Foreword

The awarding of tenure and the filling of tenured professorships are the most important decisions made at the Faculty of Law and Political Science. Like the filling of tenured professorships, the awarding of tenure has significant and long-term implications for the development and scholarly standing of the particular department. For this reason, these decisions must be made with special care.

Standards and goals of tenure-track procedures

According to the general guidelines for appointment procedures at the faculties of the University of Bonn, each new professor should improve the average quality of academic work at the respective faculty. Since tenure decisions are based on expected rather than already achieved academic performance, this means that newly appointed professors are expected to be qualitatively above average in their research at the respective institute. Whether this criterion is met is to be decided on the basis of the candidate's academic achievements at the time of the tenure decision as well as internal and external assessments of his/her expected future achievements.

Evaluations in the tenure track procedure

The evaluations in the tenure-track procedure (interim and final evaluation) focus primarily on the academic performance of the candidate as indicators of the academic achievements to be expected in the future. The evaluations are based on external and internal expert opinions regarding the academic performance and success of the candidate. The interim evaluations are inevitably more perspective-oriented than final tenure decisions. A positive interim evaluation does not preclude a negative final evaluation.

Tenure decisions are based on the quality and visibility of the candidate's written research and the expected quality of future research. The tenure-track committee should gain an impression of the quality of the actual research work as a whole, independent of publication aspects or other indirect indicators.

Financial considerations, such as the availability of a tenured position in the faculty personnel budget, should not play a role in the awarding of tenure.

With these goals in mind, different types of publications may meet the requirements for tenure.

(a) The following profile of requirements might correspond to a typical successful candidate:

- Multiple published articles in highly reputable or leading journals that reflect the candidate's research quality and broader research agenda, and that position the candidate as a leader in his/her field.
- Demonstrable ability and willingness to contribute to the development of the respective group, for example by mentoring graduate students and collaborating on major grant
proposals (CRC, Clusters of Excellence, etc.), as well as contributing to excellent research in the broader field.

- Demonstrable success in teaching as reflected in course evaluations.

(b) Alternatively, the following profile of requirements might correspond to a typical successful candidate:

- An excellent book publication reflecting the candidate's research quality and broader research agenda, positioning the candidate as a leader in his/her field.
- In addition, published articles in prestigious or leading journals.
- Demonstrable ability and willingness to contribute to the development of the relevant research community, for example by mentoring graduate students and collaborating on major grant proposals (CRC, Clusters of Excellence, etc.), as well as contributing to excellent research at the Institute more broadly.
- Demonstrable success in teaching as reflected in course evaluations.

Tenure-track evaluations take into account the academic significance of a candidate's work in terms of its originality, contribution to the field, and impact on the profession. Tenure decisions are not based on numerical publication success. Thus, a candidate may position him/herself as a leader in his/her field with a series of papers in prestigious or leading journals. In the same way, a candidate can position him/herself as a leader with a strong book publication. On the other hand, even papers published in leading journals may be academically weak and may be evaluated as such by the committee and/or external reviewers. On the other hand, the academic strength of a paper may be attributed to a co-author or supervisor rather than the candidate him/herself. Furthermore, the criteria for a first-class publication may differ depending on the discipline.

When evaluating a candidate, the tenure-track committee should therefore take into account the entire time since the doctorate (as well as the duration of the doctorate) and include delays in publication as well as special circumstances such as childcare periods in its considerations.

*External expert opinions*

Tenure decisions are based on internal and external reviews in accordance with the University and Faculty Regulations for Personnel and Tenure Decisions. External reviewers should be informed that childcare hours should have no negative effect on a tenure decision. When requesting an external review, reviewers are asked to answer the following questions:

- Where in Europe or the USA does the candidate have the best prospects for a tenured professorship? Where does the candidate not have good prospects for a tenured professorship? How do you rate the candidate in comparison to other university professors in Bonn in his/her field who are at a comparable career level? To facilitate the answering of these questions, a list of recently appointed tenured professors (in Europe or worldwide) could be provided to the reviewers.
- Does the candidate's current and planned research have the potential to be published in leading journals? If so, which ones?
- Does the candidate's work attract international attention, e.g., in the form of advanced research based on his/her work? Where and how often is the work cited? Are you and your colleagues familiar with the candidate's research and would you invite him/her to a seminar? Is the candidate a sought-after reviewer in his/her field?
- In a nutshell: Is this candidate known and recognized for his/her work in his/her field at prestigious universities?
Guidelines for tenure-track professors

Tenure-track professors should know what to expect and on what basis their performance will be evaluated. Given the above goals and criteria, it is particularly important that tenure-track professors set ambitious publication goals and develop a coherent research program that will enable them to increase their visibility in their field. In particular, this means:

• not positioning themselves too broadly in different fields, as the tenure-track phase is intended to position them as a renowned expert in a field,
• not to be carried away by quick publications of low quality,
• ensure a clear research focus that is visible to peers.

In addition, tenure-track professors should have a proven track record in teaching.

Translated from the original German version which is authoritative.