

Academic Career Model at Tallinn University of Technology (TUT)

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Academic career model at TUT

- TUT comparison universities: **Aalto University in Finland, Chalmers University of Technology** in Sweden and **Technical University of Denmark (DTU)**
- The academic staff is expected to have **international work experience**, regularly **engage in self-improvement** and **actively participate in international research and development and studies**
- Academic career model will **flexibly integrate teaching staff and research positions** as well as set out fixed-term positions and positions of indefinite duration, based on the tenure-team principle
- The **professional standards** of academic personnel **will be gradually increased**
- TUT is **the first university in Estonia to introduce a new tenure-track academic career model**, which aims to provide a sense of security for the present and future scientists and to motivate young talents to pursue scientific careers
- The *key element* of the new academic career model is **permanent academic positions**, i.e. tenure, **for which the university provides central funding**, regardless of fluctuations and setbacks in project-based funding
- **Tenured positions combine the position of a lecturer and that of a scientist into a single position of a professor**, in whose work the share of research and teaching can vary depending on the professor's preferences and needs of the university
- https://www.ttu.ee/public/TTU_karjaarimudel_final_eng.jpg

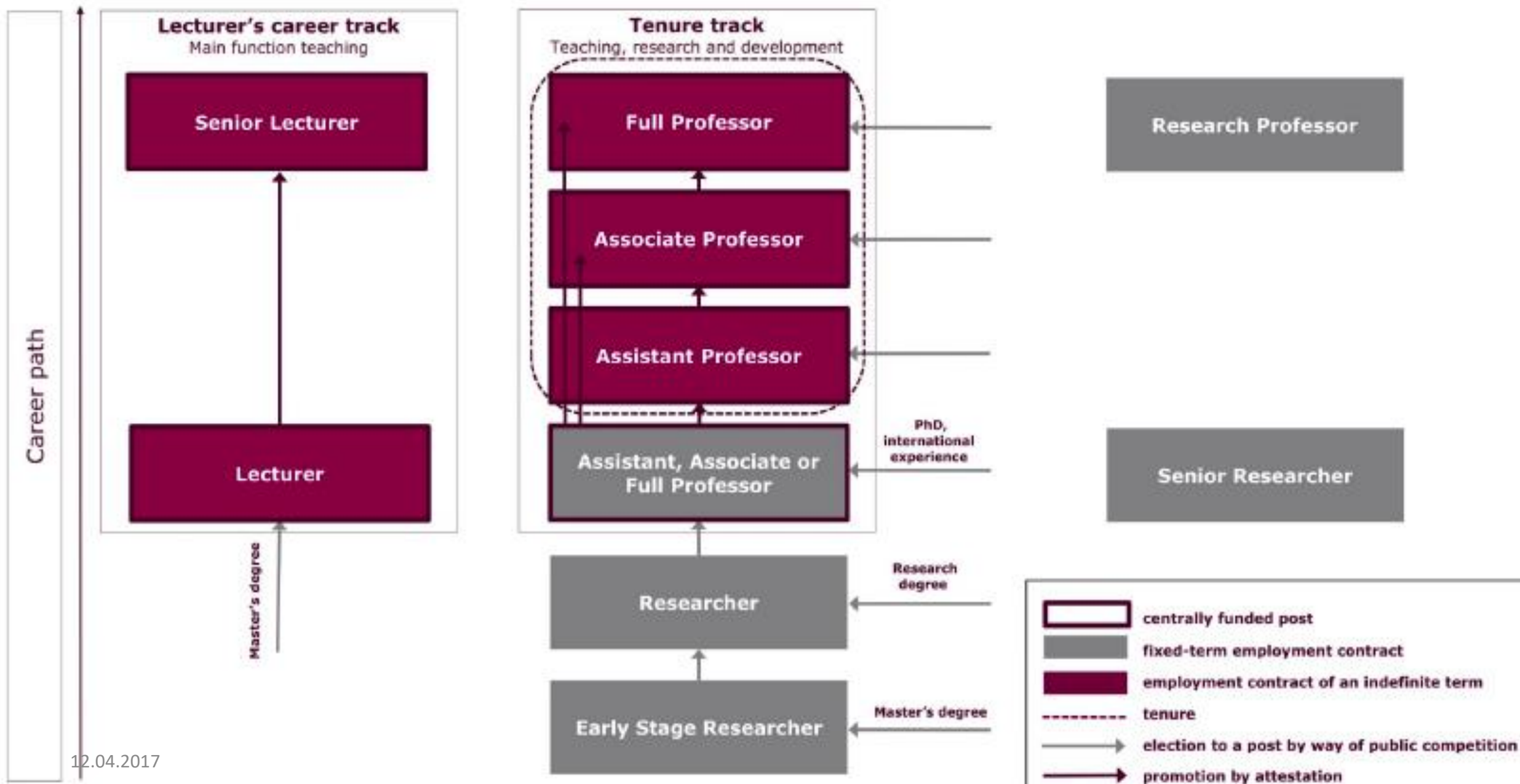
Definitions

- **Academic staff member** – a person holding an academic post under an employment contract
- **Attestation** – periodical evaluation of the work performance of an academic staff member and his or her compliance with the requirements, the purpose of which is to assess and ensure eligibility of the employee to the post or for promotion to the next rank in the post
- **Competency** – an integrated set of knowledge, skills and attitudes, the existence or achievement of which can be proved and assessed
- **Tenure** – a permanent academic status of a professor
- **Reference university** – Aalto University, Chalmers University of Technology or Technical University of Denmark
- **Academic portfolio** – structured evidence-based self-evaluation documentation concerning the teaching and learning activities of the academic staff member

Types of the academic posts

- **Professor**, the official ranks of which are:
 - Assistant Professor
 - Associate Professor
 - Full Professor
- **Lecturer**, the official ranks of which are:
 - Lecturer
 - Senior Lecturer
- **Researcher**
- **Early Stage Researcher** (Junior Researcher)
- **Research Professor**
- **Senior Researcher**
- **Teacher**

Academic career model



Competencies of academic staff

- **Research competency** – the capability to fulfil the research tasks and carry out the related development set out in the employment contract and the job description
- **Teaching competencies** – pedagogical, didactic, subject related and evaluation management competencies
- **English language proficiency** – required at least level B2, recommended level C1
- **Educational technology competencies** – the academic staff member selects and uses up-to-date ICT tools in support of teaching and research
- **Other competencies** – organisational, managerial, communicative and social skills

The main functions of academic staff (1)

- **Research and related development activities:**
 - fundamental or applied research
 - publication of the results of research and development
 - participation in science conferences
 - performing research contracts
 - working as an expert in the field
 - supervision of PhD students
 - implementation of research results through applied contracts and consultations
 - inventive activity, etc.
- **Research and related development activities involve:**
 - participation in research organisations
 - applying funding for research and development
 - development of cooperation with other research and development institutions, companies and organisations, etc.

The main functions of academic staff (2)

- **Teaching and development of studies:**
 - classroom teaching, which includes classroom instruction by the lecturer (lectures, seminars, practical training, exercises, laboratory practice, etc.) and work in the e-learning environment
 - supervision of I and II level students (consultations, supervision in courses where there is no classroom teaching, supervision of graduation thesis and projects, etc.)
 - supervision of internship
 - checkup of students' learning outcomes (conducting examinations and assessments, reviewing homework and test papers, participation in the work of examination and defence committees; acting as an opponent to and reviewing of student papers, etc.)
 - continuing education, etc.
- **Development of studies includes:**
 - preparation of teaching methodology
 - creation of new teaching materials and tools, including materials for e-learning
 - development of the laboratory base
 - preparation and updating of study programmes and courses
 - study programme management
 - introducing new teaching methods
 - participation in the work of committees and working groups involved in planning and organisation of studies, etc.

The main functions of academic staff (3)

- **Other activities related to main functions:**
 - popularisation of one's speciality (profession)
 - participation in the work of the councils of the university and its structural units and in other collegial decision-making bodies and committees of the university
 - participation in the work of academic and other bodies and committees outside the university
 - preparation and conducting of admission tests for students, etc.
- The **head of the structural unit and immediate supervisor of the staff member** shall, by agreement with the staff member, set out his or her duties and distribution of workload between different types of academic activity in the employment contract and job description in compliance with the nature of the academic post and structural unit
- The expected work output and performance indicators of an academic staff member are set out in the **academic evaluation matrix**

Rights and obligations of academic staff members

- An academic staff member has the right to **choose the teaching methods, research topic and method in compliance with good academic practice**
- The holders of the posts of **Professor, Lecturer and Teacher are entitled, within a five-year period, to take one semester leave free of all duties in order to pursue professional development** or for any other creative work with continued payment of the basic salary
- An academic staff member is required:
 - to perform the duties agreed upon in the employment contract, job description and in this Regulation, abide by the legislation of the university and comply with the university's academic practice and **Code of Academic Ethics**
 - participate in teaching in the scope set out for the corresponding post
 - supply the course taught by him or her with study materials required for lectures as well as for independent work of the students
 - make sure that the syllabuses conducted by him or her are up-to-date
 - use rationally and sustainably the university's assets placed at his or her disposal

Professor's job description (1)

- A Professor is an internationally recognised scientist or creative person, an independent researcher and an academic leader in his or her field, who organises and conducts teaching in his or her field of research at all levels of higher education, leads research, development or any other creative activity and supervises effectively the students and academic staff involved in these activities
- A Professor shall, in particular, be responsible for academic offspring and mentoring, seek actively for external funding and be a leading spokesman in his or her field in Estonia as well as a coordinator of cross-sector cooperation
- A Professor must have a doctoral degree or an equivalent qualification
- If a doctoral degree has been defended in TUT, a prerequisite for being eligible for the post of Professor is that post-doctoral studies are completed in another research institute outside TUT, preferably in an international research environment
- The level of scientific publications and the number of citations must be comparable to the ones of the professors in the same field at the reference universities
- The effectiveness of doctoral studies is the key indicator in assessment of the effectiveness of teaching conducted and organised by the Professor and it is a significant component in evaluating his or her qualification

Professor's job description (2)

- The workload of a Professor is divided between the main functions as follows:

Main function	Full Professor	Associate Professor	Assistant Professor
Teaching activities	15–45%	20–40%	20–40%
R&D activities	25–55%	40–60%	50–70%
Other activities	15–45%	10–30%	5–15%

- An employment contract of an indefinite term shall be entered into with a tenured Professor. On the proposal of the Dean, a pre-tenure fixed-term employment contract may be entered into with a person elected to the post of Professor for the first time.
- Professors shall be attested as follows:
 - tenured Full Professors – in every fifth year of employment;
 - tenured Assistant and Associate Professors at the interval of 3 to 5 years in accordance with the Dean's proposal;
 - Assistant, Associate and Full Professors with a fixed term employment contract at the interval of 2 to 3 years in accordance with the Dean's proposal
- The immediate supervisor of a Professor is the Head of the Department

Senior lecturer's job description

- A **Senior Lecturer** is an academic staff member recognised in his or her field who teaches and supervises students at the university mainly at the first two levels of higher education, but he or she may also be involved in conducting doctoral studies
- The main function of a Senior Lecturer is to give lectures, conduct practical training and practice classes, examinations and assessments. A Senior Lecturer may be engaged in research and development
- A Senior Lecturer must have a doctoral degree or an equivalent qualification
- The workload of a Senior Lecturer is divided between the main functions as follows:
 - teaching and development of studies 70–80% of the workload
 - research and related development activities 0–20% of the workload
 - other activities related to main functions 10–20% of the workload
- An employment contract of an indefinite term shall be entered into with a Senior Lecturer.
- Senior Lecturers shall be attested in every fifth year of employment
- The immediate supervisor of a Senior Lecturer is the Head of the Department or a person appointed by the Head of the Department

Lecturer's job description

- A **Lecturer** is an academic staff member who teaches at the university at the first two levels of higher education and who can supervise students at the first and second level of higher education
- The main function of a Lecturer is to give lectures, conduct practical training and practice classes, examinations and assessments. A Lecturer may be engaged in research and development
- A Lecturer must have at least a Master's degree or an equivalent qualification.
- The workload of a Lecturer is divided between the main functions as follows:
 - teaching and development of studies 70–80% of the workload
 - research and related development activities 0–20% of the workload
 - other activities related to main functions 0–15% of the workload
- An employment contract of an indefinite term shall be entered into with a Lecturer
- Lecturers shall be attested at the interval of 3-5 years on the proposal of the Head of the Department
- The immediate supervisor of a Lecturer is the Head of the Department or a person appointed by the Head of the Department

Researcher's job description

- A **Researcher** is an academic staff member who participates in implementation of a research topic or research project for a fixed period. A Researcher is a specialist of a narrower field of research and, among other things, supports academic activity with his or her specific skills in using complex research equipment or technological equipment. A Researcher shall be involved in teaching
- A Researcher must have a research degree or an equivalent qualification
- The workload of a Researcher is divided between the main functions as follows:
 - teaching and development of studies 10–15% of the workload
 - research and related development activities 70–80% of the workload
 - other activities related to main functions 5–10% of the workload
- A fixed-term employment contract shall be entered into with a Researcher for the period of implementation of a research project or research topic
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- Electing or appointing a person to the post of Researcher shall be deemed equivalent to attestation
- The immediate supervisor of the Researcher is the head of the research topic or research group

Early Stage Researcher's job description

- An **Early Stage Researcher** is an academic staff member who is matriculated at the university in doctoral studies and participates in implementation of a research topic or research project for a fixed period
- The main function of an Early Stage Researcher is to carry out research related to his or her doctoral thesis
- An Early Stage Researcher shall be involved in teaching
- The workload of an Early Stage Researcher is divided between the main functions as follows:
 - teaching and development of studies 10–15% of the workload
 - research and related development activities 70–85% of the workload
 - other activities 0–10% of the workload
- A fixed-term employment contract shall be entered into with an Early Stage Researcher for the period of his or her doctoral studies, but not for longer than 5 years
- Early Stage Researchers shall be **attested every year of employment**
- The immediate supervisor of an Early Stage Researcher is the supervisor of his or her doctoral thesis

Research Professor's and Senior Researcher's job description

- The expected work output and performance indicators of a **Research Professor** depend on the goal of implementation of the specific research topic or research project
- A fixed-term employment contract shall be entered into with a Research Professor for the period of implementation of the research topic or research project
- The immediate supervisor of a Research Professor is the Head of the Department
- A **Senior Researcher** is a recognised scientist in his or her field who leads a research topic or research project or is responsible for the implementation of essential parts thereof
- The expected work output and performance indicators of a Senior Researcher depend on the goal of implementation of the specific research topic or research project
- A fixed-term employment contract shall be entered into with a Senior Researcher for the period of implementation of the research topic or research project
- The immediate supervisor of a Senior Researcher is the Head of the Department or a person appointed by the Head of the Department

Teacher's job description

- A **Teacher** is an academic staff member who **teaches** at the university **at the first level of higher education**
- The main function of a Teacher is to conduct seminars, practical training and practice classes as well as other practical assignments
- A Teacher must have at least a Master's degree or an equivalent qualification
- The workload of a teacher is divided between the main functions as follows:
 - teaching and development of studies 80–100% of the workload
 - other activities related to main functions 0–20% of the workload
- An employment contract of an indefinite term shall be entered into with a Teacher
- Teachers shall be attested at the interval of 3–5 years on the proposal of the Head of the Department
- The immediate supervisor of a Teacher is the Head of the Department or a person appointed by the Head of the Department

Establishing and filling academic posts (1)

- Academic posts shall be established as follows:
 - the posts of Professors and Research Professors shall be established by the Rector on the proposal of the Dean
 - the posts of Lecturers and Teachers shall be established by the Dean on the proposal of the Head of the Department
 - the posts of Researchers and Senior Researcher shall be established by the Head of the Department
 - the posts of Early Stage Researchers shall be established by the Head of the Department based on the results of matriculation to doctoral studies
- A proposal for establishing a post shall set out the main goals, functions of the post and the expected work results (job description)
- The **Tenure Committee** formed by the University Council on the proposal of the Rector and composed of an equal number of representatives from every department shall assess the need to establish tenured posts
- Academic staff are:
 - elected to a post by way of public competition
 - appointed to a post without announcing a public competition
 - promoted as a result of attestation to the next rank of a post of Professor or Lecturer
- At least three experts, whose qualifications must meet the qualification requirements of the post evaluated, shall assess the candidates to academic posts with respect to their eligibility for the post
- Experts shall be appointed based on the research field of the elected post and in a way that avoids any conflict of interests

Establishing and filling academic posts (2)

- The candidates who apply for a post of Professor must be evaluated by experts from outside Estonia
- The persons filling the posts of Professor shall be elected by the TUT Council, the persons filling the posts of Lecturer and Teacher shall be elected by the school council and the persons filling the posts of Researcher by the department council
- The Rector or a person authorised by the Rector concludes an employment contract with the person elected to fill an academic post
- A decision not to conclude an employment contract may be made if an infringement of this Regulation has taken place or if the parties fail to reach an agreement regarding the terms of employment
- The Rector has the right to appoint, without announcing a public competition, a person complying with the qualification requirements to an academic post for the term of up to five years if:
 - recruitment to the post by public competition has failed, or
 - the work to be performed in the post is temporary and fixed-term
- The Rector has the right to promote, without announcing a public competition, a Lecturer to a Senior Lecturer or an Assistant, Associate or Full Professor with a fixed-term employment contract to a tenured Assistant, Associate or Full Professor or a tenured Assistant Professor to a tenured Associate or Full Professor or a tenured Associate Professor to a tenured Full Professor if the person filling the post complies with the requirements established for the post and has undergone attestation in accordance with the procedure established at the university

Assessment of work performance and feedback (1)

- The purpose of the assessment of the work performance of an academic staff member is to assess the work results and eligibility of academic staff and to provide them feedback as well as to motivate them to improve the academic performance of the university
- Assessment of work performance must support the career perspectives and professional development of the academic staff
- Work performance of academic staff is assessed and feedback is provided:
 - in the course of a development and career interview
 - upon attestation
- In order to assess the work performance of the previous work period and to plan future development of an academic staff member, the Head of the Department or a person appointed by the Head of the Department, i.e. immediate supervisor shall, at least once a year, conduct a development and career interview with his or her subordinate covering all areas of work
- If necessary, the Dean may, on the proposal of the head of the structural unit, establish an expert committee for assessing the previous work period
- The results of the development and career interview constitute an input for attestation
- Attestation means periodical evaluation of the work performance of an academic staff member, compliance thereof with the requirements, the purpose of which is to assess and ensure:
 - eligibility of the employee to the post or
 - eligibility of the employee for promotion to the next rank of the post
- Academic staff members are attested at the intervals laid down in this Regulation, but not less frequently than once in every 5 years of employment