

Faculty Handbook

University of Mannheim Business School

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Editor:

University of Mannheim
Business School
Dean's Office
L 5, 5
68131 Mannheim
German



Table of Contents

List of abbreviations.....	5
1. The University's organizational structure	6
1.1. Institutional positions at the University of Mannheim.....	6
President (<i>Rektor/in</i>).....	6
Executive Vice President (<i>Kanzler/in</i>).....	6
1.2. Committees at the University of Mannheim.....	6
President's Office (<i>Rektorat</i>).....	6
Senate (<i>Senat</i>).....	6
University Supervisory Board (<i>Universitätsrat</i>).....	7
2. The School's organizational structure.....	7
2.1. University of Mannheim, Business School (UMBS).....	7
2.1.1. Institutional positions at UMBS.....	7
Dean (<i>Dekan/in</i>).....	7
Vice Dean (<i>Prodekan/in</i>).....	8
Dean for Student Affairs (<i>Studiendekan/in</i>).....	8
Vice Dean for Research (<i>Prodekan/in für Forschung</i>).....	8
Equal Opportunities Commissioner (<i>Gleichstellungsbeauftragte</i>).....	8
Managing director (<i>Fakultätsgeschäftsführer/in</i>).....	8
2.1.2. Committees at UMBS.....	9
School Board (<i>Fakultätsvorstand</i>).....	9
School Council (<i>Fakultätsrat</i>).....	9
Committee on student affairs and teaching (<i>Studienkommission</i>).....	10
Konvent (<i>Akademischer Konvent</i>).....	10
Departmental Student Committee (<i>Fachschaft</i>).....	10
Program Committee.....	10
2.2. Mannheim Business School (MBS).....	11
2.2.1. Institutional positions at Mannheim Business School.....	11
MBS President (<i>Präsident/in</i>).....	11
Academic Directors and Program Directors (<i>Akademische Direktoren und Programmdirektoren</i>).....	11
2.2.2. Committees at Mannheim Business School.....	12
Shareholder Meeting (<i>Gesellschafterversammlung</i>).....	12
MBS Board (<i>Präsidium</i>).....	12
Finance Committee & Supervisory Board (FC & SB).....	12
Board Committee.....	12
Prechel Foundation (<i>Prechelstiftung</i>).....	12
2.3. Graduate School of Economic and Social Sciences (GESS) - Center for Doctoral Studies in Business (CDSB)	12
2.3.1. Institutional positions at GESS	13

Dean of Graduate Studies (<i>Dekan/in</i>)	13
Academic Directors (<i>Akademische Direktoren</i>).....	13
2.3.2. Committees at GESS	13
GESS Board of Directors (<i>Vorstand</i>).....	13
Academic Advisory Board (<i>Akademischer Beirat</i>).....	13
2.4. Corporate Partner Association (<i>Partner der Mannheimer BWL e.V.</i>).....	14
2.4.1. Corporate Advisory Council (CAC)	14
3. Faculty members.....	14
3.1. Permanent faculty members	14
3.1.1. Full professors (<i>Professoren</i>)	14
Status	14
Workload	14
Appointment prerequisites	14
Principles and policies related to appointment and tenure	15
General policies applicable to sabbatical leave.....	16
Compensation	16
Retention	16
Retirement	16
3.1.2. Senior professors (<i>Seniorprofessoren</i>)	16
3.1.3. Junior professors (<i>Juniorprofessoren</i>)	17
Status	17
Principles and policies related to appointment	17
Junior Faculty Committee (JFC).....	17
3.1.4. Assistant professors (<i>Habilitanden</i>)	18
Status and workload.....	18
Prerequisites	18
The <i>Habilitation</i> process.....	18
3.1.5. Tenure track model and Tenure Merit Guidelines	19
3.1.6. Honorary professors (<i>Honorarprofessoren</i>)	19
Status and workload.....	19
Compensation	19
3.1.7. Doctoral students (<i>Doktoranden</i>)	19
Status and workload.....	20
Prerequisites	20
Process for obtaining a doctoral degree.....	20
3.2. Non-permanent faculty members	20
3.2.1. Adjunct lecturers (<i>Lehrbeauftragte</i>)	20
3.2.2. Visiting professors (<i>Gastprofessoren</i>).....	20

Status	20
Compensation	21
3.2.3. MBS adjunct faculty	21
3.3. Faculty responsibilities	21
3.4. Faculty planning	21
3.5. Faculty development and education at HDZ (<i>Hochschuldidaktikzentrum</i>)	21
4. Miscellaneous policies, MADOC and ORCID iD	22
4.1. Freedom of research, teaching and study	22
4.2. Academic integrity	22
4.3. Gender mainstreaming and equalization policies	23
4.4. Code of Conduct	23
4.5. Open Access Policy of the University of Mannheim	23
4.6. University bibliography MADOC	24
4.7. ORCID iD – your digital identifier	24
5. Appendices	25
Appendix A – Program portfolio of UMBS, CDSB and MBS	25
Appendix B – The governance structure of Mannheim Business School	26
Appendix C – Organizational chart of UMBS and MBS	27
Appendix D – Relation of MBS to UMBS and the University of Mannheim	28
Appendix E – Tenure Merit Guidelines	29
Appendix F – Tenure Merit Guidelines – Implementation Rules	31

List of abbreviations

Abbreviation	German title	English title
AoL		Assurance of Learning
CAB		Corporate Advisory Board
CDSB		Center for Doctoral Studies in Business
CDSE		Center for Doctoral Studies in Economics
CDSS		Center for Doctoral Studies in Social and Behavioral Sciences
DFG	Deutsche Forschungsgemeinschaft	German Research Foundation
EMBA		Executive Master of Business Administration
FC		Finance Committee (MBS)
GESS		Graduate School of Economic and Social Sciences
GG	Grundgesetz der Bundesrepublik Deutschland	Basic Law of the Federal Republic of Germany
GO	Grundordnung der Universität Mannheim	Constitution of the University of Mannheim
HDZ	Hochschuldidaktikzentrum	Educational Development Center
HRG	Hochschulrahmengesetz	Framework Act on Higher Education
JFC		Junior Faculty Committee
LHG	Landeshochschulgesetz	Act on Higher Education of the Land of Baden-Württemberg
MADOC		Mannheim electronic document server
MaMAT		Mannheim Master of Accounting & Taxation
MBA		Master of Business Administration
MBS		Mannheim Business School gGmbH
SB		Supervisory Board (MBS)
SM		Shareholder Meeting (MBS)
UMBS	Fakultät für Betriebswirtschaftslehre der Universität Mannheim	University of Mannheim, Business School

Note

This document refers to the following laws and regulations:

- Basic Law of the Federal Republic of Germany ([Grundgesetz der Bundesrepublik Deutschland](#)) (GG)
- Constitution of the University of Mannheim ([Grundordnung der Universität Mannheim](#)) (GO)
- Framework Act on Higher Education ([Hochschulrahmengesetz](#)) (HRG)
- Act on Higher Education of the Land of Baden-Wuerttemberg ([Landeshochschulgesetz](#)) (LHG)

This handbook briefly describes the organization of the Business School of the University of Mannheim (herein referred to as UMBS or the School), its faculty members and their responsibilities.

1. The University's organizational structure

The Business School of the University of Mannheim, Business School (UMBS) is one of the five schools at the University of Mannheim (School of Law and Economics, School of Humanities, School of Social Sciences, School of Business Informatics and Mathematics). The University's responsibility for research and teaching activities (course delivery and examinations) is broken down into tasks delegated to the respective schools.

1.1. Institutional positions at the University of Mannheim

President (*Rektor/in*)

The president heads the President's Office and is appointed for six to eight years. Re-election is possible once. The president is elected by the Senate and the University Supervisory Board.

(cf. § 2 GO); (cf. § 3 GO)
(cf. § 16 LHG); (cf. § 17 LHG)

Executive Vice President (*Kanzler/in*)

The executive vice president is responsible for the business and personnel administration of the University. The executive president is also appointed for six to eight years. Re-election is possible once. The president is elected by the Senate and the University Supervisory Board.

(cf. § 2 GO)
(cf. § 16 LHG); (cf. § 17 LHG)

1.2. Committees at the University of Mannheim

President's Office (*Rektorat*)

The President's Office consists of the president, the executive vice president and three extra-official vice presidents. The three vice presidents are assigned to different strategic areas. The Senate decides at the time of the election about the term in office for the extra-official vice presidents.

The President's Office, together with the University Supervisory Board, plans the strategic development of the University and discusses it with the deans and the Senate. It creates a structure and development plan in collaboration with the schools. Part of this development plan is, among other things, the formation of research foci, the development of new study programs or of measures for the further internationalization and profiling of the University.

(cf. § 2 GO)
(cf. § 16 LHG)

Senate (*Senat*)

The president presides over the Senate and the other members of the President's Office. The deans of the schools and the equal opportunity administrator are members based on their position. Other members are elected. The term in office is one year for students and four years for the other elected members.

The Senate decides academic matters of fundamental importance in research, teaching, study and further education, provided that these are not assigned by law to another central body or to the

schools. The sessions of the Senate are usually not public. Special reference is made to public agenda items.

The Constitution of the University of Mannheim is also regulated by the Senate.

(cf. §1 GO)

(cf. § 19 LHG)

University Supervisory Board (*Universitätsrat*)

The University Supervisory Board is the control body of the university and is responsible for the development of the university. It consists of five external members and four university employees. The term of office is three years; a re-election is possible once.

The University Supervisory Board supervises the management of the President's Office and its tasks are, among other things, approving the development and structural plans as well as the budgeting drawn up by the President's Office in cooperation with the deans, and advising on the formation, modification and abolition of university institutions. It confirms the members of the President's Office elected by the Senate and controls the effectiveness and efficiency of the measures implemented by the President's Office and the schools. As an advisory and monitoring body, the University Council is an important stimulus for the long-term positioning of the university.

All the tasks of the University Council are documented in the Constitution of the University of Mannheim.

(cf. § 4 GO)

(cf. § 15 LHG)

2. The School's organizational structure

The UMBS is divided into three subunits which are classified according to the programs they offer: The (State) Business School of the University of Mannheim (UMBS) offers Bachelor's and Master's degrees. The legally independent Mannheim Business School gGmbH (MBS) specializes in MBA/EMBA and executive education programs. The Center for Doctoral Studies in Business (CDSB) – which is part of the Graduate School of Economic and Social Sciences – offers doctoral programs. The program portfolio of UMBS, CDSB and MBS is illustrated in Appendix A.

2.1. University of Mannheim, Business School (UMBS)

2.1.1. Institutional positions at UMBS

Dean (*Dekan/in*)

The dean is the representative of the Business School of the University of Mannheim and presides over the UMBS School Board and the School Council. The dean is nominated by the rector and elected by the School Council. His/her term of office is four years. The dean's areas of responsibility are: preparing meetings, implementing resolutions, allocating financial resources, monitoring that faculty members fulfill their instructional and examination responsibilities, supervising professors and teaching personnel

(cf. § 9 GO)

(cf. § 24 LHG)

Vice Dean (*Prodekan/in*)

The vice dean is nominated by the dean and elected by the School Council for four years. He/she is a permanent faculty member (full professor). His/her term of office ends at the same time as the dean's term of office.

(cf. § 9 GO)

(cf. § 23 LHG); (cf. § 24 LHG)

Dean for Student Affairs (*Studiendekan/in*)

The dean for student affairs is nominated by the dean and elected by the School Council for a four-year term in accordance with the committee on student affairs and teaching. He/she is a permanent faculty member (full professor). His/her term of office ends with the dean's term of office.

The dean for student affairs is responsible for the range of courses offered and the delivery of courses in line with the university's study and examination regulations. He/she prepares decisions regarding curricula, study and examination regulations as well as reports on teaching activities. He/she coordinates student advisory services and resolves problems and complaints concerning study and examination processes.

Students have the right to contact the dean for student affairs should they encounter shortcomings in the quality of teaching or irregularities relating to study or examination regulations.

(cf. § 9 GO)

(cf. § 26 LHG)

Vice Dean for Research (*Prodekan/in für Forschung*)

The vice dean for research is responsible for all issues related to research and is also the director of the doctoral programs at the Center for Doctoral Studies in Business (CDSB).

Equal Opportunities Commissioner (*Gleichstellungsbeauftragte*)

Each school has an equal opportunities commissioner, who is elected by the School Council and assists the School Council's meetings in an advisory capacity.

(cf. §5 GO)

Managing director (*Fakultätsgeschäftsführer/in*)

University regulations do not require a professional dean¹ in the German university system. At the University of Mannheim, the candidates for the position of dean are determined by age and the number of years of service at the Business School of the University of Mannheim. To ensure continuity in the UMBS' management, the position of the UMBS school manager was introduced in 2001 to counterbalance the dean's rotating position. Informally, the managing director's responsibilities can be subsumed under 'extended school management'. Administrative activities, especially operational transactions, are included in these responsibilities.

¹ i.e. in Germany there is no dedicated dean appointed solely to hold the position of dean without any other responsibilities at the university

2.1.2. Committees at UMBS

School Board (*Fakultätsvorstand*)

The School Board consists of the dean, the vice dean as the dean's representative, the dean for student affairs and up to two additional associate deans as determined by the School Council. The School Board manages the UMBS.

The School Board's areas of responsibility encompass all issues concerning the Business School of the University of Mannheim. It supervises all research and teaching activities (and defines the faculty's teaching activities, if necessary). Furthermore, it deals with the allocation of UMBS' resources and fulfills the following duties: management, budget, development and structural planning, job descriptions of chairs, evaluation.

The School Board must report to the School Council regularly.

(cf. § 23 LHG)

School Council (*Fakultätsrat*)

The School Council is responsible for all matters relating to research and teaching as well as the transfer of technology for which the dean, the School Board or other units are not responsible. The School Council advises the School in all important matters. It must agree upon: appointment proposals, appointments concerning junior professors and honorary professors, development and Structure Plans, creation of, changes to and dissolution of the School's subunits; decisions on the School's study and examination regulations in agreement with the committee on student affairs and teaching, the rules of operation for the Departmental Student Committee (Fachschaft).

The School Council's composition is as follows:

- the members of the School Board (if not already a member of the School Council)
- and the following elected members:
- ten professors
 - two academic employees
 - three students
 - two doctoral students
 - one other employee

The student representatives are elected for one year, the other members for four years. The School's equal opportunities administrator participates in the meetings in an advisory capacity.

The School Council

- elects the dean, the vice deans and the dean for student affairs.
- decides on the annual budget and development as well as structure plans.
- provides input for the dean's report pertaining to the School's management and opinions or recommendations for the Rectorate and the University Council.
- gives advice on the dean's statement of activities, keeps the advisory committees informed and adopts resolutions on school procedures.

Furthermore, it attends to

- the creation of appointment committees.
- decisions on the range of courses offered.

- resolutions of proposals regarding appointments of honorary and visiting professors and resolutions on evaluations and reports on teaching activities.

(cf. § 8 GO)

(cf. § 25 LHG)

Committee on student affairs and teaching (*Studienkommission*)

The committee on student affairs and teaching is appointed by the School Council and is comprised of up to ten members including the dean for student affairs, four professors, one doctoral student and four students. One of the student representatives should be a member of the School Council. The students are elected for a one-year term.

The committee on student affairs and teaching, presided over by the dean for student affairs, deals with all issues regarding learning and teaching, especially:

- improving evaluation processes and teaching standards
- discussing criticism expressed by the students concerning lectures and courses
- drawing up reforms for the continued development of study programs
- possible violations of study and examination regulations

(cf. § 10 GO)

(cf. § 26 LHG)

Konvent (*Akademischer Konvent*)

The *Konvent* is an informal meeting which allows all full professors to come together regularly in order to discuss important matters with the dean, the managing director and all other full professors.

Departmental Student Committee (*Fachschaft*)

The student representatives elected to the School Council and another elected student representative constitute a commission called the 'Departmental Student Committee', which deals with study-related issues from the students' perspectives at school level and with promoting students' social development.

(cf. § 65a clause 4 LHG)

Program Committee

As a key component of AACSB's accreditation standards, the Assurance of Learning process (AoL) assists the University of Mannheim, Business School in assuring the highest standards of teaching. The AoL process evaluates whether participants achieve the defined learning expectations. AoL focuses on the results of a program – not on a single module (course) – and enhances the programs' quality via continuous improvements. The goal is to promote/progress student learning and success in each program.

The faculty-driven AoL process at the University of Mannheim, Business School is overseen by the Program Committee and coordinated by the AoL-Managers.

The Program Committee, chaired by the dean for student affairs, is comprised of appointed faculty from each area of the Business School as well as student representatives and corporate partners. Representatives from MBS and CDSB are also members of the committee. This committee meets once

per semester to review and discuss each program's competency goals and objectives, the AoL annual program reports, and ultimately decide on concrete actions for curriculum changes and improvements.

Please refer to the AoL Handbook available on the intranet for more detailed information about AoL.

2.2. Mannheim Business School (MBS)

[Mannheim Business School gGmbH](#) is a private, nonprofit institution, which offers MBA, EMBA, and Executive Education programs. It was established in 2005. MBS is bound by the academic framework; new programs and changes to programs must be approved by the corresponding committees at UMBS and the University. However, its private status brings the following advantages with it:

- freedom of action with respect to tuition fees and international competition, which allows the institution to react flexibly to market conditions and to compete in a dynamic international environment (e.g., program formats)
- freedom of action with respect to faculty remuneration, which allows for competitive salaries and, as a consequence, makes it possible to attract high-quality international faculty

The governance structure of MBS is illustrated in Appendix B.

2.2.1. Institutional positions at Mannheim Business School

MBS President (*Präsident/in*)

The MBS President directs MBS commercially and academically. This includes:

- strategy
- fund-raising
- budgeting and financial statements
- controlling
- organizational structure
- human resources
- corporate relations

Academic issues are discussed in cooperation with the responsible academic directors. The MBS president reports to the Shareholder Meeting and to the Finance Committee & Supervisory Board (FC & SB).

Academic Directors and Program Directors (*Akademische Direktoren und Programmdirektoren*)

Each (E)MBA and specialized master's program is headed by a program director who is supported by academic directors in strategic and complex academic issues ensuring compliance with the School's policies.

Admissions policy is defined by the program director and the academic director who also jointly select the participants. The program's budget is negotiated between the program directors and the MBS President each summer. Program directors monitor their actual financial figures regularly and compare them with the planned budget figures. Operative program management forms part of the program managers' and program assistants' fields of duties.

2.2.2. Committees at Mannheim Business School

Shareholder Meeting (*Gesellschafterversammlung*)

The Shareholder Meeting:

- is the highest committee within MBS
- meets every semester
- consists of nine members elected for five years

The university appoints two delegates with experience in the field of international higher education. The MBS president takes part in the Shareholder Meeting. However, the president of MBS is not an official member of the Shareholder Meeting and has no voting rights. The Prechel Foundation which is comparable to the School Council at the School of Business Administration elects six members.

Generally, the duties of the members include:

- discussing, approving and releasing the annual report
- auditing the annual budget and mid-term financial planning
- taking decisions on large investments (> €400,000)
- legal issues

The Shareholder Meeting has two sub-committees with clearly defined tasks: The Board Committee and the Finance Committee & Supervisory Board (FC & SB). The FC & SB oversees the annual financial statement. The Board Committee's responsibility lies in steering the search for candidates for the President's office before the term of office ends. Please refer to Appendix B for the governance structure of MBS.

MBS Board (*Präsidium*)

The MBS president chairs the board (ex officio). The MBS Board consists of the MBS president, all academic directors and the managing director of UMBS. MBS' program directors and head of departments are invited to participate. The board usually meets bi-monthly. The MBS Board's main duties are: strategic planning and strategic issues, approval of the financial statements, academic issues.

Finance Committee & Supervisory Board (FC & SB)

The Finance Committee & Supervisory Board (FC & SB) is a subcommittee of the Shareholder Meeting and oversees the annual financial statement. The MBS president reports to the Shareholder Meeting and to the Finance Committee & Supervisory Board (FC & SB).

Board Committee

The Board Committee is a subcommittee of the Shareholder Meeting and is responsible for steering the search for candidates for the office of the president before the term of office ends.

Prechel Foundation (*Prechelstiftung*)

The Prechel Foundation includes all full professors of UMBS. This foundation holds 74.8% of MBS' shares and sends six of its members to the MBS Shareholder Meeting.

2.3. Graduate School of Economic and Social Sciences (GESS) - Center for Doctoral Studies in Business (CDSB)

The Graduate School of Economic and Social Sciences (GESS) funded by the German Research Foundation is divided into three centers: the Center for Doctoral Studies in Business (CDSB), the Center

for Doctoral Studies in Economics (CDSE) and the Center for Doctoral Studies in Social and Behavioral Sciences (CDSS). It provides a common organization and administration for the three doctoral centers. The Center for Doctoral Studies in Business is the research oriented postgraduate training pillar of the Business School.

2.3.1. Institutional positions at GESS

Dean of Graduate Studies (*Dekan/in*)

The Graduate School of Economic and Social Sciences is headed and represented by the dean of graduate studies. The dean of graduate studies is elected by the academic directors.

Academic Directors (*Akademische Direktoren*)

Each center is represented by an academic director who is elected by the graduate school members of the respective school or department.

2.3.2. Committees at GESS

GESS Board of Directors (*Vorstand*)

The GESS Board of Directors is the main governing body of the Graduate School of Economic and Social Sciences. The three academic directors and the university's vice president for research form the GESS Board of Directors. It is headed by the dean of graduate studies and is responsible for the academic quality and the long-term strategic planning of the Graduate School, especially for the development and continuous improvement of curricula.

The Graduate School of Economic and Social Sciences is administered by the doctoral office. The administrative staff of the doctoral office includes three center coordinators and one secretary. The center coordinators' duties are marketing, administration, continued development of application and selection procedures for applications to GESS, organizational tasks (soft skill courses, invitation programs for long-term academic guests as well as for speakers, internal evaluation), development and exploration of funding opportunities and student services.

Academic Advisory Board (*Akademischer Beirat*)

External monitoring is carried out by the School's sponsors through regular evaluations, in particular by the DFG (German Research Foundation). Furthermore, the Graduate School has created an Academic Advisory Board of its own. This board provides regular feedback, advice and constructive criticism which make it possible to identify and address potential problems at an early stage. The Academic Advisory Board combines the two essential features of supervisory boards in corporate governance which have a monitoring function and also provide advice.

The Academic Advisory Board is composed of seven leading academics in the fields represented by the Graduate School of Economic and Social Sciences. Its members are appointed by the president of the University of Mannheim after being proposed by the GESS Board of Directors. The Academic Advisory Board reports to the dean of graduate studies and its reports are made available to the GESS Board of Directors and the rector of the university.

The Academic Advisory Board meets once a year for one day in June after the end of the academic year in the U.S. and Mannheim.

2.4. Corporate Partner Association (*Partner der Mannheimer BWL e.V.*)

MBS, together with UMBS, has undertaken a major restructuring process in order to streamline its corporate relations. The corporate partner association '[Partner der Mannheimer Betriebswirtschaftslehre e.V.](#)' (in short '*Partnerverein*') was founded in 2014 and has replaced the former Board of Trustees (*Kuratorium*) of MBS. The '*Partnerverein*' meets twice a year and, in addition to giving advisory feedback on strategic issues and on the further development of both, MBS and UMBS. It also supports the financial autonomy of UMBS through funding. In addition, the association assists in the following functions and areas: placement and recruitment of high potentials, sourcing business experts, corporate projects, Executive Education, promotion.

The '*Partnerverein*' consists of renowned, globally operating companies like Allianz SE, BASF SE, Ernst & Young GmbH, McKinsey & Company Inc., Bank of America Merrill Lynch International Limited and SAP SE. They advise and support MBS and UMBS in various ways ranging from devising new programs and optimizing current courses to providing MBS with participants and financial support. Students, companies and MBS and UMBS profit from this close relationship between theory and practice.

2.4.1. Corporate Advisory Council (CAC)

The School has established the Corporate Advisory Council (CAC) in 2018. It consists of a small circle of members of the *Partnerverein*. The Corporate Advisory Council as well as the Corporate Partner Association, regularly give strategy advice to the School in addition to informal feedback from employers and corporate partners

3. Faculty members

3.1. Permanent faculty members

3.1.1. Full professors (*Professoren*)

Status

Full professor status grants the holder employment until retirement unless the professor chooses to accept an offer of a chair or professorship from another university. The first appointment to a professorship is limited to a six-year term of service, except for foreign appointees. Professors are civil servants on limited appointments or civil servants appointed for life.

(cf. § 46 HRG)

(cf. § 48 LHG); (cf. § 49 LHG)

Workload

A full professor must teach a minimum of nine hours per week per semester (*Semesterwochenstunden*). The official number of teaching hours is reduced if a professor takes on administrative duties in the running of the University or the School.

Appointment prerequisites

Candidates who apply for a chair have to fulfill the following requirements:

- a university degree
- pedagogical qualifications
- an exceptional aptitude for scholarly activities demonstrated by an outstanding dissertation

- requirements related to the position (*Habilitation* or further academic contributions which can be demonstrated by holding the position of junior professor or assistant professor at the university or at a research center, in an academic position in the corporate world, abroad or in the home country)

(cf. § 44 HRG)

(cf. § 47 LHG)

Principles and policies related to appointment and tenure

When a professor's position is vacant, the university examines, within the framework of the Development and Structure Plan, whether or not the position should be assigned to a different area of responsibility or not be filled at all. If it is to be filled, the Senate decides to announce the vacancy publicly. As a rule, appointments within the University are not accepted.

The appointment recommendation is prepared by an Appointment Committee. The committee's composition is proposed by the Business School of the University of Mannheim. The Rectorate, in agreement with UMBS, convenes an appointment committee that the School Council then has to approve. It consists of the following members:

- the dean
- a minimum of three professors of UMBS
- at least two professors from another school
- one representative of the academic employees
- one student representative
- one female expert (may be a research assistant)
- the equal opportunities administrator
- one external person (e.g. a representative from the corporate world)

The Appointment Committee draws up the job description for the position and passes it on to the Senate. After having received the Senate's approval, the Rectorate hands the request to the Baden-Wuerttemberg State Ministry of Science, Research and Art. If the ministry accepts the proposal, the call for applications must be published nationally and internationally. If not, it has to be negotiated again in the respective committees until the ministry gives its approval. The call for applications must contain a description specifying the position.

Because of its effort to strengthen its international teaching and research environment, the Business School of the University of Mannheim preferably invites candidates with an internationally recognized research record, international teaching experience and an international network. Candidates must also be able to teach in English. As UMBS is committed to strengthening the university's regional integration, it expects the appointee to live in the region. Furthermore, the University of Mannheim aims to increase the number of women in research and teaching and therefore explicitly encourages qualified women to apply for the position (please refer to the *Berufungsleitfaden* available on the intranet for an example of a job advertisement).

The application period should not exceed more than six weeks. The Appointment Committee examines the applications and invites the most promising applicants to a public trial-lecture and interview regarding his/her concept for the respective chair. Consequently, the committee compiles a short-list which usually includes three names ranked in order of preference. The list, expert opinions on the applicants and the statements of the dean for student affairs and the equal opportunities administrator have to pass through the School Council and the Senate. Having passed the Senate, the Rectorate

forwards the appointment recommendation to the Baden-Wuerttemberg State Ministry of Science, Research and Art and enters into negotiations with the respective candidate. If both parties come to an agreement, the candidate is appointed. If not, the next highest candidate on the list is contacted.

The university can guarantee the appointee certain conditions in connection with the position in terms of personnel and other resources within the negotiation process. The negotiations are provisional and have to be approved by the respective offices of the state and the university. The financial commitment must be limited to a five-year period and revised after this period.

A junior professor of the School's faculty can only be appointed to a chair if he/she left the university after completing his/her doctorate or if he/she has conducted research for at least two years at an institution other than the university offering the professorship.

(cf. § 45 HRG)

(cf. § 39 LHG); (cf. § 48 LHG)

General policies applicable to sabbatical leave

Professors can be released from their office temporarily, fully or in part for specific research or development projects or for further development in research practice. However, they must ensure that teaching and examinations are carried out by a representative or by other contributors in their place. Likewise, they have to guarantee supervision of Bachelor/Master theses and doctoral dissertations. The duration of sabbatical leave may not exceed one semester. At least four years must pass between two sabbaticals. The academic has to present a summary on their leave when they return to university.

(cf. § 49 clause 7 LHG)

Compensation

Compensation for professors is regulated by State Law. However, the amount of the salary which is subject to minimum and maximum amounts must be negotiated with the rector.

Retention

Professors who receive and accept an offer of a chair or professorship from other universities are made civil servants for life. In general, civil servants cannot be removed from office and receive pension plans. As soon as a professor receives an offer from another university, the professor can enter into negotiations in order to improve his/her financial situation and personal resources at his/her chair.

Retirement

Even after his/her retirement, a professor can assume teaching and examining responsibilities. If a retired professor assumes the responsibilities of a professor as his/her representative, he/she has the same research and teaching rights that the professor that he/she substitutes has.

(cf. § 14 GO)

3.1.2. Senior professors (*Seniorprofessoren*)

The senior professorship allows professors to conduct further research and give lectures after they have reached the official retirement status. However, they are not employed at the university. Senior

professors do not hold a regular chair anymore but remain a member of the faculty and are entitled to vote.

Requirements for the appointment of a senior professorship are extraordinary achievements and commitment at the university as well as international recognition.

3.1.3. Junior professors (*Juniorprofessoren*)

Status

Junior professors can be appointed for up to six years. During this time, they have the status of temporary civil servants. If a candidate is only appointed for four years at first and proves him/herself through research and teaching evaluations, the junior professorship can be extended to total up to six years. If not, the contract can be extended for one additional year.

(cf. § 48 HRG)

(cf. § 51 LHG)

Principles and policies related to appointment

Junior professorships give academics the opportunity to qualify for a full professorship at a university in terms of research, teaching and development. This must be guaranteed by the job description as well as its nature and workload.

The following qualifications are prerequisites for a junior professorship:

- a university degree
- pedagogical aptitude and qualifications that must be proved by teaching or instructional activities
- an exceptional aptitude for scholarly activities demonstrated by an outstanding dissertation

The Appointment Committee is created and composed in the same way as in the appointment process for full professors. The employment vacancy has to be advertised internationally. The call for applications must contain a description specifying the position.

Junior professors are appointed by the Rectorate which takes into account the Appointment Committee's proposal as well as the hearing of the School Council.

Members of the UMBS' faculty can only be appointed to a junior professorship in the exceptional cases already stated - if they left the university after completing their doctorate or if they have conducted research at an institution other than the university offering the junior professorship.

(cf. § 45 HRG); (cf. § 47 HRG); (cf. § 48 HRG)

(cf. § 51 LHG)

Junior Faculty Committee (JFC)

To monitor junior faculty throughout their qualification phase, the School has created a Junior Faculty Committee (JFC), which is headed by the vice dean and consists of one full professor per Area. The committee evaluates the progression of each candidate on an annual basis, which ensures that junior faculty is given feedback regarding their progress towards passing the formal evaluation. The introduction of the JFC makes the selection and qualification process of junior faculty more transparent and sets binding quality standards across all Areas.

3.1.4. Assistant professors (*Habilitanden*)

University students with a doctorate degree have the opportunity to qualify as a professor through the process of *Habilitation* which determines a special aptitude to independently represent an academic discipline in research and teaching. Furthermore, it is a prerequisite for holding a chair.

Status and workload

Assistant professors are civil servants who render academic services which enhance their academic qualifications. They should complete the *Habilitation* process within six years. In addition to their duties in teaching, work with students and administration, they should be given enough time to work on publications.

Prerequisites

Prerequisites for the *Habilitation* process are:

- a doctoral degree
- research and teaching activities over several years

The *Habilitation* process

A candidate for *Habilitation* must accomplish the following tasks:

- presentation of a *Habilitation* treatise or a publication of original research contributions equal to a *Habilitation* treatise
- an academic lecture followed by a colloquium with the committees as stipulated in the *Habilitation* regulations
- pedagogical and didactic aptitude, generally demonstrated by a course held in the area of specialization

The *Habilitation* process is set out in writing in the *Habilitation* Regulations of the University of Mannheim (December 10, 2019). The most important steps are:

- Acceptance by the School immediately after the announcement of the intention to do a *Habilitation* (primary goal – informing the faculty)
- Latest after three years, interim assessment of the candidate's progress on the basis of the following criteria:
 - presentation of a topic of choice
 - publications list
 - list of conferences with contributions
- *Habilitation* candidates are informed by the Dean of the results of the review and potentially the recommendation to cancel the process
- Notification: Announcement of the intention to *habilitate*, determination of a commission to review the pedagogic and didactic suitability
- First meeting of the *Habilitation* Committee: Presentation of the *Habilitation* work and report of the Support Commission as well as election of three rapporteurs
- Second meeting of the *Habilitation* Committee: Decision regarding the written *Habilitation* process, pedagogic and didactic suitability as well as selection of the presentation topic for the colloquium
- Third meeting of the *Habilitation* Committee: Presentation and colloquium as well as decision on the approval of the *Habilitation* performance

Having successfully completed the *Habilitation* process, the candidate is awarded the title private lecturer (*Privatdozent*) and receives the authorization to teach a discipline independently.

All relevant documents as well as the *Habilitation* Regulations are available at the Dean's Office.

(cf. § 39 LHG)

3.1.5. Tenure track model and Tenure Merit Guidelines

The tenure track structures the transition of a temporary employment (W1) to a permanent contract as full professor (W3) at UMBS. (cf. §48 LHG)

A minimum of three years after joining UMBS faculty as a junior professor, the holder of a W1-position can make a request to the dean to be considered for the tenure track model. Subsequently, the School Council appoints a Tenure Commission which evaluates the applicant's research and teaching performance. The Tenure Commission consists of five external international reviewers.

The Tenure Commission presents its recommendation regarding the offer of a tenure track position to the Konvent which then makes the decision.

The School has formal processes and criteria regarding the evaluation of the career progression of junior faculty, which are communicated through guidelines. Following the introduction of tenure-track professorships by the state, the School set up Tenure Merit Guidelines and Implementation Rules in 2018. The guidelines comprise a list of journals used in the UT Dallas and Financial Times rankings and aim at enhancing top-tier international publications. Please refer to Appendix E for the guidelines and to Appendix F for the implementation rules.

3.1.6. Honorary professors (*Honorarprofessoren*)

Status and workload

Honorary professors are external staff awarded the title of professor by the university. This title is not acquired through an academic career. The Senate can appoint honorary professors in agreement with the School's proposal if the candidates fulfill the same requirements as for the appointment of a professor. Honorary professors teach courses for at least two hours per week per semester.

As all of the honorary professors are renowned business managers, they ensure a balance between theory and practice within the program and enrich the range of course offered by making their managerial experience accessible to students.

Compensation

Honorary professors do not receive payment for their teaching activities.

(cf. § 17 GO)

(cf. § 55 LHG)

3.1.7. Doctoral students (*Doktoranden*)

Universities have the right to award doctoral degrees in their respective field. A doctoral degree recognizes the holder's suitability for scholarly and research activities. Candidates have to submit a written work which is an original intellectual contribution and pass an oral exam. Universities must offer research-oriented courses to ensure that candidates obtain advanced research skills.

At UMBS, there are two ways of working towards a doctoral degree (Dr. rer. pol.):

- Doctoral Program at the Center for Doctoral Studies in Business (CDSB) or
- Doctoral Program at one of the chairs/institutions of UMBS

Status and workload

Doctoral students work on their dissertation and render administrative and academic services (teaching, advising students and supporting students writing their master's thesis) at their supervisor's chair. The assistants' responsibilities and duties can include work for their dissertation project. In addition to these tasks, they should be given enough time to work on publications.

Prerequisites

Requirements for research and teaching assistants are:

- a Diplom² or master's or bachelor's degree, or
- another equivalent course of study at a university, or
- a postgraduate course

Process for obtaining a doctoral degree

The process for obtaining a doctoral degree is set forth in the doctorate regulations of the University of Mannheim:

- agreement with supervisor
- acceptance by the School as a research and teaching assistant with the intention of completing a doctorate
- submission of the dissertation to reviewers who accept or disclaim it
- oral defense of dissertation
- publication of the dissertation and submission of examples to the university's institution

All relevant documents and the doctorate regulations are available at the Dean's Office.

(cf. § 53 HRG)

(cf. § 38 LHG)

3.2. Non-permanent faculty members

3.2.1. Adjunct lecturers (*Lehrbeauftragte*)

Lectureships can be awarded in order to complete the range of courses offered. Lecturers must hold a university degree and demonstrate pedagogical suitability. The lecturers' one or two-semester engagements are normally laid down in fixed-term contracts. (cf. § 56 LHG)

3.2.2. Visiting professors (*Gastprofessoren*)

Status

The Business School of the University of Mannheim can invite professors (who meet the requirements for professors) for duties in the field of research, scholarship and teaching. The period has to be fixed and limited in advance. During their period at the university, they are allowed to use the title 'visiting

² As part of the Bologna Process to ensure comparability between higher-education qualifications in the EU Germany has introduced bachelor's and master's degrees to the German higher education system. Previously, universities conferred Diplom and Magister degrees depending on the field of study, which usually took 4–6 years. These were the only degrees below the doctorate. In the majority of subjects, Diplom and Magister do not accept new enrollment.

professor' which expires upon completion of their work. Visiting professors are exempt from elections within the UMBS internal administration.

Compensation

Visiting professors are paid by the visiting professor program (professorships for foreign guest lecturers), sponsored by the 'Wilhelm Müller Foundation', the 'Dr. Werner Jackstädt Foundation', and the 'Dieter Schwarz Foundation'. From a students' perspective, the lecturers contribute to an international learning environment and to the diversity of the Faculty by representing a variety of different viewpoints.

(cf. § 55 LHG)

3.2.3. MBS adjunct faculty

MBS has established an adjunct faculty complementing the core faculty. The adjunct faculty increases MBS's capacity, internationalizes the faculty and offers courses in specialized fields. Depending on the evaluation results of this course and further demand, the lecturer is invited by the president to become a member of the MBS adjunct faculty, i.e. to teach at least one course in one of the programs of MBS on a regular basis.

3.3. Faculty responsibilities

The faculty member's responsibilities are defined as follows:

- Research responsibilities
- Teaching and additional educational responsibilities:
Professors have to deliver courses (minimum of nine hours per week per semester) in all programs of their respective disciplines. They have to contribute to ensuring course delivery. The nature and quantity of course delivery differ in terms of the position and job description. State Law includes the right to release professors from their duties so they can focus on their research activities.
- Participating in student admittance and application processes
- Conducting examinations
- Participating in the modification of study programs and providing academic advice to students
- Administrative responsibilities: contribution to the School's and University's internal administration

(cf. § 43 HRG)

(cf. § 46 LHG)

3.4. Faculty planning

One of the basic principles of the German university system is ensuring continuity. Personnel changes at the highest levels are rare. Faculty planning is closely linked to the University's *Struktur- und Entwicklungsplan* (strategic plan). New chairs can be established either through public funding and endowments as well as company donations or support.

3.5. Faculty development and education at HDZ (*Hochschuldidaktikzentrum*)

The Federal University Act, by which all public universities are bound, prescribes that the Business School of the University of Mannheim has to foster and develop new skills and enhance the development of its current academics by providing further training. Thus, the *Hochschuldidaktikzentrum Baden-Württemberg* (HDZ), the Educational Development Center of Baden-

Württemberg, provides training and development for faculty members of universities of the State of Baden-Württemberg. The participation of the university in this program promotes the following goals:

- to provide teachers with the optimal preparation for their responsibilities,
- to continually improve teaching and to institutionalize improvement processes,
- to fully develop the teaching skills of academic staff, and
- to improve the university's image within the international market for higher education.

A wide range of topics is available. The courses are in a seminar format and cover topics such as: oral examinations, teaching students, time management for academics, communication and presentation. Please refer to <https://www.hdz-bawue.de/en/> for more information.

4. Miscellaneous policies, MADOC and ORCID iD

4.1. Freedom of research, teaching and study

In Article 5, the Basic Law for the Federal Republic of Germany (*Grundgesetz*) states that “Art and scholarship, research, and teaching shall be free. The freedom of teaching shall not release any person from allegiance to the constitution.” The University and the State Baden-Wuerttemberg guarantee that faculty members are free in research and teaching.

- **Freedom of Scholarship and Research** comprises the topic of research, the choice of methodology, interpretation of the results and all issues with regards to publication. The University coordinates research projects and their focus whilst taking into account academic freedom.
- **Freedom of Teaching** concern teaching activities professors have to accomplish, especially the content and nature of courses as well as the right to give opinions about research. University bodies have the right to organize the School's teaching activities and to compile and monitor the examination regulations without violating academic freedom.

(cf. Article 5 GG)

(cf. § 4 HRG)

(cf. § 3 LHG)

4.2. Academic integrity

All scholarly and research activities conducted must be in keeping with academic integrity. Within the context of self-evaluation in research, the university must establish principles to ensure not only academic integrity but also high research quality.

Academics of the University of Mannheim are bound by general principles of research and academic integrity. The leaders of the university and of the university's research centers are responsible for research quality. The 'Statutes of the University of Mannheim on Procedures for Handling Research Misconduct' (*Satzung der Universität Mannheim zum Umgang mit wissenschaftlichem Fehlverhalten*, please refer to the intranet) help those responsible to assume their duties. The Senate elects an ombudsman and a representative who must be informed in the event of academic misconduct. Every academic has the right to an appointment with the ombudsman within a reasonable amount of time. The ombudsman has to report to the Rectorate and the commission annually. The Senate elects a standing Commission for the Safeguarding of Good Academic Practice.

The term of office for the members of the commission is two years (for the student representative, it is one year).

(cf. §3 LHG)

4.3. Gender mainstreaming and equalization policies

The Senate Committee on Equal Opportunity (*Senatskommission für Gleichstellung*) develops concepts for the implementation of gender mainstreaming in all policy and administrative decision-making processes and equal opportunities at the university. Its aim is to reduce existing disadvantages that women encounter and to increase the number of women in research.

The equal opportunities administrator, chosen by the Senate, also presides over the working committee on combating sexual harassment and is simultaneously the liaison person for female researchers and students should they require help.

(cf. Article 33 clause 2 GG)

(cf. § 5 GO)

(cf. § 4 LHG)

4.4. Code of Conduct

In 2014, the Senate approved a Code of Conduct for students, academic members of the university and staff in order to guarantee a favorable working environment for study, research and work. It defines sexual harassment, bullying at the workplace and discrimination, listing contact information of who is in charge in each case, and the sanctions that can be taken by the university and superiors.

Mannheim Business School has published a Code of Conduct and a Code of Honor for students, program managers and professors in order to ensure a fair and pleasant working atmosphere.

4.5. Open Access Policy of the University of Mannheim

The Open Access Policy of the University of Mannheim was adopted in 2017. According to the university's mission statement, this clear-cut subject portfolio aims at a high visibility in research and teaching.

Against this background, the University of Mannheim views Open Access as a highly effective publication model to enhance the dissemination of knowledge in a sustainable way. Open Access signifies free and unrestricted worldwide access to scientific knowledge via the Internet.

- The University of Mannheim therefore expressly advises its researchers to make their research results available to the international scientific community as well as the general public through Open Access.
- Open Access research results include not only original scientific publications, but also research data, metadata, source materials, digital representations of pictorial and graphical materials and scholarly multimedia materials.
- The university welcomes if its researchers in their capacity as editors or reviewers support the transformation of scientific journals to Open Access journals.
- The university mandates the university library to coordinate the university's Open Access activities and to promote these activities through appropriate services. With its institutional repositories MADOC and MADATA, Mannheim University Library provides an Open Access infrastructure that meets established standards for the long-term accessibility of publications and research data and for the exchange of metadata with national and international servers.
- The university library gives support and advice to the university's researchers in all legal and organizational questions of Open Access publishing.

By the use of this Open Access Policy the free choice of the publication channel of the university's researchers is not limited. It constitutes a recommendation, but not an obligation.

If authors opt for a publication with limited access, the university recommends that they reserve non-exclusive rights of electronic publication or archiving for free-of-charge use and that they exercise their rights of secondary publication. Mannheim University Library offers advice and support to this effect.

4.6. University bibliography MADOC

UMBS uses the university bibliography MADOC (<https://madoc.bib.uni-mannheim.de/>) in order to systematically record the research output of the faculty. The data is used for various purposes, such as rankings and accreditation reports. For a complete representation of the research activities of the faculty, a regular maintenance of the data in MADOC is very important. Therefore, we kindly ask you to ensure that the research output of your entire chair / team is always up to date in MADOC. The research to be recorded includes various categories, such as articles, book chapters or conference presentation, and many more. All categories are shown under the tab "document type". Please refer to the MADOC guidelines available in the internal download area of the Dean's office.

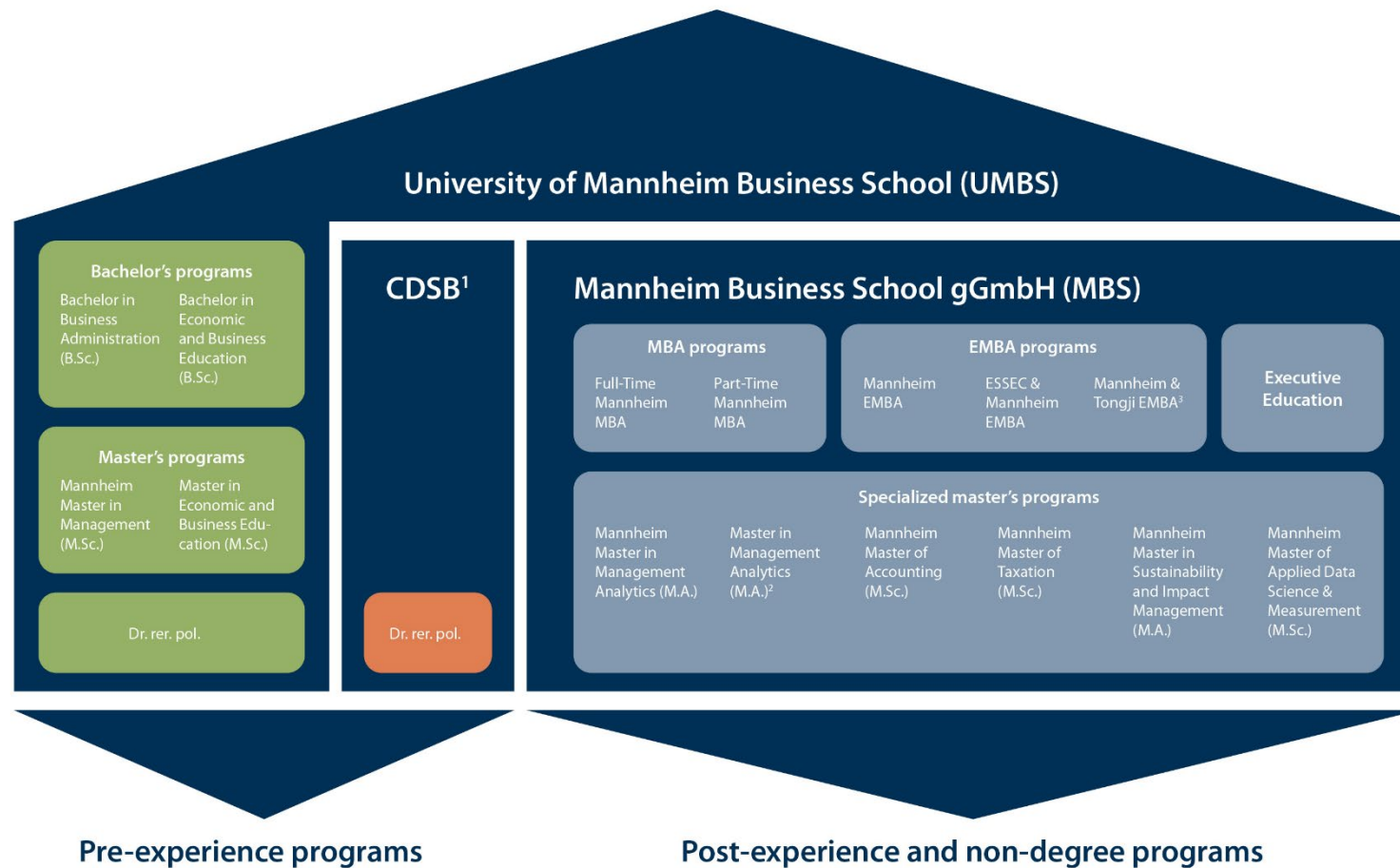
4.7. ORCID iD – your digital identifier

ORCID provides persistent digital identifiers (ORCID iD) for researchers and supports them in managing their research output. Publications that can be found online will automatically appear in your ORCID profile but must be manually approved before they are added. This ensures that you have full control over your ORCID profile. It is possible to import your publications from MADOC to ORCID and vice versa. If you would like take advantage of the benefits of ORCID and need help with the registration process, please contact Dr. Zumstein (philipp.zumstein@bib.uni-mannheim.de). UMBS recommends to the use of ORCID iD.

5. Appendices

Appendix A – Program portfolio of UMBS, CDSB and MBS

University of Mannheim

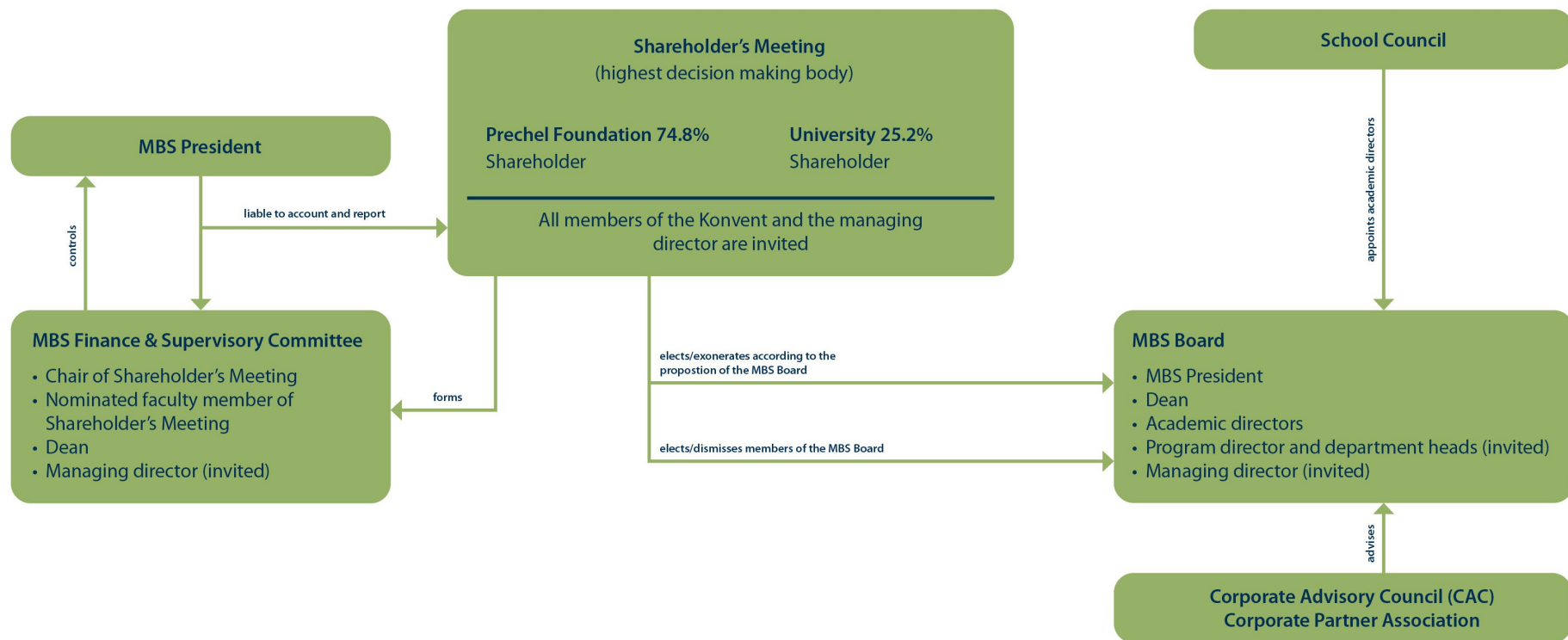


¹ Center for Doctoral Studies in Business

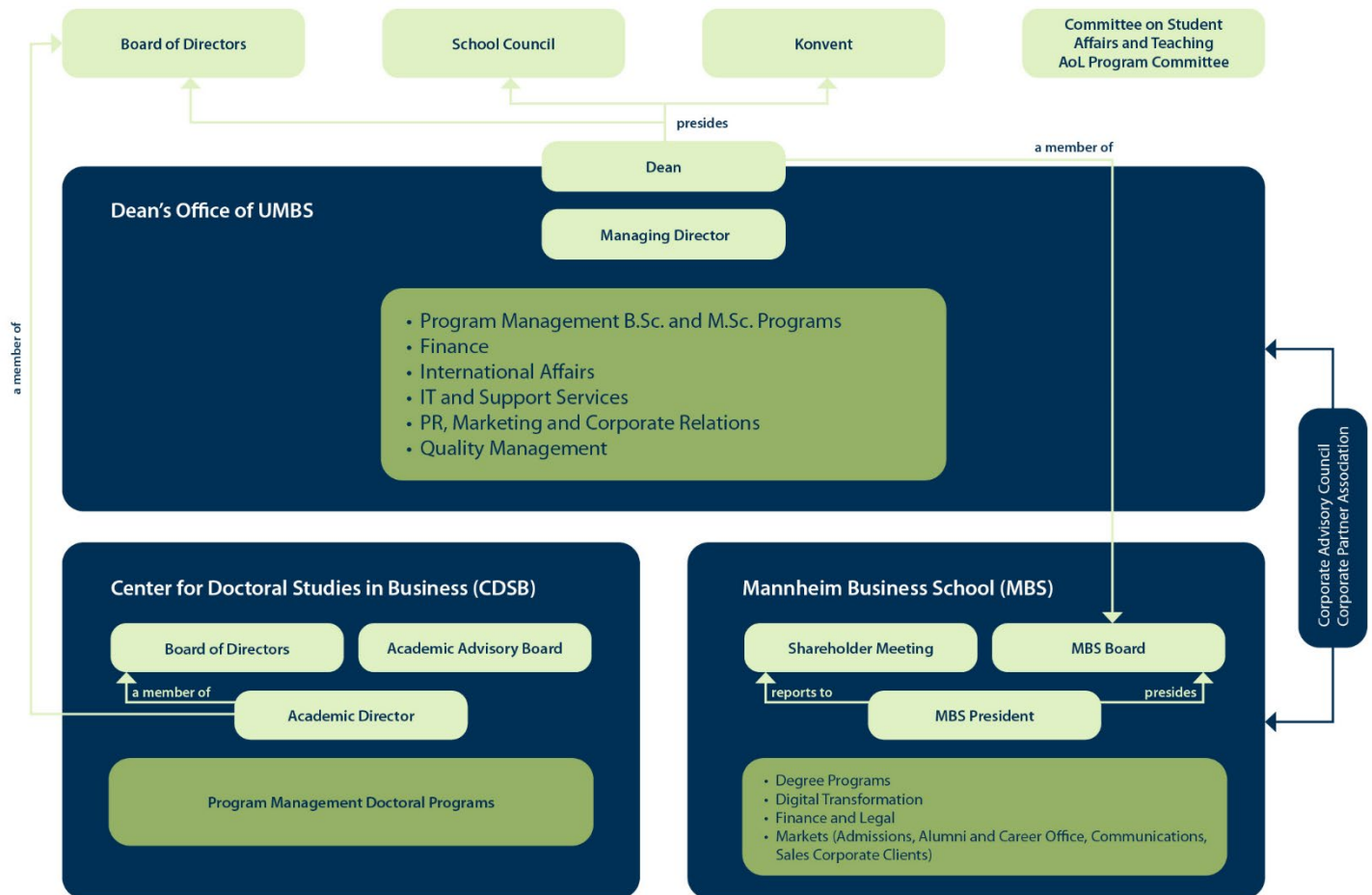
² Full-time double degree program with the Arison School of Business at Reichman University

³ Program currently on hold

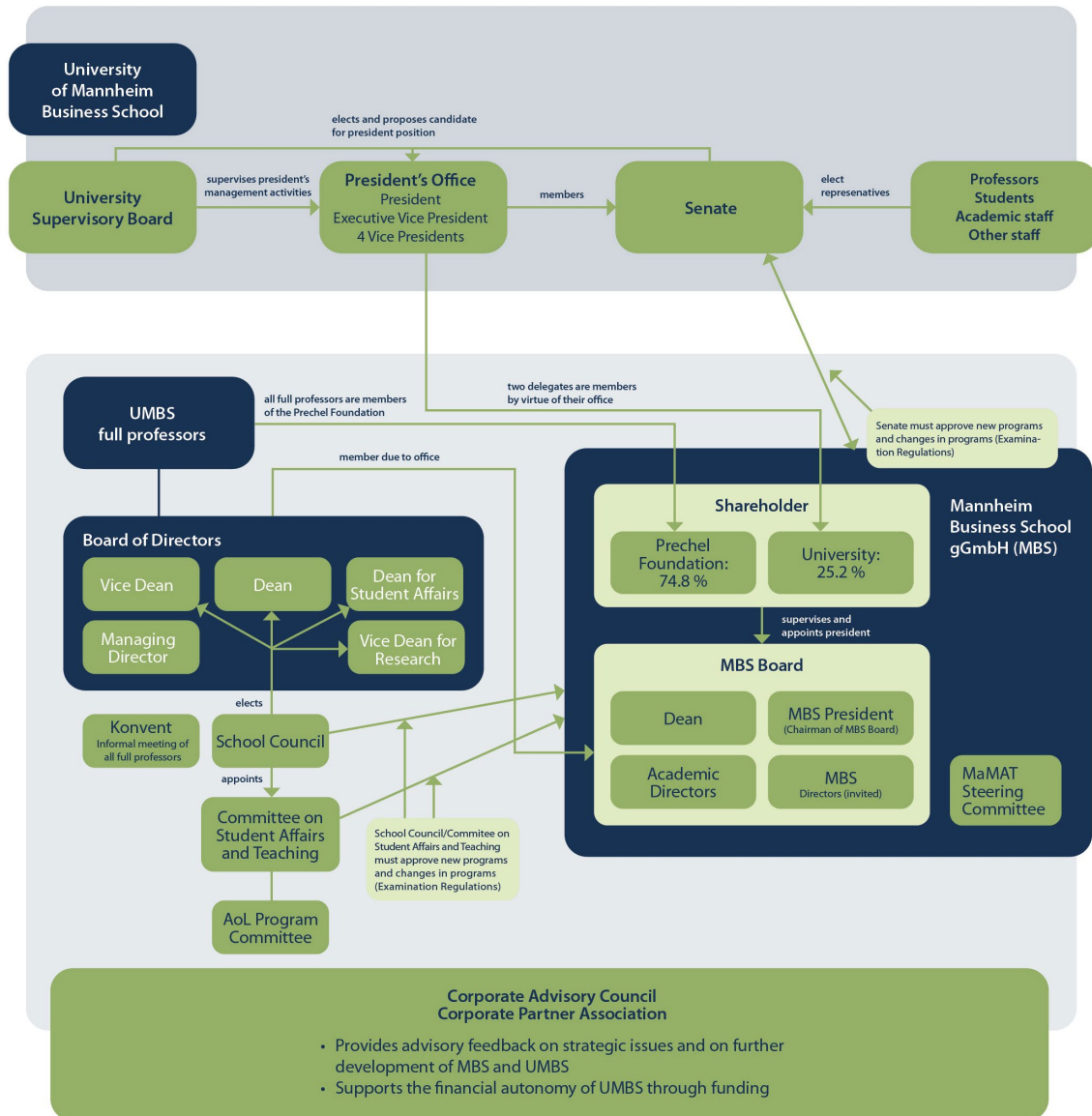
The governance structure of Mannheim Business School



University of Mannheim Business School (UMBS)



Relation of MBS to UMBS and the University of Mannheim



Appendix E – Tenure Merit Guidelines

Tenure Merit Guidelines Business School Decided by the School Council on November 21, 2019

§1

The Tenure Merit Guidelines of the Business School are issued on the basis of §10 of the statutes of the University of Mannheim to regulate the tenure procedure according to §51b LHG as well as the procedure according to §48 Paragraph 1 p.6 LHG (Tenure Track Statutes). They specify and weight the criteria listed in §9 in a subject-specific way.

§2

The tenure procedure and the committees involved are conclusively regulated in the tenure track statutes of the Business School.

§3

The highest priority within the framework of a tenure procedure is the demonstrably outstanding scientific performance in the field of research. Generally, the person proposed for tenure must be among the best, also in his or her international academic age group in a broadly defined field. This must also be established and adequately justified by the written expert opinions used in the procedure. The following criteria apply in particular:

1. Competitiveness is proven by at least two publications in the journals listed in annex A or two comparable publications in undisputedly leading specialist journals in fields related to business studies (including business education). In justified exceptional cases, one of these publications may be replaced by other scientific achievements of equivalent quality. Equivalence must be determined by the committees dealing with the tenure procedure.
2. Integration into the scientific community, reputation and visibility: The assistant professor should have proven his or her integration into the scientific community through scientific lectures and conference contributions, national and international cooperation as well as research stays at external institutions.

§4

The external evaluation to determine whether outstanding achievements are available, in particular in the field of research in accordance with §3, is carried out by means of at least five reports prepared on the basis of the tenure dossier, of which at least two are from non-German-speaking countries. The reviewers are appointed by the Dean's Office. The candidate may make up to three proposals.

§5

The assistant professor must have demonstrated a special aptitude for scientific teaching. Course evaluations are used to assess the ability/proficiency/competence to teach. As standard of comparison, course evaluations from the same course of study and for courses with a comparable number of participants should be used. The course evaluations must also cover the broad range of the teaching and support offerings for students. The evaluations will be supplemented by the statements of the Dean and the student committee.

§6

Type and size of raised third-party funds:

The type and size of raised third-party funds can be considered in the tenure procedure. Further specifications on the implementation of these guidelines are contained in the Implementation Regulations in annex B to this document.

§7

This directive shall enter into force on the day following its publication in the official section of the Dean's notices. At the same time, the guidelines for the tenure procedure of the Business School in the version of March 28, 2012 shall expire.

Annex A: list of journals A

Academy of Management Journal
Academy of Management Review
Administrative Science Quarterly
Information Systems Research
INFORMS Journal on Computing
Journal of Accounting and Economics
Journal of Accounting Research
Journal of Consumer Research
Journal of Finance
Journal of Financial Economics
Journal of International Business Studies JIBS
Journal of Marketing
Journal of Marketing Research
Journal of Operations Management
Management Science
Manufacturing and Service Operations Management
Marketing Science
MIS Quarterly
Operations Research
Organization Science
Production and Operations Management
Review of Financial Studies
Strategic Management Journal
The Accounting Review
Learning and Instruction
Educational Research Review
Higher Education
Vocations and Learning
Empirical Research in Vocational Education and Training (ERVET)
Teaching and Teacher Education
Computers & Education

**Tenure Merit Guidelines - Implementing Regulations (Annex B)
(Decision made by the School Board on September 4, 2019)**

This document is intended as internal supporting information regarding the tenure merit guidelines of the Business School at Mannheim University. It refers to the Tenure Merit Guidelines, decided by the School Board on November 21, 2018. Final decision was made by the School Council on November 21, 2019.

- Generally, all requirements mentioned are necessary (but not sufficient) preconditions for being granted tenure. This applies in particular to the publication requirements described under §3, Point 1.
- In §3 it is stated that the person suggested for tenure must be among the best academic researchers in their international age group at comparable institutions. This statement is not to be understood in a strict sense.
- Under point 1. in the same paragraph, reference is made to journals from the list in Annex A. It is the faculty's understanding that this list can be updated, if the underlying UTD-24 (FT-50) journal list should be updated in the future.
- Under point 2. in the same paragraph, it is mentioned that the candidate should be involved in the scientific community and have achieved some reputation and visibility in his or her field. Besides the points mentioned there (i.e., invitations to academic talks and conference presentations, national and international co-operations, and visits at foreign academic institutions) the involvement with the field's scientific community can additionally be documented based on review/ expert activities (or editorships). Visibility and impact in the candidate's field of research should be demonstrated by a citation analysis. Contributions to the Universities third mission can be documented based on the candidate's research media coverage.
- In §4, the requirements for the external recommendation writers are mentioned. The candidate can suggest up to recommenders. Out of those, a maximum of 2 will be selected. The recommenders will be informed about the Tenure Merit Guidelines and the Implementation Regulations. Particularly, the letter writers will be informed that the publication criteria mentioned under §3 are a necessary condition for tenure merit.
- An offer for a tenured position from another university can trigger or positively influence a tenure process at the home university if the external offer derives from a highly renowned/reputable institution.
- The submitted tenure application documents of the candidate should include (at a minimum):
 - An academic background (CV)
 - Demonstration of the research performance, e.g. by submitting a citation analysis (e.g. based on Google Scholar) as well as lists of the candidate's media coverage (if at hand), academic presentations and prizes and awards received (if at hand).
 - Presentation of teaching achievements (including evaluations)
 - A list of publications and working papers
 - Overview of the third-party funds acquired with list of the total funding amounts
 - Details of cooperation in research and teaching as well as other scientific activities
 - Presentation of the course portfolio including an overview of the courses and the number of accepted exams - including the results of all course evaluations during the tenure track professorship
 - Overview of supervised completed and ongoing theses and dissertations and doctorates

- Demonstration of participation in the context of academic self-administration and integration into the department
- Documentation of perceived further training (including qualification in training for didactics in higher education, leadership competence)
- Any other supporting information that the candidate considers useful for his/her c

