



Aalto-yliopisto
Aalto-universitetet
Aalto University

Aalto ARTS evaluation criteria for:

- Tenure track positions
- Professor (Artistic/Design/Architectural) practices
- Promotion and tenure evaluations

Based on Aalto Tenure Track Committee key criteria
for promotion and tenure evaluation

25 February, 2019 Dean of School and ARTS Tenure Track Committee

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All academic positions in Aalto University

Tenure track career system



Professor (Artistic/
Design/Architectural
Practices)

Professor of Practice

Lecturer career system



Adjunct Professor

Other academic positions

Titles supporting the development of academic competence
(incl. student titles)

Postdoctoral researcher

Research Fellow

Staff Scientist

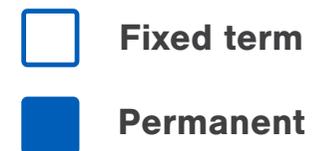
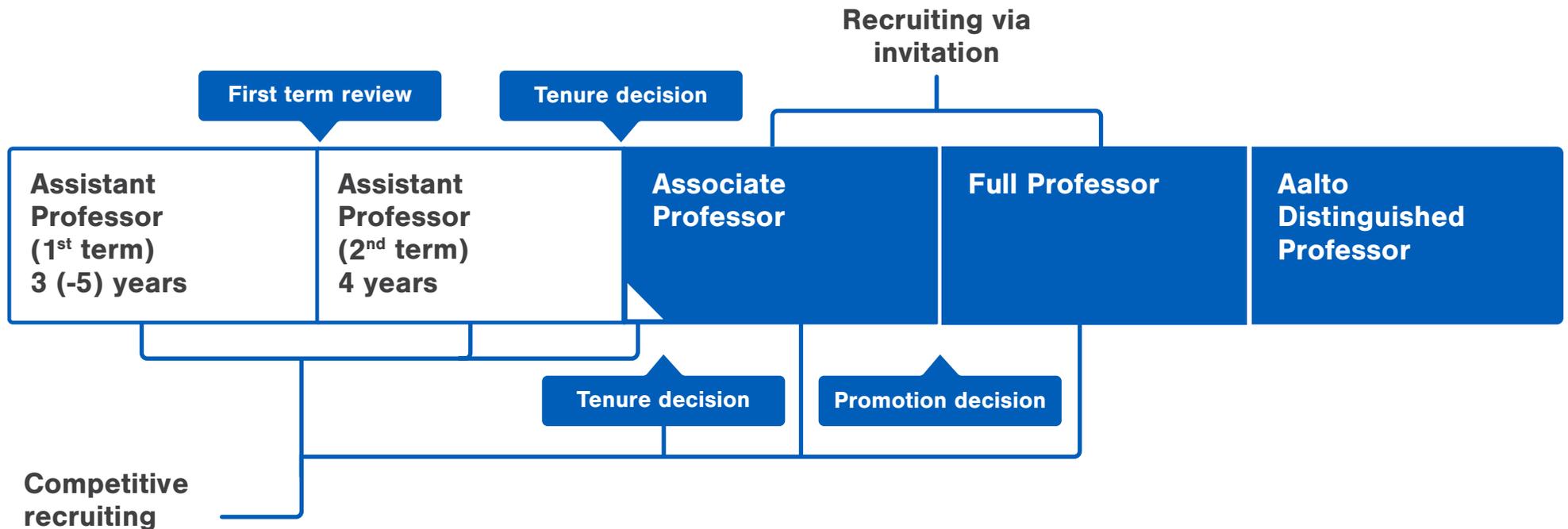
Senior Scientist

Research & Teaching Assistant

Doctoral candidate

Fixed term
 Permanent

Tenure Track career system in Aalto



Tenure track career system ↔

Professor positions in a nutshell

Tenure Track and other professor positions

Assistant 1 & 2

Funding: University
Term: Fixed, 3-5 years
Decision: Dean

Associate (non-tenured)

Only used in exceptional cases!

Funding: University
Term: max 5 years
Decision: Dean

Associate (tenured) and Full

Funding: University
Term: Permanent
Decision: President

Adjunct professor

Funding: School
Term: Fixed, 3-5 years & part-time
Decision: Dean

Professor of Practice

Funding: School
Term: Fixed, 3-5 years & part-time or full-time
Decision: Dean

Professor, (Artistic/Design/Architectural) Practices

Funding: University
Term: Fixed, 3-5 years
Decision: Dean

Assistant 1 & 2 level professors

The evaluation is mainly based on **potential** and merits when recruiting to assistant professor first term. In the second assistant professor term, the emphasis is on **merits and potential**.

The Aalto University Tenure Track Committee has made a recommendation on how to evaluate potential. In a systematic evaluation of the potential for a successful career on the tenure track, the following aspects could be considered:

- Early exceptional research or artistic and/or practice-based merits
- Early exceptional teaching merits
- Rate of progress in earning merits
- Comparison and benchmarking of the candidates (including bibliometric indicators)
- Independence and originality
- Networking
- Recommendation letters

More info on evaluating potential [here](#).

Associate professors (tenured)

Candidates recruited or promoted to the level of Associate or Full Professor must have high academic merits, be of first rank among distinguished members of their discipline, and show a continued contribution to academic research and/or artistic or practice-based work.

According to the Aalto tenure track policy, the minimum requirements for reaching tenure are:

- **excellence in research and/or artistic (and/or practice-based) work and high quality in teaching, or excellence in teaching and high quality in research and or artistic (and/or practice-based) work.**
- International experience or has spent at least one year at another university or research institute or has equivalent expertise.

More info on evaluating **excellence** [here](#).

Full professors

Candidates recruited or promoted to the level of full professor must have high academic merits, be judged by distinguished members of their discipline, be of first rank among scholars, and show a continued contribution to scholarship and Aalto University.

Hence, when recruiting or reviewing a candidate for promotion to the full professor level, the review should consider the **key criteria** described in the dimensions of research or artistic and/or practice-based work and teaching with **increased emphasis** on

- International (and national) visibility and standing of the candidate and her/his team in the field
- Competitive funding
- Achievements in doctoral education in research based merits and equivalent in artistic and/or practice-based merits
- Experience in curriculum development
- Contributions to service.

Professor, (Artistic/Design/Architectural) Practices

Candidates recruited to the level of Professor, (Artistic/Design/Architectural) Practices must have a doctoral degree or comparable artistic qualifications and significant expertise in teaching and/or research/artistic and professional work. Furthermore, a commitment to develop the field through research and/or artistic and professional work and teaching activities is necessary.

The recruiting process follows the same procedures used in either competitive recruiting or recruiting by invitation to the tenure track with the following exceptions: the Dean makes the final decision on the recruitment and the contract is for a fixed term (without tenure).

Professor, (Artistic/Design/Architectural) Practices

The factors considered in the recruitment and promotion reviews in the Aalto tenure track are used in applicable parts. The evaluation is based on the comprehensive assessment of the candidate in each main dimension of the work profile (research and/or artistic and/or practice-based work, teaching, and service) in accordance with the weight of the dimensions in the candidate's work profile.

ARTS criteria for evaluating professor positions

How to read and use the ARTS evaluation criteria

The evaluation criteria for professor positions at Aalto are based on principles of predictability, transparency and comparability with international standards.

Performance is evaluated through three dimensions:

- **Research** and/or **Artistic and/or practice-based** criteria
- **Teaching** and
- **Service** (activity in scientific or artistic communities, academic leadership and societal interaction)

The criteria relevant to these dimensions and to different types of professorships are detailed within the document 'ARTS criteria for evaluating professor positions'.

How to read and use the ARTS evaluation criteria

The criteria are meant to support a holistic evaluation of applicants. This means that an applicant is evaluated not on fulfilling every single criteria but, rather, on the overall combination and balance across dimensions and as relevant to the field and type of professorship.

Combining artistic and/or practice-based work with research in a pioneering way can be a merit.

The criteria apply for both recruitments and advancements within the tenure track. Tenure and promotion reviews focus on merits achieved since preceding review or recruitment.

Internal mid-term evaluation is recommended for Assistant 1 and 2 (and Associate, non-tenured) professors, Head of Department is responsible.

Aalto tenure track general criteria

Assistant Professor
(1st term)
3 (-5) years

Assistant Professor
(2nd term)
4 years

Associate Professor
(tenured)

Full Professor

Professor, (Artistic/Design/Architectural) Practices

RESEARCH CRITERIA

1 The most important publications and their quality and impact, including the quality of the publication forums from the view point of the candidate’s field of research and the quality and impact of the publications

A publication portfolio that represents potential for high quality research.

A publication portfolio that includes publications in international peer reviewed forums (e.g. monograph, articles, chapters in edited books, conference articles/papers).

A publication portfolio that includes a significant amount of publications in international peer reviewed forums (e.g. monograph, articles, conference articles/papers), including publications in international top forums.

A publication portfolio that includes a significant contribution in research, including a substantial track-record (regular and active production) of publications in international peer-reviewed forums (e.g. monograph, articles, chapters in edited books, conference articles/papers), including publications in international top forums.

For research-based Professor of “x” practices; A significant amount of published evidence of contribution to the field, which may include bridging research and practice together. Publications may include a monograph, articles, chapters in edited books, conference articles/papers and active production of publications.

2 Research work in other universities and research institutes or in professionally relevant positions (including doctoral studies and the postdoctoral phase)

In most cases, a decision to grant tenure requires that the candidate has worked at least one year at another university or research institute or has equivalent expertise outside Aalto University.

In most cases, a decision to grant tenure requires that the candidate has worked at least one year at another university or research institute or has equivalent expertise outside Aalto University.

Aalto tenure track general criteria

3 The ability to build and lead a research team including possible doctoral students and post-doctoral research associates

Assistant Professor
(1st term)
3 (-5) years

Assistant Professor
(2nd term)
4 years

Associate Professor
(tenured)

Full Professor

Professor, (Artistic/Design/Architectural) Practices

Involvement in leading research projects or other academic leadership duties

Experience in leading research projects or teams and other research duties

Significant experience and track record in leading research projects or teams and other research duties

Experience in collaborative practices of knowledge production

International (and national) visibility and standing of the candidate and her/his team in their field, statements, peer reviews, and peer esteem evidenced in documents

International (and national) visibility and standing of the candidate and her/his team in their field, statements, peer reviews, and peer esteem evidenced in documents

International (and national) visibility and standing of the candidate and her/his team in their field; statements, peer reviews, peer esteem shown as based on documents

Increased emphasis on international (and national) visibility and standing of the candidate and their team in the field

Increased emphasis on international (and national) visibility and standing of the candidate and their team in the field - Professional success of students

Professional success of students

Professional success of students

4 Achievements in doctoral education

Advising / supervision of doctoral candidates

Advising / supervision of doctoral candidates who have finished their degree

Advising / supervision of several doctoral candidates who have finished their degree

<p>Aalto tenure track general criteria</p>	<p>Assistant Professor (1st term) 3 (-5) years</p>	<p>Assistant Professor (2nd term) 4 years</p>	<p>Associate Professor (tenured)</p>	<p>Full Professor</p>	<p>Professor, (Artistic/Design/Architectural) Practices</p>
<p>5 The capability of raising competitive research funding or corresponding competitive funding in art, cultural or other sectors</p>		<p>Experience of applying for funding</p>	<p>Demonstrated success in applying for external funding</p>	<p>Demonstrated success in applying for significant external funding</p>	<p>Success in raising external funding</p>
<p>6 The ability to conduct independent research work</p>	<p>Doctoral Degree</p> <p>Well-articulated development of a research theme</p>	<p>Demonstrated research activity and achievements since Doctoral Degree</p> <p>Post-doctoral studies, experience at Assistant 1 level, or equivalent</p> <p>Well-articulated development of a research theme</p> <p>Participation in research projects</p>	<p>Demonstrated significant research activity and achievements since Doctoral Degree, amounting to at least 6 years full time worth of active and successful research activity</p> <p>Post-doctoral studies, experience at Assistant level, or equivalent</p> <p>Well-articulated development of a research theme</p>	<p>Demonstrated significant research activity and achievements since Doctoral Degree, amounting to a minimum of 10 years of full-time active and successful research activity</p> <p>Experience at Associate professor level, or equivalent</p> <p>Well-articulated development of a research theme</p>	<p>Well-articulated development of a research theme</p> <p>Internationally recognised practice-based knowledge production</p>

Aalto tenure track general criteria

Assistant Professor
(1st term)
3 (-5) years

Assistant Professor
(2nd term)
4 years

Associate Professor
(tenured)

Full Professor

Professor, (Artistic/Design/Architectural) Practices

ARTISTIC AND/OR PRACTICE-BASED CRITERIA

7 Artistic and/or practice-based criteria and improvement in experience

Originality and quality of contribution in artistic and/or practice based works, their impact in public forums

Integrating artistic and/or practice-based work with scientific knowledge and innovation activities

Work done in collaboration with societal and economic domains

Some relevant artistic or creative practice - based experience; potential contribution, creating new concepts, practices, paradigms, innovative forms of interaction or practice

Artistic or practice-based portfolio

Demonstrated ability of artistic or creative practice; recognised quality, originality, significance, rigor; established contribution

Practice portfolio that includes experience and examples

Ability that is demonstrated and developed over time including significant depth and/or breadth of practice; relevance for and/or integration with artistic or practice-based research and/or education

Patents and other commercial rights, significant new methods for industry or other business, etc.

Practice portfolio that includes experience and examples in international forums that demonstrate peer-review and/or peer-standing

Consistently significant artistic and/or practice- based ability that is demonstrated and developed over time including significant depth and/or breadth of practice; relevance for and/or integration with artistic or practice-based research and/or education at multiple levels; originality, significance, excellence of artistic and/or practice-based work

Patents and other commercial rights, significant new methods for industry or other business, etc.

International and comprehensive recognition

Significant/established artistic and/or practice- based ability that is demonstrated and developed over time including significant depth and/or breadth of practice; relevance for and/or integration with artistic or practice-based research and/or education at multiple levels; originality, significance, excellence of artistic and/or practice- based work

Patents and other commercial rights, significant new methods for industry or other business, etc.

International and comprehensive recognition

Aalto tenure track general criteria

8 Leadership, including collaboration, vision, mentoring/employment/supervision

The ability to build and lead an artistic/practice-based community or team including research associates or other professionals or students supervised / tutored by the candidate

9 International and national visibility and standing of the candidate and her/his team in their field

Assistant Professor (1st term) 3 (-5) years

Preliminary ability to communicate and collaborate in field-specific arenas; potential for leadership

Preliminary recognition in the field internationally, including potential for high-quality practice

Assistant Professor (2nd term) 4 years

Demonstrated ability to collaborate in field-specific or cross-field arenas

Demonstrated ability to contribute to, build or lead within a relevant production and/or community of practice

Experience in leading academic programmes and artistic and/or practice-based projects

Demonstrated recognition in the field internationally, including high-quality practice

Associate Professor (tenured)

Recognised ability to build and/or lead within a community of practice; demonstrated ability to lead activities within a production and/or community of practice

National and international awards, prizes or recognition in the field

Established track record of recognition in the field internationally, including significant international connections



Full Professor

Consistent experience and recognition as a contributor and/or leader in high quality productions and/or community of practice; demonstrated excellence in leadership

National and international awards, prizes or recognition in the field

Significant track record of recognition in the field internationally, including significant international connections



Professor, (Artistic/Design/ Architectural) Practices

Creating and implementing concepts and models that lead the unit to high international standing

Significant visibility in national and /or international contexts within the field

Experience in a world-leading artistic and/or practice-based professional field

Aalto tenure track general criteria



9 International and national visibility and standing of the candidate and her/his team in their field

Assistant Professor

(1st term)
3 (-5) years

Assistant Professor

(2nd term)
4 years

Associate Professor

(tenured)

In most cases, a decision to grant tenure requires that the candidate has worked at least one year at another university or research institute or has equivalent expertise outside Aalto University.

Full Professor

National and international awards, prizes or recognition in the field

In most cases, a decision to grant tenure requires that the candidate has worked at least one year at another university or research institute or has equivalent expertise outside Aalto University.

Professor, (Artistic/Design/Architectural) Practices

10 The capability of raising funding

Experience of applying for residencies, commissions and funding

Demonstrated success in applying for residencies, commissions and external funding

Demonstrated success in securing significant commissions and funding from reputed sources

Established ability to secure commissions and funding from reputed sources

Aalto tenure track general criteria

Assistant Professor
(1st term)
3 (-5) years

Assistant Professor
(2nd term)
4 years

Associate Professor
(tenured)

Full Professor

Professor, (Artistic/Design/Architectural) Practices

TEACHING CRITERIA

11 Teaching experience including supervision of doctoral, master and bachelor level theses

A teaching portfolio that presents

- some teaching experience
- potential in university-level teaching and as an advisor for student-theses
- evidence of reflective use of teaching and learning materials

A teaching portfolio that presents

- a track record of teaching experience
- university-level teaching including advising student theses
- evidence of development of teaching and learning materials

A teaching portfolio that presents

- a significant amount of teaching experience
- an established university teacher
- a demonstrated ability to teach, advise and evaluate bachelor- and/or master-level student theses. For research-based candidates, demonstrated ability to teach, advise and evaluate doctoral theses.

A teaching portfolio that presents

- significant experience and contribution to teaching at university level, including doctoral level
- significant/established ability to advise, evaluate and conclude bachelor-/master-level theses
- significant/established ability to advise, evaluate and conclude doctoral theses

A teaching portfolio that presents

- Demonstrated ability in university-level teaching; potential as an advisor and evaluator for student theses
- Experience in national and international lectures, seminars and workshops
- Dissemination/publication of practice and knowledge

12 Development of teaching and experience in course and curriculum development in the field

Demonstrated ability to critically reflect and improve on teaching and course development

Reflective use and potential in developing teaching and learning material

Demonstrated experience in developing and improving courses and participating in curriculum development

Experience in developing teaching and learning materials

Demonstrated ability to develop and improve courses

Active participation in curriculum development; potential or demonstrated ability for educational leadership

Experience in developing and improving courses and broader learning modules (e.g. programs)

Potential to develop and improve courses

Potential in developing learning materials



Aalto tenure track general criteria



12 Development of teaching and experience in course and curriculum development in the field

Assistant Professor

(1st term)
3 (-5) years

Assistant Professor

(2nd term)
4 years

Associate Professor

(tenured)

Full Professor

Professor, (Artistic/Design/Architectural) Practices

Experience and innovation in developing teaching and learning materials as well as assessment instruments

Demonstrated ability to analyse and evaluate courses and curricula and improve based on findings

Experience in curricula development

Demonstrated ability of educational leadership and expertise in field-specific education

13 Pedagogical education and studies

Potential to learn and apply pedagogical skills to courses

Experience in learning and applying pedagogical skills to courses

A coherent statement of teaching approach as well as reflection

Demonstrated pedagogical competence, including development of new/innovative approaches

Pedagogical training recommended

An articulate statement of teaching philosophy

Demonstrated pedagogical competence, including development of new/innovative approaches

Pedagogical training recommended

An articulate and advanced statement of teaching philosophy

Potential to learn and apply pedagogical skills to courses

<p>Aalto tenure track general criteria</p>	<p>Assistant Professor (1st term) 3 (-5) years</p>	<p>Assistant Professor (2nd term) 4 years</p>	<p>Associate Professor (tenured)</p>	<p>Full Professor</p>	<p>Professor, (Artistic/Design/Architectural) Practices</p>
<p>14 Quality of student's feedback</p>	<p>Potential to improve courses and modify teaching performance and strategies based on feedback</p>	<p>Demonstrated ability to improve courses and modify teaching performance and strategies based on feedback</p>	<p>Demonstrated continuous improvement and modification of courses, pedagogy, and teaching strategies based on feedback</p>	<p>Demonstrated, continuous improvement and modification of courses, pedagogy, and teaching strategies based on feedback</p>	<p>Account for student feedback and demonstrated potential to improve courses based on feedback</p>
<p>15 Collegial feedback (e.g., head of department, director of degree programme) and utilisation of feedback in developing teaching</p>			<p>Ability to reflect and improve based on collegial feedback</p> <p>-----</p> <p>Recognition for teaching including leadership in teaching accross departments, schools, universities; national or international leadership roles in field-specific education or teaching awards and/or tutoring students projects that lead to awards</p>	<p>Ability to reflect and improve based on collegial feedback</p> <p>-----</p> <p>Recognition for teaching including leadership in teaching accross departments, schools, universities; national or international leadership roles in field-specific education or teaching awards and/or tutoring students projects that lead to awards</p>	

Aalto tenure track general criteria

16 The ability to teach

Assistant Professor

(1st term)
3 (-5) years

Ability evident in the “teaching demonstration” included within the assesement process, including:

- Articulation and achievement of learning outcomes
- Logic and research basis of argumentation
- Relevance to and engagement of audience learning materials
- Quality and clarity of content

Assistant Professor

(2nd term)
4 years

Ability evident in the “teaching demonstration” included within the assesement process, including:

- Articulation and achievement of learning outcomes
- Logic and research basis of argumentation
- Relevance to and engagement of audience learning materials
- Quality and clarity of content

Associate Professor

(tenured)

Ability evident in the “teaching demonstration” included within the assesement process, including:

- Articulation and achievement of learning outcomes
- Logic and research basis of argumentation
- Relevance to and engagement of audience
- Quality and clarity of content

Full Professor

Ability evident in the “teaching demonstration” included within the assesement process, including:

- Articulation and achievement of learning outcomes
- Logic and research basis of argumentation
- Relevance to and engagement of audience
- Quality and clarity of content

Professor, (Artistic/Design/ Architectural) Practices

Ability evident in the “teaching demonstration” included within the assesement process, including:

- Articulation and achievement of learning outcomes
- Logic and research basis of argumentation
- Relevance to and engagement of audience
- Quality and clarity of content

Aalto tenure track general criteria

Assistant Professor
(1st term)
3 (-5) years

Assistant Professor
(2nd term)
4 years

Associate Professor
(tenured)

Full Professor

Professor, (Artistic/Design/Architectural) Practices

SERVICE CRITERIA

17 Service to the scientific/artistic and/or practice-based community

Conference presence

Review or jury duties

Major evaluation tasks

Memberships in academic societies and positions of trust in relevant academic and/or professional communities

Increased conferences presence

Some experience in:

– editorial, review or jury duties

– major evaluation tasks

– memberships in academic societies and positions of trust in relevant academic and/or professional communities

Consistent and improving experience in:

– conferences (organising)

– editorial, review or jury duties

– major evaluation tasks

– memberships and leadership positions in academic societies (e.g. Chair, Fellow) and positions of trust in relevant academic and/or professional communities

– international participation and contribution

Demonstrated leadership in:

– conferences (organising, reviewing, chairing sessions, key note presentations)

– editorial, review or jury duties in highly ranked journals, publishing houses and/or funding agencies

– major evaluation tasks

– memberships and record of leadership in academic societies and institutions (e.g. Chair, Fellow) and positions of trust in relevant academic and/or professional communities

– international participation and contribution

Some experience in:

– conferences (organising)

– editorial, review or jury duties

– major evaluation tasks

– memberships and possible leadership in societies and positions of trust in relevant academic and/or professional communities

– international participation and contribution

Aalto tenure track general criteria

Assistant Professor

(1st term)
3 (-5) years

Potential for contributions and service duties to the university community

Assistant Professor

(2nd term)
4 years

Some experience in contributions and service duties to the university community

Associate Professor

(tenured)

A track record of a significant amount of:

- mentoring and tutoring
- academic leadership including leadership training
- research management and research team management
- committee and other service duties to the university community

Full Professor

Substantial contribution to:

- mentoring and tutoring
- academic leadership including leadership training
- research management and research team management
- Quality and clarity of content
- committee and other service duties to the university community

Professor, (Artistic/Design/ Architectural) Practices

Relevant experience of:

- mentoring and tutoring
- academic leadership including leadership training
- research management and research team management
- Quality and clarity of content
- committee and other service duties to the university community

18 Academic leadership and internal service

19 Societal interaction, societal impact and contribution

Potential in contributions for societal impact

Some experience in contributions for societal impact

A track record of significant amount of:

- contribution in the field of expertise external to Aalto
- participating in university / higher education platforms
- participation or leadership of collaborative platforms

Substantial record and recognition:

- significant contribution in the field of expertise external to Aalto
- active participation in university / higher education platforms

Equivalent relevant experience in societal interaction, societal impact and contribution in national and international context



Aalto tenure track general criteria



19 Societal interaction, societal impact and contribution

Assistant Professor

(1st term)
3 (-5) years

Assistant Professor

(2nd term)
4 years

Associate Professor

(tenured)

Full Professor

Professor, (Artistic/Design/ Architectural) Practices

A track record of significant amount of (continuing from previous page):

- patents and other commercial rights, significant new methods for industry or other business, etc.
- advisory roles in governmental and other bodies
- other collaboration with the community
- interaction with stakeholders

Substantial record and recognition (continuing from previous page):

- active participation or leadership in collaborative platforms and activities in Aalto University
- patents and other commercial rights, significant new methods for industry or other business, etc.
- advisory roles in governmental and other bodies
- other collaboration with the community
- interaction with stakeholders