

AALTO LECTURER CAREER SYSTEM

February 2016

**AALTO UNIVERSITY
POLICIES AND PROCEDURES DOCUMENT – REVISED VERSION**

1.	<i>THE AALTO LECTURER CAREER SYSTEM</i>	3
1.1.	Objectives and general principles	3
1.2.	Positions in Aalto's lecturer career system	4
1.3.	Generic work time allocation for lecturer career levels	4
1.4.	Recruitment and promotion	5
1.5.	Key lecturer career system actors and committees	5
2.	<i>LECTURER CAREER SYSTEM PROCESSES</i>	7
2.1.	Recruiting for the lecturer career system	7
2.1.1.	Competitive recruiting process	7
2.1.2.	Invitational recruiting process	8
2.2.	Promotion to University Lecturer	8
2.3.	Promotion to Senior University Lecturer	9
3.	<i>EVALUATION CRITERIA FOR THE AALTO LECTURER CAREER SYSTEM</i>	10
3.1.	The Teaching Portfolio	10

1. THE AALTO LECTURER CAREER SYSTEM

1.1. OBJECTIVES AND GENERAL PRINCIPLES

This document outlines the policies and procedures for the lecturer career system at Aalto University. These include the objectives and general principles of the Aalto lecturer career system, its structure, and the key decision processes in recruiting and promotion.

The following five principles are used in the Aalto lecturer career system:

1. a global, competitive recruiting approach;
2. the promotion of high-quality teaching and pedagogical competence;
3. the recruitment of people who will move forward in the lecturer career system;
4. the assurance of as simple, transparent and fair processes as possible; and
5. equal opportunities for all.

These principles are detailed below.

A global, competitive recruiting approach, taking into account the needs of the department and the field in question

Recruitment for the Aalto lecturer career system draws from a national and international pool of academics. Aalto University aims to actively recruit competent talent through international recruiting conferences, use of current international academic contacts, and promotion of Aalto University on a global scale. Recruitment for the lecturer career system is conducted using a competitive recruiting process, unless otherwise specifically decided by the Dean at the proposal of the Head of Department.

The promotion of high-quality teaching and pedagogical competence

Aalto University promotes high quality teaching and pedagogical capabilities of people in the lecturer career system. All nominees and promoted candidates in the Aalto lecturer career system are expected to complete pedagogical studies corresponding to at least 25 ECTS credits. Further, Aalto offers professional pedagogical support and training for its academic faculty in all career systems and levels.

The recruitment of people who will move forward within the lecturer career system

Aalto University recruits teachers who show interest and potential for progressing from the University Teacher level to the University Lecturer level, and possibly, to the Senior University Lecturer level (see section 1.2). Reaching the Senior University Lecturer level requires a doctoral degree or comparable significant artistic qualifications and merits in their academic research field (be it scientific or artistic). Accordingly, the recruitment process and quality of candidates is highly important.

The assurance of simple, transparent and fair processes as possible

Aalto University pays special attention to the impartial nature of recruiting, evaluations and promotions. This principle uses objective evaluation criteria. Aalto also applies the “one level above” approach to all decisions, that is, the closest superior never makes the final decision in recruitments, re-appointments or promotions.

Equal opportunities for all

Aalto University encourages diverse personnel. Therefore, Aalto pays special attention to the diversity of applicants and to the equal treatment of candidates.

The rules and regulations of the lecturer career system should thus be grounded in the general principles detailed above.

1.2. POSITIONS IN AALTO'S LECTURER CAREER SYSTEM

The Aalto lecturer career system includes positions with main emphasis on teaching. Research and/or artistic activities as a member of a research and/or artistic group are also required. The lecturer career system is mainly for employees who teach in Aalto University's Bachelor's-level programmes. Responsibilities at the Master's and doctoral levels are possible after requisite qualifications are met (scientific, artistic, pedagogical). Responsibilities in the development of curriculum and pedagogical leadership increase with seniority.

The lecturer career system is mainly intended for the following groups:

- teachers of practical and professional courses,
- teachers of bachelor's-level courses, and
- language teachers.

The Aalto lecturer career system consists of three levels: University Teacher, University Lecturer and Senior University Lecturer. The titles are used as follows:

- University Teacher level: university teacher
- University Lecturer level: The Lecturer title for persons without a doctoral degree and the University Lecturer title for persons with a doctoral degree or comparable significant artistic qualifications
- Senior University Lecturer level: Senior University Lecturer

1.3. GENERIC WORK TIME ALLOCATION FOR LECTURER CAREER LEVELS

The main responsibility for individuals in the Aalto lecturer career system is teaching, which is complemented with an agreed combination of research and/or artistic and professional work and service (i.e., activity in the scientific community, academic leadership and societal interaction). The teacher or lecturer and the Head of Department agree on the time allocation between teaching and other responsibilities. This time allocation between different duties should be based on the general principles illustrated in **Figure 1**.

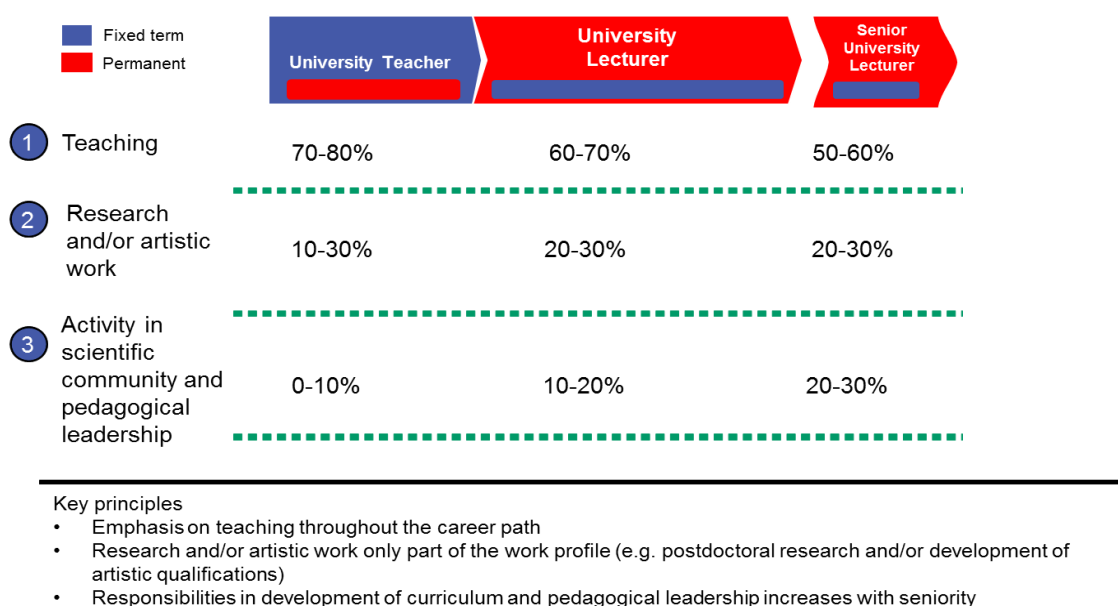


Figure 1. Generic work time allocation for lecturer career levels.

1.4. RECRUITMENT AND PROMOTION

The lecturer career system makes it possible for Aalto University's teachers and lecturers to advance within the career system, from the University Teacher level to the University Lecturer level, as well as to the position of a Senior University Lecturer. The possible advancement of an individual within the career system is not automatic but is based on the careful evaluation of the individual's teaching competence and other merits.

University Teacher positions are normally fixed-term positions, whereas University Lecturer and Senior University Lecturer positions are normally permanent positions. However to satisfy specific, strategic needs of a department or school, some University Teacher positions may be filled as permanent positions, and some University Lecturer and Senior University Lecturer positions may be filled as fixed-term positions. Further, individuals recruited directly at the University Lecturer level will typically first have a fixed-term contract.

University Teachers are normally appointed for a term of three to four years. A University Teacher may receive a promotion review one year prior to the end of the contract. The promotion review to the level of University Lecturer is based on merit. Subsequently, the decision is made to promote the candidate to the University Lecturer level. The Head of Department may, based on exceptional performance, grant an early review and promotion to the University Lecturer level.

At the University Lecturer level, the employment contract is normally permanent, with the exception of new recruits. Typically, new recruits as University Lecturers are appointed for a term of three to four years. The decision to grant permanent employment is a separate decision from a promotion to Senior University Lecturer.

There is no timeline for specifying when or whether a review for promotion from University Lecturer to Senior University Lecturer should take place. The promotion review to the level of Senior University Lecturer is based on merit. The minimum requirement set for the Senior University Lecturer position is a doctoral degree or comparable significant artistic qualifications, and the promotion review emphasizes teaching merits, research and/or artistic and professional merits, and merits regarding pedagogical leadership and activity in the academic community. The promotion review is conducted along with an employee's annual discussions.

If a decision is made that a candidate has not earned a promotion, permanent employment or an extension to the contract term, the employment ends with the existing term. The review must be initiated well in advance (e.g., at least 12 months) of the expiration of the contract term.

1.5. KEY LECTURER CAREER SYSTEM ACTORS AND COMMITTEES

The Dean

The Dean of a school is responsible for the implementation of the lecturer career system policies and procedures in the school concerned. The Dean decides on the possible modifications to the general principles and ensures that the applications and interpretations of the policies and procedures are in line with Aalto's overall policy.

Also, the Dean allocates lecturer career positions to a department and decides whether it is appropriate to recruit by invitation. She or he also approves the field of the position, if it is specified.

The Dean nominates the departmental committee and external reviewers for each lecturer track position. The Dean makes the final decisions on recruitments and promotions.

Head of Department

The Head of Department initiates the recruitment or promotion activities by contacting the Dean of their school. He or she also makes proposal to the Dean regarding the members of the departmental committee and recruitments and promotions.

Human Resource Services (HRS)

HRS provides an HR representative for the departmental committee. The task of the HR representative is to manage the recruiting process and ensure objective assessment in recruiting.

The Departmental Committee

The Dean assigns members to the departmental committee for the lecturer career system each time a recruitment decision or a promotion decision is made.

The committee typically consists of the following members, minimum: the Head of Department or a representative of the Head of Department; a tenure track or tenured professor, or Senior University Lecturer; a Professor of Practice from the department concerned; a student representative familiar with the field; and a non-voting HR representative. Members from other departments can also be part of the committee.

External Reviewer

At least one external reviewer is used as an evaluator of the scientific and/or artistic competence of the candidate in the nomination and promotion processes. The reviewer should come from outside Aalto University. Preferably the reviewer should be an internationally known expert in the field of the position in question. The Dean makes the external reviewer appointment based on the proposal of the Head of Department.

The School Teaching Competence Assessment Committee

The School Teaching Competence Assessment Committee is permanent within each school and is appointed by the Dean. The committee acts as an internal evaluator and gives a statement on the individual's teaching competence (based on their teaching portfolio, teaching demonstration and interview concerning teaching competence) in recruitment and advancement processes. The statement is given to the departmental committee.

2. LECTURER CAREER SYSTEM PROCESSES

The key lecturer career system processes are recruiting and promotion processes, as seen in **Figure 2**.

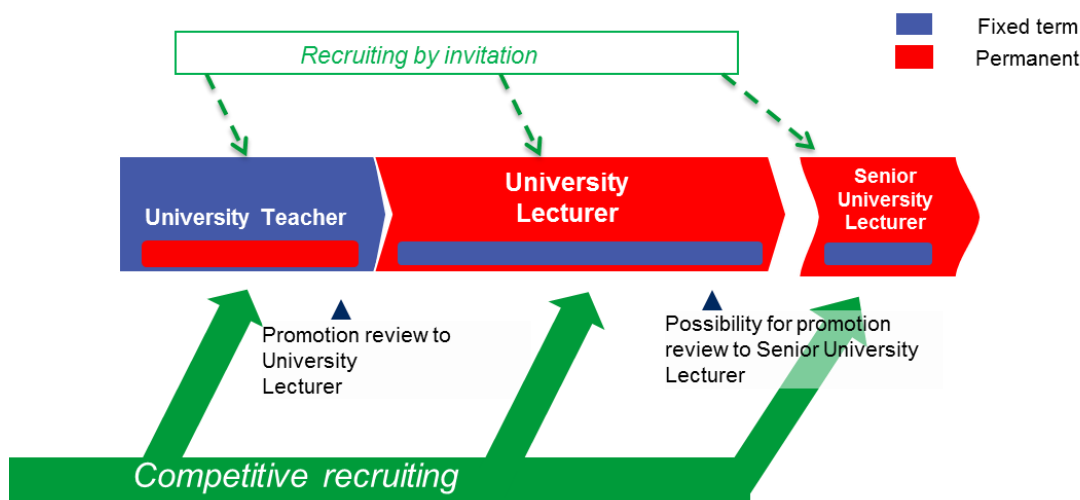


Figure 2. Key lecturer career system processes.

2.1. RECRUITING FOR THE LECTURER CAREER SYSTEM

Departments may recruit employees to the lecturer career system through a competitive recruiting process or, exceptionally, recruiting by invitation.

2.1.1. COMPETITIVE RECRUITING PROCESS

Each nomination to the lecturer career system is based on the careful judgment that the appointee is an outstanding candidate among their peers in teaching-related tasks. In addition, each nominee is expected to show good prospects for reaching the University Lecturer or Senior University Lecturer level with continuous employment. No person without a Master's degree, potential to reach an excellent level in pedagogical competence, and pedagogical interests appropriate for the University Lecturer task may be nominated to the lecturer career system.

Teaching at Aalto University is based on high-quality research. Accordingly, a doctoral degree or comparable significant artistic qualifications are appreciated at the University Teacher level, are expected at the University Lecturer level and are required at the Senior University Lecturer level. Practical and/or professional experience in the field related to teaching tasks is also appreciated. Each school at Aalto University may determine appropriate, more detailed requirements for each level and position of the lecturer career system (see section 3). Also, the requirements for language teachers are defined separately. In general, the competitive recruiting process includes the following four steps.

Step 1

The Head of Department initiates the competitive recruiting process, and the Head proposes the field and possibly the level of the position concerned to the Dean. The proposal is based on the strategic needs of the department or specific criteria set by the school or the university. After making the decision to start the recruiting process, the Dean assigns members to the departmental committee based on the Head of Department's proposal.

Step 2

The departmental committee initiates the search for potential candidates. The search should adhere to the principles of competitive and open recruitment based on applications (evidence of pedagogical training, experience and achievements based on a teaching portfolio, which is an important part of the application materials), international advertising (depending on the field), and exploring contacts and references from other universities and institutions.

Step 3

After careful pre-screening, the departmental committee selects the most promising candidates (2-5 candidates) that fulfill the criteria of the applicable lecturer career system level. While the shortlist is being drawn up, the departmental committee will provide the department's professoriate and permanent lecturers with an opportunity to express their opinions on the candidates' overall suitability for the position.

If the recruitment is for University Lecturer or Senior University Lecturer levels, the departmental committee invites at least one external reviewer to evaluate each candidate's research and/or artistic merits. The Teaching Competence Assessment Committee reviews the candidate's teaching experience and competence. However when the recruitment is for University Teacher positions, reviews are not necessary.

The departmental committee also invites the shortlisted candidates to site visits with Aalto University faculty, staff and students, and to give a demonstration of teaching skills. The teaching competence assessment is a comprehensive evaluation, consisting of a teaching portfolio, teaching demonstration and an interview concerning teaching competence. The review is conducted by the Teaching Competence Assessment Committee, which writes a statement for the departmental committee.

Step 4

The departmental committee ranks the candidates that fulfill the recruiting criteria and makes a proposal based on the review. The proposal is directed at the Head of Department. After giving an opinion, the Head recommends a decision to the Dean. If the Dean does not approve the candidate, the process returns to the Head of Department, who may present another candidate to the Dean or choose to initiate a new search for potential candidates.

2.1.2. INVITATIONAL RECRUITING PROCESS

The competitive recruiting process is used unless the Dean, at the proposal of the Head of Department and for an adequate reason, decides to use recruiting by invitation. Invitational recruiting is possible in exceptional cases, such as when the proposed candidate is unquestionably able to fulfill the requirements of the lecturer career system position. Recruiting by invitation follows the same procedure as the competitive recruiting process with the following exceptions.

- The use of recruiting by invitation requires that the proposed candidate is expected to clearly fulfill the requirements of the position.
- The diversity of the academic faculty must be considered when the use of recruiting by invitation is proposed.
- The Dean decides to use recruiting by invitation.

2.2. PROMOTION TO THE UNIVERSITY LECTURER LEVEL

The promotion review to University Lecturer is more of a process than a one-time-review. Typically the candidate is expected to have a doctoral degree or comparable significant artistic qualifications. All new nominees and promoted candidates in the Aalto lecturer career system are expected to complete pedagogical studies that corresponds to at least 25 ECTS credits within the first two to three years in the Aalto lecturer career system. Aalto University offers pedagogical

support and pedagogical training services. In these studies, University Teachers (and also University Lecturers) have the opportunity to receive feedback on their teaching and develop their teaching skills and teaching portfolios. The promotion procedure includes four steps.

Step 1

The promotion process is initiated at the proposal of the Head of Department, who notifies the Dean on the upcoming promotion to the University Lecturer level. The Dean nominates the departmental committee based on the proposal by the Head of Department.

Step 2

The committee reviews each candidate's case. The departmental committee invites at least one external reviewer to evaluate the candidate's research and/or artistic merits and invites the Teaching Competence Assessment Committee to review the candidate's teaching experience and competence.

Step 3

Based on these reviews, the committee makes a proposal to promote the candidate. The decision is based on careful judgment by the department and the school concerned that the candidate delivers high-quality teaching and learning outcomes. Also, research and/or artistic merits that support the candidate's teaching competence should be taken into account when an individual is promoted to the level of University Lecturer.

Step 4

Based on the proposal and review of the departmental committee, the Head of Department makes a proposal to the Dean on promoting the candidate. The Dean makes the final decision to approve the promotion.

2.3. PROMOTION TO THE SENIOR UNIVERSITY LECTURER LEVEL

A candidate promoted as a Senior University Lecturer must be judged by the members their discipline to be a distinguished scholar and to show promise of continued contributions to scholarship, pedagogical leadership development and the university.

No person without a doctoral degree or comparable significant artistic qualifications may be promoted to the Senior University Lecturer level.

Promotion to Senior University Lecturer position follows the same procedure as promotion to the University Lecturer level. In addition to teaching experience and competence, research and/or artistic and professional merits and merits in service must also be considered when promoting an individual to the position of Senior University Lecturer.

3. EVALUATION CRITERIA FOR THE AALTO LECTURER CAREER SYSTEM

The evaluation for the lecturer career system is mainly based on teaching competence. Performance in research and/or artistic and professional work and service is also taken into account. The evaluation includes the comprehensive assessment of the candidate in each main dimension of the work profile (teaching, research and/or artistic and professional work and service) in accordance with the weight of each dimension.

The factors considered in the recruitment and promotion reviews in the Aalto tenure track are used in applicable parts in the lecturer career system. Also, performance and behavior according to the values of Aalto University are important factors when evaluating candidates in the lecturer career system. For detailed information on the factors considered in evaluations, please see the tenure track policies and procedures document.

This document addresses evaluation criteria for the lecturer career system only generally. The schools and departments are responsible for defining the exact evaluation criteria in line with the overall Aalto policy.

3.1. THE 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.