

# **Instructions**

## **regarding the**

# **Appointment Procedure for Teachers at Karolinska Institutet**

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## 1. INTRODUCTION

There are two documents containing supplemental information regarding the *Appointment Procedure for Teaching Staff at Karolinska Institutet: The Recruitment Guide* and the *Instructions regarding the Appointment Procedure for Teaching Staff at Karolinska Institutet*. The following instructions reference the equivalent paragraph in the Appointment Procedure (ref. no. 1-877/2017).

## 2. BASIC PROVISIONS AND GUIDELINES

### A CAREER IN TEACHING

The career system at Karolinska Institutet (KI) constitutes a competitive career path for teachers and researchers within KI. The career system must be characterised by transparency and clarity – the criteria for advancement must be clear to both those inside and outside the system. Appointment and evaluation processes must be transparent, explicit and pedagogical in design.

### EQUAL CONDITIONS

**The Higher Education Ordinance** Chapter 4 Section 5: If a group of individuals are to submit a proposal on the applicants to be considered for appointment to a teaching post, women and men shall be equally represented in the group.

**Extracts from the Discrimination Act**, Chapter 2 Section 1: An employer may not discriminate against a person who, with respect to the employer, 1. is an employee, 2. is enquiring about or applying for work.

Chapter 3 Section 9: When the distribution of women and men is not more or less equal in a certain type of work or in a certain employee category at a place of work, the employer is to make a special effort when recruiting new employees to attract applicants of the under-represented sex. The employer is to attempt to see to it that the proportion of employees from the under-represented sex gradually increases.

Admission and recruitment must be transparent and free from discrimination on the grounds of sex, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age.

KI strives to achieve a more even gender distribution within all research fields and to recruit a greater proportion of the underrepresented gender to teaching positions in order to achieve the 40-60% range for all categories of teaching staff.

### LEADERSHIP

**Extract from Strategy 2018:** All employees at the research group leader level or higher are to complete qualifying leadership programmes, either organised within the scope of the KI professional development programmes, or via external organisations.

An efficient organisation and competitive environment is dependent on the existence of teachers with an interest in and ability to provide leadership. Leadership roles must be attractive and meritorious. Where applicable, leadership will be included in requirement profiles as an eligibility requirement or specific merit.

### CONVERTING A FIELD OF RESEARCH (Section 2.3 in the Appointment Procedure)

For every appointment of a Professor or Senior Lecturer, a field of research is stated. If an employed Professor or Senior Lecturer believes that there is reason to change their main field of research within the framework of their employment and associated work content, an application may be submitted to the relevant Head of Department. If the Head of Department approves the application, it will then be submitted to the Recruitment Committee for

assessment and decision.

The applicant's qualifications within the newly proposed research field should be taken in consideration at the assessment. The proposal shall then be assessed by at least two experts within the proposed research field.

For every appointment of a Lecturer, a main research field is stated. If an employed Lecturer believes that there is reason to change their main research field within the framework of their employment and associated work content, an application may then be submitted to the relevant Head of Department.

The HR Office at KI's Central Administration shall be notified of any decision to change the main field of research associated with a Professor's, Senior Lecturer's or Lecturer's employment.

### **EXCEPTIONS TO THE REQUIREMENT TO ANNOUNCE VACANCIES (Section 2.4 in the Appointment Procedure)**

The main principle is that all vacant positions are filled in open competition and are always announced both internally and externally.

1. General exceptions from the requirement to announce vacancies apply to Professorial nominations and the appointment of Adjunct teachers, Senior Professors and Visiting Professors.
2. A general exception from the requirement to announce vacancies may also be granted if all of the following criteria are met:
  - The position is primarily funded by an external financier.
  - The main purpose of the appropriation from the external financier is to fund an appointment.
  - The position/appropriation has been applied for and received from an external financier in competition.
  - The position/appropriation has been received after expert review and evaluation of the qualifications of the person to be employed.
  - Written documentation of the above is included in the employee's personnel file.
  - The decision to exempt the position from the requirement to announce is taken by the Head of Department (See paragraph 2).

Expert assessments do not have to be obtained if it is clearly unneeded in order to evaluate the expertise with regards to the circumstances (The Higher Education Ordinance Chapter 4 Section 6).

### **Application and qualifications portfolio**

Applications for all teaching positions should be prepared in accordance with Karolinska Institutet's qualifications portfolio for teachers. See <https://ki.se/en/about/qualifications-portfolio-for-teachers-and-researchers>

### **EXPERT ASSESSMENT (Section 2.5 Appointment Procedure)**

Experts are appointed by the Recruitment Committee based on a proposal from the Head of Department or recruitment group regarding each appointment. The selection of experts must be explicitly justified in the proposal.

Experts must be obtained from outside KI and when appointing Professors or Senior Lecturers, normally at least one of the experts should be from outside Sweden. For other appointments, the experts shall normally be obtained from outside KI. Experts shall be from different departments. Both genders should be equally represented among experts unless exceptional circumstances exist, something that presupposes a specific explanation by the Head of Department or recruitment group. For appointments of Professors or Senior Lecturers, experts shall give an individual opinion evaluating and comparing the relative merits of applicants as per instructions.

When appointing Professors, three expert evaluations will normally be obtained while for appointments as Senior Lecturer, or for promotions to Senior Lecturer, two expert evaluations are sufficient. Deviation from this arrangement can be made and requires justification. When appointing Visiting Professors and Adjunct Professors, two expert evaluations will normally be obtained. When appointing Assistant Professors, one expert evaluation shall be obtained by the department from an external expert. If the opinions obtained from experts are deemed insufficient as a basis for the Recruitment Committee's decisions, further experts may be appointed.

The experts shall be particularly familiar with the field of research for the employment and shall possess research- and teaching qualifications well above the eligibility requirements for the employment.

In case there are a large number of applications for a position, the Recruitment Committee can decide to process the procedure differently. The expert review process may be divided into two steps, intended to present the most qualified candidates to go forward to expert review.

### **3. TEACHERS**

The category *teachers* includes Professors, Senior Lecturers, Assistant Professors and Lecturers. Eligibility requirements for teachers include both research- and teaching expertise, as well as leadership-, development- and collaboration skills and, where applicable, clinical expertise.

#### **3.1 EMPLOYMENT AS A PROFESSOR (Section 3.1 in the Appointment Procedure)**

Eligibility requirements for Professors include both research- and teaching expertise, as well as leadership-, development- and collaboration expertise and, where applicable, clinical expertise.

When announcing an appointment as a Professor, the various areas of expertise (teaching-, research-, leadership-, development- and collaboration skills and where, applicable, clinical expertise) are weighted 1-3 with the exception of research, which always must be weighted with at least 2. The weighting used to profile the position must be stated in the advertisement and all areas shall be assessed. When making the overall assessment comparing several applicants, qualifications in each area are weighted in proportion to the area's weighting.

Applications for positions for which teaching expertise is weighted 3 will in addition to an expert evaluation also be assessed by a pedagogical assessment group which is an expert group affiliated to the Recruitment Committee. The pedagogical assessment group consists of at least two experts in teaching and teaching qualifications.

##### **3.1.1 PROFESSOR WITH FOCUS ON RESEARCH**

*(Research is weighted higher than teaching – research weighted at least 2 for a Professorship)*

All assessment criteria are judged but should not be seen individually as requirements. It is rather an overall assessment of all criteria taken together that should decide whether or not the individual is competent for the Professorship.

##### **Research expertise (excellent skills are required)**

***The applicant must be a leading researcher nationally and recognized internationally.***

##### **Eligibility requirements**

1. Important scientific discoveries to which the applicant's contributions have proved decisive, which can be documented through first and senior authorship.

*As a benchmark, those employed as Professors with focus on research during the period 2014-2016 had a median volume of 29 original publications as first or senior author.*

### **Assessment criteria**

1. National and/or international prizes and awards for conducted research.
2. Editor and/or member of editorial boards for leading international scientific journals.
3. Extensive referee assignments on behalf of leading international scientific journals.
4. Assignments as reviewer and evaluator of applications for research grants nationally (e.g. Swedish Research Council, Swedish Cancer Society, Swedish Heart-Lung Foundation, ALF, SSF, Vinnova, FORTE, as well as overseas national research financiers) and/or internationally (e.g. EU, EMBRO, ERC).
5. Expert reviewer for appointments and employment conversions at universities or research institutes.
6. National/international assignments as a faculty examiner/opponent, external reviewer or examining committee member for disputations.
7. Leadership positions in international research organisations and/or scientific advisory boards.
8. Personal invitations to speak at and moderate recognised international conferences and symposiums.
9. Organiser of international conferences and symposiums.

#### *For combined clinical employment or Adjunct:*

10. Principal responsibility for the establishment, introduction and/or evaluation of national or international treatment or care programmes over the past five years. The assignment must have been given by a national or international public healthcare authority or specialist organisation.
11. Establishment of new forms of therapy or treatment principles through evidence-based implementation of the applicant's own clinical research or research based on national or international findings.

### ***Applicants must be able to demonstrate independent and ongoing research.***

#### **Eligibility requirements**

- Author of a large number of high-quality scientific papers in the main field of research, published in leading international journals. Both quality and quantity shall be assessed.

*As a benchmark, those employed as Professors with focus on research during the period 2014-2016 had a median volume of 64 original publications.*

- Senior author of high-quality research work published in leading journals of the highest international quality. The requirement for senior authorship should consider the publication tradition of the research field in question.

*As a benchmark, those employed as Professors with focus on research during the period 2014-2016 had a median volume of 17 original publications as senior author.*

- Research plan of high quality with major potential.

**Assessment criteria**

1. Author of high-quality review articles in international journals of high quality.
2. Author of editorials, opinion pieces, commentaries and the like in international journals of high quality.
3. Scientific production that is cited to a significant degree (in total or in relation to general level of citation for the field in question).
4. Principal applicant for long-term ongoing research grant in national competition (e.g. Swedish Research Council, Swedish Cancer Society, Swedish Heart-Lung Foundation, ALF, SSF, Vinnova, FORTE) and/or international competition (e.g. ERC, NIH) where the project has been assessed by peer review.
5. Well-established as a research group leader over a number of years.
6. Strong research activity with particular regard to the past eight years, for example in the form of recently published research work of high quality.

***Applicants shall have made significant contributions to teaching at doctoral and/or postdoctoral level.***

**Assessment criteria**

1. Main supervisor for graduated doctoral students or equivalent experience of supervising third-cycle students.

*A benchmark is two main supervisor roles. Qualifications within international academic healthcare systems that do not have PhD programmes shall not make it impossible to assess expertise.*

2. Main supervisor to a number of postdoctoral students who have completed their postdoctoral education.
3. Responsibility for or significant influence over third-cycle courses and programmes.

**Teaching expertise (good skills required)**

**Eligibility requirements**

- Good teaching experience and expertise.
- Teaching in higher education training of 10 weeks or equivalent competence in accordance with Association of Swedish Higher Education Institutions recommendations for qualification as a higher education teacher or having otherwise obtained equivalent knowledge.

*An exception can be made where the Recruitment Committee deems this requirement not to be immediately necessary for the position, and this should be stated in the announcement. The appointee shall then undergo such training during their first two years of employment.*



**Assessment criteria**

1. Good pedagogical experience for various forms of teaching at first-, second- and third-cycle levels.
2. Experience of individual supervision of degree projects, doctoral and postdoctoral students.

**Leadership-, development- and collaboration skills**

**Eligibility requirements**

- Experience of leading a research group/unit.

**Assessment criteria**

1. Experience of leading positions on boards, councils, committees and other equivalent academic and/or clinical forums.
2. Experience of senior management positions.

**3.1.2 PROFESSOR WITH FOCUS ON EDUCATION AND RESEARCH**

*(Research is weighted the same or lower than teaching – research weighted at least 2 for a Professorship)*

All assessment criteria are judged but should not be seen individually as requirements. It is rather an overall assessment of all criteria taken together that should decide whether or not the individual is competent for the Professorship.

Applications for positions for which teaching expertise is weighted 3 will in addition to an expert evaluation also be assessed by a pedagogical assessment group which is an expert group affiliated to the Recruitment Committee. The pedagogical assessment group consists of at least two experts in teaching and teaching qualifications.

**Research expertise (good skills are required)**

***The applicant must be a leading researcher nationally and recognized internationally.***

**Eligibility requirements**

1. Important scientific discoveries to which the applicant's contributions have proved to be decisive, which can be documented through first and senior authorship.

*As a benchmark, those employed as Professors with focus on education and research during the period 2013-2017 had a median volume of 20 original publications as first or senior author.*

**Assessment criteria**

1. National and/or international prizes and awards for conducted research.
2. Editor and/or member of editorial boards for leading international scientific journals.
3. Multiple referee assignments on behalf of leading international scientific journals.
4. Assignments as reviewer and evaluator of applications for research grants nationally (e.g. Swedish Research Council, Swedish Cancer Society, Swedish Heart-Lung Foundation, ALF, SSF, Vinnova, FORTE, as well as overseas national research financiers) and/or internationally (e.g. EU, EMBRO, ERC).
5. Expert reviewer for appointments and employment conversions at universities or research institutes.

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6. National/international assignments as a faculty examiner/opponent, external reviewer or examining committee member for disputations.
  7. Leadership positions in international research organisations and/or scientific advisory boards.
  8. Personal invitations to speak at and moderate recognised international conferences and symposiums.
  9. Organiser of international conferences and symposiums.

*For combined clinical employment or Adjunct:*

10. Principal responsibility for the establishment, introduction and/or evaluation of national or international treatment or care programmes over the past five years. The assignment must have been given by a national or international public healthcare authority or specialist organisation.
11. Establishment of new forms of therapy or treatment principles through evidence-based implementation of the applicant's own clinical research or research based on national or international findings.

***Applicants must be able to demonstrate independent and ongoing research.***

#### **Eligibility requirements**

- Author of a large number of high-quality scientific papers in the main field of research, published in leading international journals. Both quality and quantity shall be assessed.

*As a benchmark, those employed as Professors with focus on education and research during the period 2013-2017 had a median volume of 45 original publications.*

- Senior author of high-quality research work published in leading journals of the highest international quality. The requirement for senior authorship should consider the publication tradition of the research field in question.

*As a benchmark, those employed as Professors with focus on education and research during the period 2013-2017 had a median volume of 11 original publications as senior author.*

- Research plan of high quality with future potential.

#### **Assessment criteria**

1. Author of high-quality review articles in international journals of high quality.
2. Author of editorials, opinion pieces, commentaries and the like in international journals of high quality.
3. Scientific production that is cited to a significant degree (in total or in relation to general level of citation for the field in question).
4. Principal applicant for long-term ongoing research grant in national competition (e.g. Swedish Research Council, Swedish Cancer Society, Swedish Heart-Lung Foundation, ALF, SSF, Vinnova, FORTE) and/or international competition (e.g. ERC, NIH) where the project has been assessed by peer review.
5. Well-established as a research group leader over a number of years.
6. High research activity with particular regard to the past eight years, for example in the form of recently published research work of high quality.

***Applicants shall have made significant contributions to teaching and research at doctoral and/or postdoctoral level.***

**Assessment criteria**

1. Main supervisor for graduated doctoral students or equivalent experience of supervising third-cycle students.

*A benchmark is at least two main supervisor roles. Qualifications within international academic healthcare systems that do not have PhD programmes shall not make it impossible to assess expertise.*

2. Main supervisor to a number of postdoctoral students who have completed their postdoctoral education.
3. Responsibility for or significant influence over third-cycle courses and programmes.

**Teaching expertise (excellent skills required)**

**Eligibility requirements**

- Excellent teaching experience and expertise.
- Teaching in higher education training of 10 weeks or equivalent competence in accordance with Association of Swedish Higher Education Institutions recommendations for qualification as a higher education teacher.

**Assessment criteria**

1. Extensive pedagogical experience of various forms of teaching and for various groups at first, second and third-cycle levels.
2. Experience of individual supervision of degree projects, doctoral and postdoctoral students.
3. Independent responsibility for planning, implementation and evaluation of teaching and examination at first, second and third-cycle study programmes and courses – to a significant extent and with documented high levels of quality.
4. Pedagogical management assignments as course director at first, second and third-cycle level.
5. Completed, nationally and internationally presented pedagogical development work resulting in improved study programmes and/or courses.
6. Experience of national/international expert review/evaluation of study programmes, degree projects or similar.

**Leadership-, development- and collaboration skills**

**Assessment criteria**

1. Documented experience of leading research groups/units/projects.
2. Experience of leading positions on boards, councils, committees and other equivalent academic and/or clinical forums.
3. Experience of management positions with a focus on education.

### **3.1.3 NOMINATION TO A PROFESSORSHIP (Section 3.1.3 in the Appointment Procedure)**

Requirement profiles and proposals for nominations to Professorships can be initiated by the Head of Department or Dean. A proposal to nominate must include a requirement profile, a qualifications portfolio for the proposed individual and a justification as to why the appointment of this individual is of exceptional importance to KI. The nomination procedure should be used sparingly and only where the individual concerned is internationally preeminent and where it can be assumed that a normal recruitment process would prevent or significantly hinder the recruitment.

Nominations are prepared by Deans and the Deputy Vice-Presidents of the Board of Research, Board of Doctoral Education and the Board of Higher Education, in consultation with the President and the Chairman of the Recruitment Committee and, where applicable, the Recruitment Committee. In accordance with the Swedish Higher Education Ordinance, the decision to appoint by nomination is made by the President.

The President may make a direct decision to nominate an individual to a Professorship after consultation with the Chairman of the Recruitment Committee and, when applicable, the Recruitment Committee.

### **3.1.4 ADJUNCT PROFESSOR (Section 3.2 of the Appointment Procedure)**

The same eligibility requirements and assessment criteria as stated above for Professors also apply to Adjunct Professors with a focus on either research, or education and research with exception for the requirement regarding teaching in higher education training of 10 weeks or equivalent competence in accordance with Association of Swedish Higher Education Institutions recommendations for qualification as a higher education teacher.

A proposal to appoint an Adjunct Professor must include the following.

- The benefit of the proposed Adjunct to KI, their duties/activity plan, the scope of the position (years and percentage of a full-time position) and how it is to be financed.
- The recommendation of the Head of Department (unless the Head of Department is one of the proposers).
- The consent of the main employer with information on the Adjuncts scope of employment (years and percentage of a full-time position) and financing.
- The proposed individual's contract of employment (or equivalent).
- Declaration of intent from the proposed individual, together with their CV and qualifications portfolio prepared according to KI's template.

Once a proposal has been submitted, the Recruitment Committee will carry out an assessment of the proposed Adjuncts benefit to KI and the level of employment. This assessment will consider the job description with regard to research, doctoral education and teaching as stated in the activity plan, as well as the qualifications of the proposed individual.

If the Adjunct is deemed to be of benefit to KI and the proposed level of employment is approved, the matter will be reviewed by experts from outside KI (cf. Expert Assessment on page 3) and thereafter assessed and decided by the Recruitment Committee, who will submit a proposal to appoint the Adjunct to the President for a decision.

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An Adjunct appointment cannot be combined with another position at KI, even if KI is not the main employer.

### **3.1.5 VISITING PROFESSOR (Section 3.3 of the Appointment Procedure)**

The same eligibility requirements and assessment criteria as stated above for Professors also apply to Visiting Professors with a focus on either research, or education and research with exception for the requirement regarding teaching in higher education training of 10 weeks or equivalent competence in accordance with Association of Swedish Higher Education Institutions recommendations for qualification as a higher education teacher.

A proposal to appoint a Visiting Professor must include the following.

- The benefit of the appointment to KI, duties/activity plan, the scope of the position (years and percentage of a full-time position) and how it is to be financed.
- The recommendation of the Head of Department (unless the Head of Department is one of the proposers).
- The consent of the main employer with information about: the scope of employment (years and percentage of a full-time position) and financing.
- The proposed individual's contract of employment (or equivalent).
- Declaration of intent from the proposed individual, together with their CV and qualifications portfolio prepared according to KI's template.

Once a proposal has been submitted, the Recruitment Committee will carry out an assessment of the Visiting Professor's benefit to KI. This assessment will consider the job description with regard to research, doctoral education and teaching as stated in the activity plan, as well as the qualifications of the proposed individual.

If the Visiting Professor is deemed to be of benefit to KI, the matter will be reviewed by experts from outside KI (see also Expert Assessment on page 3) and thereafter drafted and decided on by the Recruitment Committee, who will then submit a proposal to appoint the Visiting Professor to the President for a decision.

### **3.2 APPOINTMENT AS A SENIOR LECTURER (Section 3.4 of the Appointment Procedure)**

In addition to having a doctoral degree (PhD) or equivalent competence, the eligibility requirements for the position of Senior Lecturer include research- and teaching expertise, as well as leadership-, development- and collaboration skills and, where applicable, clinical expertise. Qualification criteria are weighted differently depending on whether the appointment is focused on research or education and research. Generally speaking, qualification criteria for appointment as a Senior Lecturer are similar to those for Associate Professors (docent) at Karolinska Institutet. An overall assessment is conducted of research-, teaching- and leadership-, development- and collaborative skills. For combination employment, clinical expertise is also a requirement.

When announcing an appointment as a Senior Lecturer, the various areas of expertise (teaching-, research-, leadership-, development- and collaboration skills and where, applicable, clinical expertise) are weighted 1-3. The weighting used to profile the position must be stated in the advertisement and all areas shall be assessed. When making the overall assessment comparing several applicants, qualifications in each area are weighted in proportion to the area's weighting.

Applications for positions for which teaching expertise is weighted 3 will in addition to

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an expert evaluation also be assessed by a pedagogical assessment group which is an expert group affiliated to the Recruitment Committee. The pedagogical assessment group consists of at least two experts in teaching and teaching qualifications.

### **3.2.1 SENIOR LECTURER WITH FOCUS ON RESEARCH**

*(Research weighted 3, teaching weighted lower than 3)*

All assessment criteria are judged but should not be seen individually as requirements. It is rather an overall assessment of all criteria taken together that should decide whether or not the individual is competent for the Senior Lectureship.

#### **Research expertise (excellent skills are required)**

***The applicant must be an independent researcher with demonstrated independent and ongoing research.***

#### **Eligibility requirements**

1. Scientific discovery/discoveries to which the applicant's contributions have proved decisive, which can be documented through first and senior authorship.
2. High-quality research plan with good potential.

*As a benchmark, those employed as Senior Lecturers with focus on research during the period 2014-2016 had a median volume of 21 original publications as first or senior author.*

#### **Assessment criteria**

1. Good research activity with particular consideration for the past five years.
2. Good research production of a scope that at least equates to the requirements for an Associate Professor (docent) with focus on research at KI (equivalent to at least three theses).

*As a benchmark, those employed as Senior Lecturers with focus on research during the period 2014-2016 had a median volume of 34 original publications.*

3. Their own clear research line.
4. First author to a large extent, and clearly a senior representative of and driving force in their field.
5. Senior author of high-quality research work published in leading journals of the highest international quality. The requirement for senior authorship should consider the publication tradition of the research field in question.

*As a benchmark, those employed as Senior Lecturers with focus on research during the period 2014-2016 had a median volume of 8 original publications as senior author.*

6. Co-author of research work published in leading journals of a high international quality.
  7. Author of review articles in international journals.
  8. Research responsibility as a supervisor for students at first, second and third cycle level.
  9. Research experience from a research group other than that in which third-cycle studies were completed, for example a postdoctoral period with scientific publications is a merit but not a requirement.
  10. Personal invitations to speak at and/or moderate recognised international conferences and symposiums.
  11. Assignments as referee, reviewer and evaluator of manuscripts and applications for research grants.
  12. Experience of leading research projects.
  13. Own research grant obtained in competition as the principal applicant. Principal applicant for ongoing research grant in national competition (e.g. Swedish Research Council, Swedish Cancer Society, Swedish Heart-Lung Foundation, ALF, SSF, Vinnova, FORTE) and/or international competition (e.g. EU, NIH) where the project has been through peer review.
- For combined clinical employment or Adjunct:*
14. Principal responsibility for the establishment, introduction and/or evaluation of national or international treatment or care programmes over the past five years. The assignment must have been given by a national or international public healthcare authority or specialist organisation.
  15. Establishment of new forms of therapy or treatment principles through evidence-based implementation of the applicant's own clinical research or research based on national or international findings.

### **Teaching expertise (good skills required)**

#### **Eligibility requirements**

- Good teaching experience and expertise.
- Teaching in higher education training of 10 weeks or equivalent competence in accordance with Association of Swedish Higher Education Institutions recommendations for qualification as a higher education teacher or having otherwise obtained equivalent knowledge.

*An exception can be made where the Recruitment Committee deems this requirement not to be immediately necessary for the position, and this should be stated in the announcement. The appointee shall then undergo such training during their first two years of employment.*

**Assessment criteria**

1. Good pedagogical experience for various forms of teaching at first, second and third-cycle levels.
2. Experience of individual supervision of degree projects, doctoral and postdoctoral students.

**Leadership-, development- and collaboration skills**

**Assessment criteria**

1. Experience of leading a research group/unit /project.
2. Experience of leading positions on boards, councils, committees and other equivalent academic and/or clinical forums.

***3.2.2 SENIOR LECTURER WITH FOCUS ON EDUCATION AND RESEARCH***

***(Research is weighted the same or lower than teaching)***

All assessment criteria are judged but should not be seen individually as requirements. It is rather an overall assessment of all criteria taken together that should decide whether or not the individual is competent for the Senior Lectureship.

Applications for positions for which teaching expertise is weighted 3 will in addition to an expert evaluation also be assessed by a pedagogical assessment group which is an expert group affiliated to the Recruitment Committee. The pedagogical assessment group consists of at least two experts in teaching and teaching qualifications.

**Research expertise (good skills required)**

***Applicants must be good researchers.***

**Eligibility requirements**

1. Scientific discovery/discoveries to which the applicant's contributions have proved decisive, which can be documented through first and senior authorship.
2. High-quality research plan with good potential.

*As a benchmark, those employed as Senior Lecturers with focus on education and research during the period 2014-2016 had a median volume of 13 original publications as first or senior author.*

**Assessment criteria**

1. Good research activity with particular consideration for the past five years.
2. Good research production of a scope that at least equates to the requirements for an associate Professor with focus on research at KI (equivalent to at least three theses).

*As a benchmark, those employed as Senior Lecturers with focus on research during the period 2014-2016 had a median volume of 29 original publications.*



3. Their own clear research line.
4. Multiple first and senior authorships and clearly a senior representative of and driving force in their field.
5. Senior author of quality research work published in established international journals within the field. The requirement for senior authorship should consider the publication tradition of the research field in question.

*As a benchmark, those employed as Senior Lecturers with focus on education and research during the period 2014-2016 had a median volume of 6 original publications as senior author.*

6. Co-author of research work published in leading journals of a high international quality.
7. Author of review articles in international journals.
8. Research responsibility as a supervisor for students at first, second and third cycle level.
9. Research experience from a research group other than that in which third-cycle studies were completed, for example a postdoctoral period with scientific publications is a merit but not a requirement.
10. Personal invitations to speak at and/or moderate recognised international conferences and symposiums.
11. Assignments as referee, reviewer and evaluator of manuscripts and applications for research grants.
12. Experience of leading research projects.
13. Own research grant obtained in competition as the principal applicant. Principal applicant for ongoing research grant in national competition (e.g. Swedish Research Council, Swedish Cancer Society, Swedish Heart-Lung Foundation, ALF, SSF, Vinnova, FORTE) and/or international competition (e.g. EU, NIH) where the project has been through peer review.

*For combined clinical employment or Adjunct:*

14. Principal responsibility for the establishment, introduction and/or evaluation of national or international treatment or care programmes over the past five years. The assignment must have been given by a national or international public healthcare authority or specialist organisation.
15. Establishment of new forms of therapy or treatment principles through evidence-based implementation of the applicant's own clinical research or research based on national or international findings.

### **Teaching expertise (excellent skills required)**

#### **Eligibility requirements**

- Excellent teaching experience and expertise.
- Teaching in higher education training of 10 weeks or equivalent competence in accordance with Association of Swedish Higher Education Institutions recommendations for qualification as a higher education teacher.

**Assessment criteria**

1. Extensive pedagogical experience of various forms of teaching at first, second and third-cycle levels.
2. Experience of individual supervision of degree projects, doctoral and postdoctoral students.
3. Independent responsibility for planning, implementation and evaluation of teaching and examination at first, second and third-cycle study programmes and courses – to a significant extent and with documented high levels of quality.
4. Pedagogical management assignments as course director at first, second and third-cycle level.
5. Completed, nationally and internationally presented pedagogical development work resulting in improved study programmes and/or courses.

**Leadership-, development- and collaboration skills**

**Assessment criteria**

1. Experience of leading research groups/units/projects.
2. Experience of leading positions on boards, councils, committees and other equivalent academic and/or clinical forums.

**3.2.3 ADJUNCT SENIOR LECTURER (Section 3.5 of the Appointment Procedure)**

The same eligibility requirements and assessment criteria as stated above for Senior Lecturers also apply to Adjunct Senior Lecturers with focus on either research, or education and research with exception for the requirement regarding teaching in higher education training of 10 weeks or equivalent competence in accordance with Association of Swedish Higher Education Institutions recommendations for qualification as a higher education teacher.

A proposal to appoint an Adjunct Senior Lecturer must include the following:

- The benefit of the proposed Adjunct to KI, their duties/activity plan, the scope of the position (years and percentage of a full-time position) and how it is to be financed.
- The recommendation of the Head of Department (unless the Head of Department is one of the proposers).
- The consent of the main employer with information on the Adjuncts scope of employment (years and percentage of a full-time position) and financing.
- The proposed individual's contract of employment (or equivalent).
- Declaration of intent from the proposed individual, together with their CV and qualifications portfolio prepared according to KI's template.

Once a proposal has been submitted, the Recruitment Committee will carry out an assessment of the proposed Adjuncts benefit's to KI and the level of employment.

This assessment will consider the job description with regard to research, doctoral education and teaching as stated in the activity plan, as well as the qualifications of the proposed individual. If the Adjunct is deemed to be of benefit to KI, the matter will be passed on for expert review and thereafter drafted and decided on by the Recruitment Committee, who will then submit a proposal to the Head of Department for a decision.

An Adjunct appointment cannot be combined with another position at KI, even if KI is not the main employer.

### **3.3 APPOINTMENT AS ASSISTANT PROFESSOR (Section 3.6 of the Appointment Procedure)**

Those eligible for employment as an Assistant Professor are individuals who have been awarded a PhD or attained equivalent research competence. Preference should be given to those who were awarded a PhD or attained equivalent research competence no more than five years prior to the expiry of the application period for the position of Assistant Professor. Those who have been awarded a PhD or attained equivalent research competence earlier may however be considered if special grounds exist. Special grounds refer to illness, parental leave or similar circumstances.

### **3.4 PROMOTION OF ASSISTANT PROFESSORS TO SENIOR LECTURERS (Section 3.6 of the Appointment Procedure)**

An Assistant Professor can apply for promotion to Senior Lecturer. An application is submitted to the Recruitment Committee. The Assistant Professor may decide to apply for promotion to Senior Lecturer in accordance with one of two promotion tracks: promotion to Senior Lecturer with focus on research or promotion to Senior Lecturer with focus on education and research. In order to be promoted to Senior Lecturer, the Assistant Professor must meet the following criteria. This is assessed by the Recruitment Committee.

#### **3.4.1 PROMOTION OF ASSISTANT PROFESSORS TO SENIOR LECTURERS WITH FOCUS ON RESEARCH**

##### **Assessment criteria**

1. Senior Lecturer expertise as per the eligibility requirements and assessment criteria for “Senior Lecturer with focus on research”
2. Appropriation obtained as principal applicant in national or international competition that covers the applicant’s own salary for at least two years from the final date of employment as an Assistant Professor. Project funding obtained in national or international competition (i.e. excellence grant obtained from the Swedish Research Council, European Research Council (ERC), Wallenberg Foundation (WAF) or Swedish Foundation for Strategic Research (SSF) that covers costs for salaries, rent, materials and other project-related expenses for the research organisation for at least two years from the final date of employment as an Assistant Professor.
3. First- and/or senior author of a number of peer-reviewed scientific articles published in leading international scientific journals over a number of years since disputation, with the emphasis on the qualification period as an Assistant

Professor.

4. An independent research line deemed by independent experts and departmental management to offer excellent future potential for both the individual researcher and the department in question.
5. A documented good ability to lead their own research group – including staff responsibility and supervision of doctoral and/or postdoctoral students – to successful scientific results in a good working climate, as well as documented collaborative abilities.
6. All experience of undertaking assignments on behalf of the scientific community – such as board membership, internal assessment committees, departmental duties, organising courses and conferences and editorships – will be considered as merits.

### **3.4.2 PROMOTION OF ASSISTANT PROFESSORS TO SENIOR LECTURERS WITH FOCUS ON EDUCATION AND RESEARCH**

#### **Assessment criteria**

1. Senior Lecturer expertise as per the eligibility requirements and assessment criteria for “Senior Lecturer with focus on education and research”.
2. Teaching in higher education training of 10 weeks or equivalent competence in accordance with Association of Swedish Higher Education Institutions recommendations for qualification as a higher education teacher.
3. Independent responsibility for planning, implementation and evaluation of teaching and examination at first-, second- and third-cycle study programmes and courses – to a significant extent and over a period of at least three years with documented high levels of quality.
4. Pedagogical management assignments as course director at first-, second- and third-cycle level.
5. Extensive pedagogical experience of various forms of teaching and for various groups at first-, second- and third-cycle levels.
6. Completed, nationally and internationally presented pedagogical development work resulting in improved study programmes and/or courses.
7. A clear plan for their own pedagogical activities (including pedagogical development work) that demonstrates a high level of quality and great potential.

If the applicant is deemed to fulfil all of the above criteria, they will be assessed by two experts in their field and must meet the eligibility requirements that apply to appointments as a Senior Lecturer at Karolinska Institutet (see Section 3.2 above).

### **3.5 APPOINTMENT AS A LECTURER (Section 3.7 of the Appointment Procedure)**

Eligibility requirements for Lecturers are teaching expertise and, generally, a PhD or equivalent within the field of study relevant to the position. Additional qualification requirements are decided by the Head of Department.

#### **3.5.1 ADJUNCT LECTURER (Section 3.8 of the Appointment Procedure)**

The same assessment criteria apply to an Adjunct Lecturer as to a Lecturer.

A proposal to appoint an Adjunct Lecturer must include the following:

- The benefit of the proposed Adjunct to KI, their duties/activity plan, the scope of the position (years and percentage of a full-time position) and how it is to be financed.
- The recommendation of the Head of Department (unless the Head of Department is one of the proposers).
- The consent of the main employer with information on the Adjuncts scope of employment (years and percentage of a full-time position) and financing.
- The proposed individual's contract of employment (or equivalent).
- Declaration of intent from the proposed individual, together with their CV and qualifications portfolio prepared according to KI's template.

The matter shall be prepared and decided by the relevant Head of Department. An Adjunct must be of benefit to KI. The assessment will consider the job description with regard to research, doctoral education and teaching as stated in the activity plan, as well as the qualifications of the proposed individual.

## **4. OTHER PROVISIONS AND DECISION-MAKING RULES**

### **4.1 CANCELLING A RECRUITMENT PROCESS**

A recruitment process can only be cancelled by the person who decided that a teacher should be employed, i.e. the Head of Department or President. Any such decision must be documented, including an account of the facts leading to the decision. A decision to cancel a recruitment process cannot be appealed.

### **4.2 APPEALS**

**Higher Education Ordinance** Chapter 12 Section 2: Appeals may be made to the Higher Education Appeals Board against the following decisions of a higher education institution:  
1. a decision relating to employment at a higher education institution, with the exception of appointment to a doctoral studentship.

A recruitment decision may be appealed by a person to whom the decision relates, i.e. any unsuccessful applicant. Such an appeal will be considered based on the requirement profile and recruitment process for the case in question. Any statement to the Higher Education Appeals Board regarding the appointment of teaching staff will be made by the University Director.

### **4.3 PROCESS AND DECISIONS BY THE RECRUITMENT COMMITTEE**

Proposals for appointment of Professors or Senior Lecturers may be initiated by the Head of Department, Dean, Faculty Board or the President. The Dean in question coordinate initiatives within the departmental units.

The Recruitment Committee makes decisions and recommendations on the following matters:

- Decisions to begin the process of appointing a Professor or Senior Lecturer.
- Recruitment committees for the appointment of Professors and Senior Lecturers.
- Appointment of experts for the appointment of Professors and Senior Lecturers (including Adjunct Professor/Adjunct Senior Lecturer and Visiting Professor), as well as promotion of Assistant Professor to Senior Lecturer.
- Applicants who should be considered for appointments as Professor or Senior Lecturer. Recommendations regarding decision for appointing Professors are submitted to the President and recommendations regarding Senior Lecturers are submitted to the Head of Department.
- Conversion of research field for Professors and Senior Lecturers during ongoing employment.
- Recommendations regarding promotion of Assistant Professors to Senior Lecturers.

### **COMBINED EMPLOYMENT**

The rules applicable to the appointment of teachers shall also apply to combined employment.

