Departmental Committee, the process returns to the Departmental Committee. The committee may, after consulting the Dean, propose another candidate from the shortlist or choose to initiate a new search for potential candidates.

Process guidelines for competitive recruiting at Associate Professor and Full Professor levels
Competitive recruiting at the Associate Professor and Full Professor levels follow the process guidelines for competitive recruiting at the Assistant Professor level with the following exceptions.

First, the Departmental Committee must always obtain at least four external reviews of shortlisted candidates to support its recruitment proposal. Second, after hearing the School Tenure Track Committee, the Dean presents the proposal to the President. The President considers the views of the Aalto Tenure Track Committee and whether it supports the proposal or not. Third, the President makes the final recruitment decision.

In some cases it is also possible to recruit an Associate Professor on a fixed-term contract (non-tenured). The recruitment process follows the guidelines described in this section with the exception that the Departmental Committee makes a proposal on the candidate(s) to be recruited to the Aalto tenure track to the Dean. The Dean then makes the final recruitment decision after hearing the views of the School Tenure Track Committee. The duration on the fixed term is decided at the time of recruitment. The tenure review (to tenured Associated Professor position) takes place a year before the end of the contract.

THE INVITATIONAL RECRUITING PROCESS
The invitational recruiting process can only be used at the tenured Associate Professor and Full Professor levels in exceptional cases. The use of invitational recruiting requires that the proposed candidate is unquestionably able to fulfill the requirements of the tenure track level at which the recruitment is directed.

Process guidelines for invitational recruiting include the following steps.

Step 1
The recruiting process is initiated by the Head of Department who makes a proposal to the Dean on the level and field of the tenure track position, and on the reasons for the use of the invitational recruiting process (including the merits of the candidate) rather than the
competitive recruiting process. If the Dean supports the use of invitational recruiting, the Dean presents the case to the president. The president decides whether the invitational process is used and confirms the field of the position. If the Dean or the president does not approve the use of an invitational recruitment process, the vacant position is filled by means of a competitive recruitment process.

Step 2
The Dean appoints a Departmental Committee for the invitational recruitment. The committee starts the process by collecting the required material, including external evaluation reports. The candidate is invited to a site visit, during which the candidate is interviewed and invited to give a presentation to demonstrate research competence and teaching competence.

Step 3
If the Departmental Committee is convinced that the candidate unquestionably fulfills the criteria of a tenured professorship at Aalto University, the committee makes a recruiting proposal either at the tenured Associate Professor or the Full Professor level to the Dean. If the candidate falls below this level, the invitational recruitment process is terminated and a new recruitment process is initiated.

Step 4
If the Departmental Committee supports the recruitment of the candidate, the School Tenure Track Committee reviews the case and makes a recommendation to the Dean. The School Tenure Track Committee may decide to invite additional evaluation reviews concerning the candidate from External Reviewers to support its recommendation.

Step 5
If the Dean supports the proposal, the Dean presents the proposal to the president, who makes the final recruitment decision after hearing the Aalto Tenure Track Committee. If the Dean or the president does not support the invitation proposal, a new recruitment process is initiated.

3.2 TENURE TRACK PROMOTIONS

SECOND ASSISTANT PROFESSOR TERM
The decision whether to grant an Assistant Professor a second term is based on an assessment by the department and the school of the research and/or artistic work, teaching and service of the Assistant Professor. The reappointment review is conducted one year before the candidate’s contract expires. In exceptional cases, an early review is possible. The process is initiated by the Head of Department after discussion with the Dean. The Head listens to the views of professors in the department and makes a proposal to the Dean whether to grant the second Assistant Professor term. The Dean makes the final decision. If the candidate is not granted a second term, the employment ends upon expiration of the contract.

TENURE REVIEW

Pre-requirements for Tenure Review
Candidates for a tenured professorship must be evaluated by distinguished members of their discipline to be successful scholars. Teaching merits, pedagogical qualifications and service are also taken into account when tenure is decided. In most cases, a decision to grant tenure assumes that the professor has spent at least one year at another university or research institute or has equivalent expertise. In exceptional cases, an early tenure review is possible.

The process guidelines for tenure review follow the steps listed here.
Step 1
The tenure review process is initiated by the Head of Department who makes a proposal on proceeding to tenure review to the Dean. The Dean then assigns a Departmental Committee.

Step 2
The Departmental Committee starts the review process by collecting the required materials from the candidate, by asking the School Teaching Competence Assessment Committee to evaluate the teaching competence of the candidate, and by inviting at least four Full Professor-level experts from international peer universities to conduct an external evaluation of a. the candidate’s research and/or artistic merits, b. the candidate’s teaching merits and c. the candidate’s service merits. The Departmental Committee considers the views of all eligible professors within the department.

Step 3
The Departmental Committee makes a tenure proposal to the Dean based on the collected material and external evaluation reports. The School Tenure Track Committee reviews the case and makes a recommendation to the Dean. The School Tenure Track Committee may invite further external evaluation reports from Full Professor-level experts to support its recommendation.

Step 4
If the Dean is in favor of granting tenure, they present the case to the President who makes the final tenure decision after hearing the views of the Aalto Tenure Track Committee.

If it is decided that the candidate has not earned tenure, the employment ends upon expiration of the contract.

PROMOTION REVIEW TO FULL PROFESSOR

Pre-requisites for Promotion Review to Full Professor

Candidates promoted to Full Professor must have high academic merits, be judged by distinguished members of their discipline to be of first rank among scholars, and must show a continued contribution to scholarship and Aalto University. A promotion from Associate Professor to Full Professor can take place after a minimum of four years as a tenured associate professor. However, in exceptional cases an early review is possible. A waiting period of at least two years is required after an unsuccessful promotion review.

The process guidelines for promotion to Full Professor includes the following steps.

Step 1
The promotion review is initiated by the Head of Department after discussion with the Dean. The Head of Department notifies the Dean of the upcoming promotion review and discusses whether it is appropriate to initiate the promotion process.

Step 2
The Dean nominates the Departmental Committee, which starts the review process by collecting the needed material, by asking the School Teaching Competence Assessment Committee to evaluate the teaching competence of the candidate, and by inviting at least four peer-university, Full Professor-level experts to conduct an external evaluation of a. the candidate’s research and/or artistic merits, b. the candidate’s teaching merits, and c. the candidate’s service merits.

Step 3
The Departmental Committee makes a promotion proposal based on the collected material and the external evaluation reports. The School Tenure Track Committee reviews the case
and makes a recommendation concerning the proposal. If needed, the committee may request additional external reviews.

**Step 4**
Thereafter, the Dean makes a promotion proposal to the President based on the recommendation of the School Tenure Track Committee.

**Step 5**
The President makes the final promotion decision after hearing the Aalto Tenure Track Committee.

**WITHDRAWAL FROM A REVIEW**
A candidate may withdraw from an advancement review. The withdrawal must be done in writing and the review process will be called off. Any fixed-term employment will end upon expiration of the contract.

**AALTO DISTINGUISHED PROFESSOR**
The title of Aalto Distinguished Professor is the most prestigious recognition that Aalto University can give to its members. The President initiates the process for the appointment of an Aalto Distinguished Professor. The President also makes the final decision on the promotion of the candidate to the rank of Aalto Distinguished Professor.

**3.3 SUBMISSION OF APPLICATION AND ADVANCEMENT DOCUMENTS**
It is recommended that candidates submit the following documents when applying for a position or promotion:

- curriculum vitae,
- list of publications (with the most significant publications highlighted) and/or artistic portfolio,
- research statement describing past research and plans for future research and/or similar for artistic activities,
- teaching portfolio, and
- references.

The list of documents may vary depending on the international de facto standards of the discipline. The Departmental Committees specify the documents needed in their applications.

**Curriculum Vitae**
The departments and schools provide suitable examples for the applicants.

**Artistic Portfolio**
In an artistic portfolio, a candidate’s artistic, design, and architectural output and professional impact are described together with the candidate’s plans for future artistic and professional work.

**Research Statement**
The research statement is a brief (4 to 10 pages in length) description of the candidate’s past research work and future plans. The aim is to indicate the longer line of work that the candidate is pursuing.

**Teaching Portfolio**
A teaching portfolio documents, presents and evaluates a candidate’s professional teaching in a systematic way. It is a document about competencies, experience and professional development in teaching. In it, narrative text is supported by carefully selected evidence.
included in its attachments. The aim of the teaching portfolio is to support continuous development of pedagogical competence.

More detailed guidelines are given in the web site of Aalto University.

3.4 EVALUATION CRITERIA

All proposals, evaluations, and decisions with regard to recruiting and advancement on the Aalto tenure track are made through a careful consideration of each candidate’s contribution and future potential. Evaluation criteria on the tenure track are based on the principles of predictability, transparency and comparability with international standards. The candidate’s performance is evaluated in three dimensions: research and/or artistic and professional work, teaching, and service (i.e., activity in the scientific community, academic leadership and societal interaction). The criteria used in tenure and promotion reviews as well as in recruiting to tenured levels are described in more detail in Appendix 3.

Each school specifies in more detail the evaluation criteria for tenure track evaluations. The schools should make sure that the tenure track requirements and evaluations are compatible with the prevailing practices of the international scientific community in the school and department’s own field(s) of study.

The principles listed below apply to specific evaluation points in the Aalto tenure track.

Assistant Professor Level

When recruiting for Assistant Professor first term, the evaluation is mainly based on potential in research and/or artistic and professional work and service. Evaluation is based on merits and potential when deciding to extend the second Assistant Professor term.

Tenured Professor Levels

The minimum requirements for reaching tenure (at the Associate Professor level) are 1. excellence in research and/or artistic work and high-quality teaching, or 2. excellence in teaching and high-quality research or artistic work. Additionally, service merits are among the evaluation criteria. The weight given to these factors increases in evaluations at later tenure track levels.

3.5 DIVERSITY

In accordance with its equality plan, Aalto University is committed to the principle of being an equal opportunity employer such that the deciding factors in personnel selection are qualifications, competence and the overall suitability for the position. In all recruitments, diversity should be considered; special care should be given to invitational recruitments. General equality principles, and equality between women and men, should also be actively promoted in different levels of the tenure track process, for example, when selecting expert reviewers, members of departmental, school and Aalto tenure track committees and members of teaching competence assessment committees at the school level, as well in guidelines, criteria, and communication related to different stages of the career and the tenure and promotion reviews.

3.6 LANGUAGE REQUIREMENTS

Candidates are required to have such fluency in English as is required for carrying out their duties. A foreign citizen or a non-native Finnish citizen may be appointed to a teaching or research post without demonstrating proficiency in the Finnish or Swedish languages. Native Finnish citizens in teaching and research positions at universities are required to have a good command of the language of instruction, Finnish or Swedish, used on their courses. Those in teaching and research positions at universities that offer degrees in both Finnish and Swedish are also required to have at least satisfactory oral and written proficiency in the other official language of Finland.
4 DEVELOPMENT OF THE TENURE TRACK SYSTEM

Quality management and development of Aalto University operations constitute normal university activities, which are based on the principle of continuous development, or the Plan, Do, Check, Act/Adjust cycle (PDCA cycle, see Figure 4). Quality management and development of the Aalto tenure track career system is part of Aalto University’s quality system.

Figure 4. Plan, Do, Check and Act/Adjust (PDCA) cycle of the tenure track at Aalto University.

The annual clock for tenure track development is linked to the university’s annual clock and management actions. Tenure track development is based on an annual review of the system and more comprehensive development workshops biannually. Based on these reviews the Tenure Track Working Group prepares recommendations on development actions which are then passed to the annual management review of the university.
TERMS AND CONDITIONS OF THIS DOCUMENT

This policy document and related principles and procedures are subject to periodic review. This document replaces the policies and procedures document dated 19 January 2012. In this revision:

- the definition of the key tenure track actors and their roles in decision making have been updated,
- the description of the development and quality management of tenure track system has been added,
- the document “Practical guidelines for tenure and promotion reviews in Aalto tenure track” has been included as an appendix, and
- some process specifications have been added.
APPENDIX 1: GENERAL POLICIES

MATTERS OF DISQUALIFICATION

Members in the committees, councils and other bodies need to fulfill requirements set for equal treatment of candidates.

Concerning disqualification, the Administrative Procedure Act (Hallintolaki, 434/2003) is applied. According to this, a person shall be disqualified:

1. if he/she or a close person is a party to the matter; the term “close person” referring to:
   a. spouse (a partner in wedlock, a domestic partner or a partner in a registered partnership) child, grandchild, sibling, parent, grandparent, a person otherwise especially close to him/her, as well as the spouse of a close person;
   b. a sibling of his/her parents and their spouse, a child of his/her sibling, and his/her former spouse;
   c. a child, grandchild, sibling, parent and grandparent his/her spouse, their spouse, as well as a child of his/her sibling; and
   d. a comparable half-relative.
2. if he/she or a close person assists or represents a party or a person due to gain specific benefit or suffer specific loss from the decision of the matter;
3. if specific benefit or specific loss from the decision of the matter is foreseen for him/her or a close person;
4. if he/she is in service with or in a pertinent commission relationship to a party or a person due to gain specific benefit or suffer specific loss from the decision of the matter;
5. if he/she or a close person is a member of the board, supervisory board or a corresponding organ of, or the managing director or in a comparable position in a corporation, foundation, state enterprise or institution that is a party or that is due to gain specific benefit or suffer specific loss from the decision of the matter;
6. if he/she or a close person is a member of the executive body or a corresponding organ of an agency or institution, where the matter pertains to the supervision or oversight of the agency or institution; or
7. if his/her impartiality is compromised for another specific reason; such as:
   a. Close academic cooperation, such as recent research collaboration, co-publications or joint publication efforts;
   b. Other close cooperation; or
   c. Strong contentious relationship.

The existence of any such cause is based on a holistic case-by-case evaluation where all relevant circumstances will be taken into account.

Appeals cannot be made against the decision of the disqualification of an expert or member of a committee.

The matter of disqualification must be decided without delay by the person him or herself.

However, a decision on the disqualification of a member or the referendary of a multi-member body shall be made by the body. An alternate member must be appointed without delay. However, a disqualified member can participate in the consideration of an urgent issue if the disqualification cannot have an effect on the decision.
PRIVACY OF DOCUMENTS

All personal data is handled according to the Finnish Act on the Protection of Privacy in Working Life (Laki yksityisyystuoja työelämässä, 759/2004) and the Personal Data Act (Henkilötietolaki, 523/1999). In addition, all documents are handled according to the Act on the Openness of Government Activities (Laki viranomaisen toiminnan julkisuudesta, 621/1999).

According to these acts, the following documents and data are public:

- summary of the candidate’s merits introduced by the Departmental Committee,
- reviews of the candidate’s accomplishments and the promotion/tenure proposal made by or for tenure track committees, and
- recruitment and promotion decisions, including a statement of reasons.

The following documents and data are confidential:

- All personal data, based on the Personal Data Act;
- Based on the Act on the Openness of Government Activities 24 § article 29:
  - psychological tests and assessments,
  - written personal evaluations of an individual candidate made by experts chosen by the committees for tenure track decisions, and
  - individual recommendations and evaluation letters if a person requests it.

Regardless of confidentiality provisions, the applicant/employee always has the right to have access to the data on him or herself in a personal data file, including the results of a test or assessment. Additionally, the members of tenure track committees have access to confidential data necessary for the procedure. In case of a legal action, the applicant/employee may gain access to information concerning competing applicants/employees.
APPENDIX 2: GENERIC TIME ALLOCATION FOR TENURE TRACK LEVELS

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Key principles
* Research emphasis high in the beginning to obtain research portfolio
* Teaching relatively constant to maintain required teaching scale and senior professors in touch with students
* Contribution for academic leadership and collaboration increases with seniority through increased leadership, committee membership and societal interaction
* Mandatory teaching for Distinguished Professors, otherwise work profile negotiated

Figure 5. Generic time allocation between research/artistic and professional work, teaching, and service (i.e., activity in the scientific community, academic leadership and societal interaction).
APPENDIX 3: PRACTICAL GUIDELINES FOR TENURE AND PROMOTION REVIEWS IN THE AALTO TENURE TRACK

The recruiting, tenure, and promotion review processes are described in the Aalto Tenure Track Policies and Procedures Document (this document). The President has given further instructions on the review processes in March 2014 (Practical guidelines for tenure and promotion reviews in the Aalto tenure track; decision by the President on 24 March 2014, Reg. No. D/129/01.00.01.01/2014). The guidelines in this appendix replace the previous set of practical guidelines dated March 2014.

The goal of these guidelines is to ensure that the Aalto tenure track and its evaluation criteria remain in harmony with the practices of leading, international peer universities and that evaluation practices are transparent and sufficiently aligned in all Aalto schools. The guidelines describe

- the key criteria to be used in the tenure review and in the promotion review to the Full Professor level,
- the list of factors considered in the recruitment and promotion reviews in the Aalto tenure track, and
- instructions for appointment proposals.

In the Aalto tenure track, each Assistant Professor (second term) and fixed-term Associate Professor will be reviewed for tenure. In the tenure review, a decision is made whether to grant tenure and promote the candidate to the tenured Associate Professor level. Associate Professors may be reviewed for promotion to the Full Professor level based on an evaluation of merits.

Tenure and promotion reviews are conducted through a comprehensive evaluation in the main evaluation dimensions: research/artistic work, teaching and service (i.e., activity in the scientific community, academic leadership and societal interaction). Candidates recruited directly to tenured positions are evaluated using the same criteria as professors in the tenure track reviewed for tenure or promotion to the corresponding level.

These guidelines describe the key criteria to be used in the tenure review and in the promotion review to the Full Professor level. The Dean can give school-specific instructions on the tenure and promotion review criteria to ensure that the evaluation of the candidate satisfies the requirements set in these guidelines. The Dean can also give school-specific instructions on the re-appointment review criteria (re-appointment to the Assistant Professor second term) to ensure that in the succeeding tenure review the candidate will have a fair chance to reach the requirements set in these guidelines.

KEY CRITERIA FOR THE TENURE REVIEW

The Aalto tenure track policy gives the following guidance on the generic time allocations in different stages of the career: emphasis on research and/or artistic work is high in the beginning of the career, the share of teaching duties remains relatively unchanged throughout the career, while contributions to service are expected to increase with seniority.

Candidates for a tenured professorship must be evaluated by distinguished members of their discipline to be successful scholars. In most cases, a decision to grant tenure requires that the candidate has spent at least one year at another university or research institute or has equivalent expertise. According to the Aalto tenure track policy, the minimum requirements for reaching tenure are 1. excellence in research and/or artistic work and high-quality teaching, or 2. excellence in teaching and high-quality research and/or artistic work.

Hence, the following criteria are considered key criteria when reviewing a candidate for tenure.
• Research/artistic work
  o the most important publications and their quality and impact including the quality of the publication forums from the viewpoint of the candidate’s field of research; and/or the most important artistic works and their quality and impact;
  o research/artistic work in other universities and research institutes or in professionally relevant positions (including doctoral studies and the postdoctoral phase);
  o the ability to build and lead a research/artistic team including possible doctoral students and postdoctoral research associates or artistic professionals supervised by the candidate;
  o the capability of raising competitive research funding or corresponding competitive funding in the artistic field; and
  o the ability to conduct independent research/artistic work.

• Teaching
  o teaching experience including supervision of doctoral, master and bachelor level theses;
  o development of teaching and experience in course development in the field.
  o pedagogical education and studies;
  o quality of student feedback;
  o collegial feedback (e.g., Head of Department or director of degree programme) and utilization of student and collegial feedback in developing teaching; and
  o the ability to teach.

KEY CRITERIA FOR THE PROMOTION TO FULL PROFESSOR

Candidates promoted to the level of Full Professor must have outstanding academic merits, be judged by distinguished members of their discipline to be of first rank among scholars and must show a continued contribution to scholarship and Aalto University.

Hence when reviewing a candidate for promotion to the Full Professor level, the review should consider the key criteria described above in the dimensions of research/artistic work and teaching with increased emphasis on the following:

• international (and national) visibility and standing of the candidate and her/his team in the field,
• success in winning competitive funding,
• achievements in doctoral education, and
• experience in curriculum development.

In addition, the candidate is expected to have increasing contributions to service, for example, including the following activities:

• candidate’s outreach and dissemination of her/his work;
• collaboration within Aalto University, schools and the departments, such as committees, working groups and task force memberships;
• mentoring and coaching of junior colleagues;
• formal training developing academic leadership;
• academic leadership positions including committees and educational programs; and
• service to the scientific/artistic community and/or industry and society at large.

For the complete list of factors that can be considered in this dimension, see below.

For candidates in the career track, both tenure and promotion reviews focus mainly on merits achieved since the last review or recruitment.
FACTORS CONSIDERED IN THE RECRUITMENT AND PROMOTION REVIEWS IN THE AALTO TENURE TRACK

Evaluation criteria on the tenure track are based on the principles of predictability, transparency and comparability with international standards. Performance is evaluated in three dimensions:

- research and/or artistic and professional work,
- teaching, and
- service (i.e., activity in the scientific community, academic leadership and societal interaction).

Research
When reviewing a candidate’s scientific output, the following factors can be considered:

- research plan
  - current state (including at the Assistant Professor level a demonstrated ability to conduct independent research)
  - vision and goals
  - research output and scientific impact of research
- publications in international peer reviewed forums (within last 8 to 10 years)
  - citations
  - other research publications (books, book chapters)
  - work in progress
- plenary talks and other high impact talks such as invited talks, keynote lectures, et cetera
- technical results and innovations, research artefacts and/or tools produced (software, etc.)
- scientific collaboration
- competitive research funding/grants
- collaboration with concrete outcomes: joint articles, joint funding, et cetera
- references
  - awards, prizes, et cetera.

Artistic and Professional Work
When reviewing the candidate’s artistic output, the following factors can be considered in an artistic portfolio:

- plan for artistic and professional work
  - current state
  - vision
- artistic, design, and architectural output and professional impact
  - implemented and/or published projects, productions, concepts, exhibitions and other artistic and professional activities
  - real life development projects and productions
  - professional publications
  - documented presentations in professional bodies, conferences, and professional journals
  - memberships in competition juries
- references
  - awards, prizes, et cetera.

Teaching
As part of the recruitment and/or promotion process, the candidate is asked to present their teaching competence with a teaching portfolio, to give a teaching demonstration, and the candidate is also interviewed concerning their teaching competence. The assessment is comprehensive, taking into account the experience and merits presented in the teaching portfolio, the performance during the teaching demonstration and the outcome of the
interview. When reviewing a candidate’s teaching merits and competence, the following factors can be considered:

- teaching experience including supervision of doctoral-, Master’s- and Bachelor’s-level theses; production of teaching and learning materials;
- development of teaching, including teaching philosophy and approach to teaching, experience in course and curriculum development, including educational leadership;
- pedagogical education and studies;
- student and collegial feedback, honours and awards; and
- the ability to teach.

Service

When reviewing a candidate’s merits in service, the following factors can be considered:

- service to the scientific/artistic community
  - conferences (organizing)
  - editorial duties
  - major evaluation tasks
  - memberships and positions of trust in scientific and artistic community and academic institutions (e.g. Chair, Fellow)
- academic leadership and internal service
  - mentoring and tutoring
  - academic leadership including leadership training
  - research management and research team management
- societal interaction
  - societal visibility
    - contribution in the field of expertise (e.g., through expert tasks, popularized works, media visibility, interaction with alumni, participation in business and societal posts and networks external to Aalto)
  - Aalto collaborative platforms
    - active participation or leadership (e.g., in Aalto factories and other units, Aalto incubation services and Aalto generated start-up companies, Aalto Executive Education or other continuing education, as well as raising private funding for Aalto projects)
  - interaction with stakeholders
    - patents and other commercial rights, significant new methods for industry or other business, joint publications, et cetera
  - advisory roles in governmental and other bodies
  - other collaboration with the community

APPOINTMENT PROPOSAL

When proposing a candidate for a tenured position to the president, the proposal of the Dean of the school in question should cover in particular the following issues.

- a clear statement whether the proposal is based on the argument that the research/artistic work of the candidate is excellent and the teaching is of high quality; or if the research/artistic work of the candidate is of high quality and the teaching is excellent (or if both are excellent);
- the views of the expert reviewers on the international standing of the candidate in relation to individuals in the same career stage in the same field;
- the views of the expert reviewers on the candidate’s possibility to be granted tenure in their home universities or in other high-standing research universities in the world; and
- the quality of the candidate’s achievements in the three evaluation dimensions with particular emphasis on the key criteria of the relevant level as outlined in the guidelines.
Note that the Dean’s proposal can refer to the proposals and recommendations of the school and the departmental tenure track committees.

The Aalto University schools may use more detailed school-level or field-specific criteria.

The documentation provided by the Dean consists of the following:

1. the Dean’s appointment proposal;
2. the school-level Tenure Track Committee’s recommendation on the appointment;
3. the Departmental Tenure Track Committee’s recommendation;
4. reviews of at least four external experts;
5. the review request sent to the external reviewers;
6. a statement on the candidate’s teaching merits and competence by the school Teaching Competence Assessment Committee;
7. the candidate’s application including attachments;
8. a bibliometric analysis of the candidate’s publication work;
9. in the case of a competitive recruiting process, a list of all candidates, their comparison, and the grounds for the selection of the shortlisted candidates; and
10. other relevant attachments.