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Venice School of Management
Università Ca' Foscari Venezia

Guidelines for recruitment

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1. Introduction

The recruitment strategy of the Department of Management at Università Ca' Foscari (from now on, DMAN) has three goals: 1) to consolidate its positioning among the best management departments in Italy; 2) to strengthen its visibility and international reputation; 3) to communicate the *ethos* of its scientific community.

We seek and pursue: quality of the research output; contribution, innovation, and span of the teaching activities; efficacy and participation in organisational tasks, including quality assurance; ability to attract external funds; scientific standing, including ongoing relations with other research institutions and the overall academic community; international cooperation with other universities; supervision and placement of doctoral students; ability to generate (and expand appreciation of) knowledge outside academic environments, to the benefit of social, cultural and economic development (*terza missione*).

DMAN is committed to respecting academic freedom, promoting equal opportunities, keeping an equitable distribution of permanent staff between different areas and a proper balance within tenured faculty between Full and Associate Professors and allow a balanced workload between teaching and research.

Conforming to the Italian Law, the Department of Management may offer four kind of positions:

- Full Professor (Professore Ordinario, PO), tenured;
- Associate Professor (Professore Associato, PA), tenured;
- Tenure-track Assistant Professor (Ricercatore di tipo RTT);
- Untenured Assistant Professor (Ricercatore di tipo A, RTD-A).

According to the Italian law, there are two interlaced paths to recruitment. The first and most common path goes through an open call (*concorso*) where applicants are evaluated by a panel of experts, whose majority is external to the department. The second path concerns individuals that are directly evaluated or nominated by the department for recruitment, through a variety of *ad hoc* procedures including (but not limited to) *chiamate dirette, scambi docenti, procedure riservate* (except for cases described in section 5*),* and transfers from other institutions (or other departments in Ca' Foscari). For simplicity, we call the first path *open call* and the second path *ad hoc procedures.* These guidelines cover both open calls and ad hoc procedures.

2. Ratings

The Department of Management strives to encourage and reward the quality of the research output of its members with reference to the advancement of all fields relevant to Management studies. To increase transparency and facilitate compliance with international standards, DMAN relies on the fields and the ratings reported in the last available edition of the ABS Academic Journal Guide.

DMAN attributes a rating to publications using the following rules in *decreasing order of priority*: ratings from later criteria cannot improve the ratings from former criteria. Ratings are conventionally attributed at the time when a candidate is evaluated, using the guidelines in force at the time when the paper was published or the first set of guidelines (that is, the ABS-DMAN Guide issued in 2018) if the publication appeared before 2021. For publications appearing in the year when guidelines are updated, the rating is applied choosing the most favorable value between the former edition and the new edition of the guidelines.

1. *Publication in a journal listed in the ABS Academic Journal Guide:*

   a) the rating is applied using the current edition of the Guide;

2. *Publication in a journal not listed in the ABS Academic Journal Guide:*

   a) *if the journal is ranked in the top 10% (Citescore indicator) of at least one Scopus ASJC category for all the last three available years, and, if applicable to the GSD of the candidate, appears in the "A List" of the Abilitazione Scientifica Nazionale (ASN) it is attributed ranking 3*;

   b) otherwise, if the journal appears in the "A list" of the Abilitazione Scientifica Nazionale (ASN) for at least one GSD affiliated with DMAN, it is attributed rating 2.

   c) If the candidate belongs to a disciplinary area / GSD not yet affiliated with the VSM and if the journal is ranked in the top 5% (Citescore indicator) of at least one Scopus ASJC category for the last three available years, the journal is attributed rating 4.

3. *Scientific monographs:*

   a) if the monograph is indexed in Scopus and has a national or international high standing conventionally acknowledged by being catalogued in at least 100 libraries indexed in WorldCat, it is attributed a rating 3;

   b) if the monograph is indexed in Scopus, it is attributed a rating 2;

   c) if the monograph is published by a house of national or international renown, after peer revision, it is attributed a rating 1.

4. *Chapter in a book:*

   if a chapter from a book is individually indexed in Scopus as book chapter, it is attributed a rating 1.

Ratings are mapped as follows:

Rating	Points
4*	45
4	20
3	12
2	10
1	5

For publications with $N > 5$ authors, a multiplicative correction factor $5/N$ is applied. The correction does not apply to publications where only one coauthor (including students or postdocs) is or has been affiliated with DMAN.

3. Criteria for recruitment by open calls

DMAN wishes to hire, mentor and develop Faculty that are on a par with academics of high standard. They should meet the demands that are required to maintain excellence and to consolidate an international reputation for DMAN.

DMAN has set general criteria for recruitment with the purpose to show that it is built on Faculty that are committed to the full spectra of research, teaching and citizenship. They are explicitly recalled in the calls (*bandi*) and bind any later decisions from the Department. Panels who adjudicate open calls or decide upon ad hoc procedures on behalf of DMAN are strongly encouraged to take into account DMAN's criteria in their own evaluations.

It is expected that, along his/her career, a candidate's list of publications advanced towards higher ratings. To help make DMAN's expectations fully transparent, the Department sets minimum thresholds as follows. It is emphasized that achieving these thresholds alone is not sufficient, because DMAN takes into consideration several dimensions of faculty's activity: research, pedagogical activity, internal and external citizenship.

The minimum thresholds set increasing standards, consistent with expected career advancements. They combine two elements:

(1) a total cumulative score of points;

(2) a qualification by ratings.

For convenience, minimum thresholds for each position are summarized in the following. A description of the specific requirements and expectations for each position is to be found in the next subsections.

The minimum scientific thresholds for PO and PA are computed over the whole research output from the last 10 years at the time that the application is decided upon. For example, if a candidate is evaluated in March 2022 with a time frame of 10 years, the Department considers all publications in the period between March 2012 and March 2022. The timeframe is extended by 1 month for every month spent on optional maternity/paternity leave, sick leave, or extraordinary leave for relatives' assistance; and it is also extended by 1 additional year for every mandatory maternity/paternity leave.

Untenured Assistant Professor (RTD-A)

There are no minimum thresholds required for an untenured position.

Tenure-track Assistant Professor (RTT)

All of the following conditions are required for being appointed as Tenure-Track Assistant Professor (RTT):

1. a total cumulative score of at least 20 points for published or accepted research (monograph, chapter in a book, or journal article);
2. having at least one published or accepted research article in a journal rated no less than 2.

Associate Professor (PA)

All of the following conditions are required for being appointed as Associate Professor:

1. a total cumulative score of at least 35 points for published or accepted research (monograph, chapter in a book, or journal article) in the last ten years;

2. having had at least one published or accepted research article in a journal rated no less than 3, since the start of the last academic position held at the time of the application.

Full Professor (PO)

All of the following conditions are required for being appointed as Full Professor:

1. a total cumulative score of at least 100 points for published or accepted research (monograph, chapter in a book, or journal article) in the last ten years;

2. having had at least one published or accepted research articles in journals rated no less than 4, since the start of the last academic position held at the time of the application.

The following table allows a quick comparison across ranks, but does not replace the official description above.

RANK	POINTS	QUALIFICATION
RTD-A	None	None
RTT	20	At least 1 article with rating 2 (or more)
PA	35	At least 1 article with rating 3 (or more)
PO	100	At least 1 article with rating 4 (or more)

For publications with $N > 5$ authors, a multiplicative correction factor $5/N$ is applied. The correction does not apply to publications where only one coauthor (including students or postdocs) is or has been affiliated with DMAN.

4. Departmental Profiles

The following ideal profiles for tenure-track Assistant Professor, Associate Professor and Full Professor, are aligned with the DMAN's mission and strategy and with the international high standards of professional academics.

4.1 Tenure-track Assistant professor (RTT) at DMAN

Tenure-track Assistant Professors have initiated their own research agenda, and have the potential to become an internationally acknowledged researcher, having an impact as a researcher and as teacher on the knowledge of their field.

They collaborate with senior colleagues to build an inclusive and sustainable research environment and to contribute to the standing and reputation of the Department.

Tenure-track Assistant Professors have an understanding of the department and university governance

and policies, as well as of the debate on higher education and research in the political and institutional context. They might be involved in the governance and outreach activities of the Department.

Research activities:

A Tenure-track Assistant Professor has the potential to achieve a good scientific standing at national and international level, for her original contribution to the research field.

Tenure-track Assistant Professors collaborate with their research team in applying for external research funding and participate in projects of a high quality and reputation, on a national or international level.

They also demonstrate the ability to collaborate, to constructively interact and cooperate with other researchers and institutions, on both national and international levels.

A Tenure-track Assistant Professor has a research output record, with the potential to achieve an international visibility and impact on the knowledge and literature within his research area.

They have started to develop their own research agenda, and to publish at international level. The majority of the publications are based on new material/empirical data and/or new theoretical concepts.

A Tenure-track Assistant Professor has an impact in the field of research (citations etc.) by:

- acting as reviewer for international journals or conferences;
- having received some prizes and awards;
- collaborating in organizing scientific (international and national) conferences and workshops;

Teaching activities:

A Tenure-track Assistant Professor possesses a good experience in teaching at all levels and also demonstrates a good experience in thesis supervision at bachelor and master levels. They may have received prizes and awards related to their teaching.

A Tenure-track Assistant Professor has the ability to adopt innovative teaching approaches and materials and to acquire new teaching skills by attending seminars, workshops or the like.

Tenure-track Assistant Professors have experience in fostering students' skills and motivation.

They collaborate in the development of the educational offer for all levels in their disciplinary sector, and in the assurance of the quality of teaching according to the standards set by the University.

Outreach activities:

A Tenure-track Assistant Professor is able to develop and manage an ongoing conversation with external communities, stakeholders and society at large.

A Tenure-track Assistant Professor may promotes the engagement with the world of practice (private and public institutions, third sector, entrepreneurs and start-ups, etc.), the continuous dissemination of research results, and the Department's visibility in the society, interacting with local, national and international stakeholders.

Organizational citizenship:

Tenure-track Assistant Professors contribute to the development of the Department of Management being involved in different activities or committees.

They may collaborate in the management of processes and projects of particular importance to the Department, such as the preparation of the strategic plan, the accreditation processes, recruitment, internationalization projects, etc.

A Tenure-track Assistant Professor is visibly present in the organization, actively interacts with colleagues and students, and contributes to the good organizational climate and the well-being of departmental members.

4.2 Associate Professor at DMAN

Associate Professors demonstrate well-developed competence and expertise within their discipline, in reference to research, teaching, and interactions with society and business.

They contribute to build an inclusive and sustainable research environment and make a substantial contribution to the standing and reputation of the Department.

Associate Professors have a good understanding of university governance and policies, as well as of the debate on higher education and research in the political and institutional context. They might be involved in the governance and outreach activities of the University.

Research activities:

An Associate Professor has an excellent scientific standing and is a recognized international researcher, known for her original contribution to the research field.

Associate Professors have a solid experience in applying for external research funding and in participating in research projects of a high quality and reputation, on a national or international level.

They also demonstrate a pronounced the ability to collaborate on both national and international levels, to constructively interact and cooperate with other researchers and institutions, and to actively participate in the research community.

An Associate Professor has a notable research output record, with an international visibility and impact on the knowledge and literature within his research area.

They have developed a research agenda, and regularly publish at international level. The majority of the publications are based on new material/empirical data and/or new theoretical concepts.

An Associate Professor has an impact in the field of research (citations etc.) by:

- being a member of academic boards or of editorial boards of prestigious academic journals;
- acting as reviewer for international journals or conferences;
- having received prizes and awards;
- designing and organizing scientific (international and national) conferences and workshops;
- being a keynote speaker at international conferences;
- having positions in international scientific associations and active involvement in research councils, funding bodies and other organizations and/or other similar activities.

Teaching activities:

An Associate Professor possesses a solid teaching portfolio at all levels, including advanced and PhD levels, and demonstrates good experience in supervision at all levels. They have received prizes and awards

related to their teaching.

An Associate Professor has experience of innovative teaching approaches and materials and is continuously acquiring teaching skills in seminars, workshops or the like.

An Associate Professor shares experience and foster advances in pedagogical skills and methods with younger colleagues.

An Associate Professor strategically develops and leads educational projects and programmes. They coordinate the development of the educational offer for all levels in their disciplinary sector, and ensure the quality of teaching according to the standards set by the University.

An Associate Professor participates in committees and/or boards at the institutional level and/or in activities related to PhDs or other teaching programs, possibly external to the Department, importing good practices.

Outreach activities:

An Associate Professor is able to develop and manage an ongoing conversation with external communities, stakeholders and society at large.

An Associate Professor promotes engagement with the world of practice (private and public institutions, third sector, entrepreneurs and start-ups, etc.), the continuous dissemination of research results, and the Department's visibility in the society, interacting with local, national and international stakeholders.

An Associate Professor contributes to society at large and is active in the intellectual public debate, in social media platforms, or in the media, or as a speaker at industry-related events. They actively participate in the debate and dissemination of knowledge on ethics, responsibility and sustainability.

Organizational citizenship:

An Associate Professor contributes to the development of the Department of Management and starts to show leadership skills. An Associate Professor takes a leading role in internal strategic and administrative matters.

An Associate Professor may engage in the management of processes and projects of particular importance to the Department, such as the preparation of the strategic plan, the accreditation processes, recruitment, internationalization projects, etc.

An Associate Professor may contribute to the good performance of the University, by taking on institutional positions or by participating in collegiate bodies at the university level. They interact frequently and promptly with the central administration for matters concerning the Department and the University.

An Associate Professor is visibly present in the organization, actively interacts with colleagues and students, and contributes to the good organizational climate and the well-being of departmental members.

4.3 Full Professor at DMAN

Full Professors demonstrate high competence and expertise within their discipline, in reference to research, teaching, and interactions with society and business.

Full Professors exert their leadership attitude, acting as role models for researchers and collaborators. They build an inclusive and sustainable research environment and make excellent contributions to the strong standing and reputation of the Department.

They have a solid understanding of university governance and policies, as well as of the debate on higher education and research in the political and institutional context. They are often involved in the governance and outreach activities of the University.

Research activities:

A Full Professor has an excellent scientific standing and is a leading international researcher, recognized for original contributions to the research field. A Full Professor has a substantial experience in applying for external research funding and in leading research projects of a high quality and reputation, on a national or international level.

They also demonstrate a pronounced ability to collaborate on both national and international levels, to constructively interact and cooperate with other researchers and institutions, and to actively participate in the research community.

A Full Professor has a strong research output record, with wide international visibility and with a clear impact on the knowledge and literature within his research area. They have a well-established research agenda, and regularly publish at a high international level. The majority of the publications are based on new material/empirical data and/or new theoretical concepts.

A Full Professor proves a significant impact in the field of research (citations etc.) by:

- being a member of academic boards or of editorial boards of prestigious academic journals;
- acting as reviewer for international journals or conferences;
- having received prizes and awards;
- designing and organizing scientific (international and national) conferences and workshops;
- being a invited keynote speaker at international conferences;
- having leading positions in international scientific associations and active involvement in research councils, funding bodies and other organizations and/or other similar activities.

Teaching activities:

A Full Professor possesses a very solid teaching portfolio at all levels, including advanced and PhD levels, and demonstrates an extensive experience in supervision at all levels. They have received prizes and awards related to their teaching.

A Full Professor has considerable experience in developing innovative teaching approaches and materials and has continuously acquired teaching skills in seminars, workshops or the like.

A Full Professor shares experience and foster advances in pedagogical skills and methods with the younger members of the faculty.

Full Professors strategically develop and lead educational projects and programmes. They coordinate the development of the educational offer for all levels in their disciplinary sector, and ensure the quality of teaching according to the standards set by the University.

Full Professors participate in committees and/or boards at the institutional level and/or in activities related to PhDs or other teaching programs, possibly external to the Department, importing good practices.

Outreach activities:

A Full Professor has a strategic role in developing and managing an ongoing conversation with external communities, stakeholders and society at large.

A Full Professor promotes engagement with the world of practice (private and public institutions, third sector, entrepreneurs and start-ups, etc.), the continuous dissemination of research results, and the Department's visibility in the society, interacting with local, national and international stakeholders.

A Full Professor contributes to society at large and is active in the intellectual public debate, in social media platforms, or in the media, or as a speaker at industry-related events. They act as a catalyst for debate and dissemination of knowledge on ethics, responsibility and sustainability.

Organizational citizenship:

Full Professors contribute to the development of the Department of Management and show leadership skills. A Full Professor takes a leading role in internal strategic and administrative matters. A Full Professor engages in the management of processes and projects of particular importance to the Department, such as the preparation of the strategic plan, the accreditation processes, recruitment, internationalization projects, etc.

A Full Professor contributes to the good performance of the University, by taking on institutional positions or by participating in collegiate bodies at the university level. They interact frequently and promptly with the central administration for matters concerning the Department and the University.

A Full Professor takes responsibility for the recruitment, training and career development of the junior faculty.

A Full Professor is visibly present in the organization, actively interacts with colleagues and students, and promotes a good organizational climate and the well-being of departmental members.

5. Criteria for recruitment by *ad hoc* procedures

Candidates for ad hoc procedures are expected to fulfill the respective criteria described above more broadly and more markedly. Moreover, the department has set scientific targets for admission to individual ad hoc evaluations with reference to tenured or tenure-track positions.

These targets are also meant as a preliminary screening for acknowledging those internal candidates that best represent the targets sought by the Department, although the mere achievement of these targets cannot guarantee tenure or promotion. Regardless of achieving these targets, internal candidates may enter any open call (*concorsi*) provided that they achieve the minimum thresholds in Section 3.

It is emphasized that achieving these targets alone is not sufficient, because DMAN take into consideration several dimensions of faculty's activity: research, pedagogical activity, internal and external citizenship.

Untenured Assistant Professor (RTD-A)

There are no minimum thresholds required for an untenured position.

Tenured Assistant Professor (RTT)

All of the following conditions are required for being appointed as Tenured Assistant Professor (RTT):

1. a total cumulative score of at least 40 points for published or accepted research (monograph,

chapter in a book, or journal article);

2. having at least
   (a) either one published or accepted research article in a journal rated at least 3;
   (b) or three published or accepted research articles in journals rated no less than 2, spread over at least two different journals.

Associate Professor (PA)

All of the following conditions are required for being appointed as Associate Professor:

1. a total cumulative score of at least 70 points for published or accepted research (monograph, chapter in a book, or journal article) in the last ten years;
2. since the start of the last academic position held at the time of the application, having at least:
   (a) either one published or accepted research article in journals rated at least 4;
   (b) or four published or accepted research articles in journals rated no less than 3, spread over at least two different journals.

Full Professor (PO)

All of the following conditions are required for being appointed as Full Professor:

1. a total cumulative score of at least 200 points for published or accepted research (monograph, chapter in a book, or journal article) in the last ten years;
2. since the start of the last academic position held at the time of the application, having at least:
   (a) either two published or accepted research article in journals rated 4* in the last five years;
   (b) or four published or accepted research articles in journals rated no less than 4, spread over at least two different journals.

The following table allows a quick comparison across ranks but does not replace the official description above.

RANK	POINTS	QUALIFICATION
RTD-A	None	None
RTT	40	At least 1 article with rating 3 (or more), or at least 2 (or more) articles with rating 2 (or more) spread over at least two different journals.
PA	70	At least 1 article with rating 4 (or more), or at least 4 articles with rating 3 (or more) spread over at least two different journals.
PO	200	At least 2 articles with rating 4* in the last five years, or at least 4 articles with rating 4 (or more), spread over at least two different journals.

For publications with $N > 5$ authors, a multiplicative correction factor $5/N$ is applied.

6. Notes

1. Any request for expression of interest and any open call (*bando di concorso*) shall:

    a. be open to candidates from more than one Italian Disciplinary Scientific Group (GSD);

    b. state the appropriate requirements from Section 3, including the mandatory minimum requirements;

    c. indicate one or more research fields from the ABS Guide as well as at least one European Research Council (ERC) panel code;

    d. list a range of courses that the candidate must be willing to teach, consistent with the research field and spanning the GSDs of the call.

2. Tenured RU faculty who are seeking a promotion to PA in an open call shall abide by the same thresholds required for tenure-track RTT. In those cases where the government is providing special-purpose funding for closed contests reserved for promoting tenured RU faculty to a PA position, the Department will do its best to ensure that the closed contest is accessible by the most qualified RU in the faculty, evaluated by the same criteria used for setting the minimum thresholds for PA (Par.3) .

3. While the number of Full Professors is greater than 50% of the total number of tenured faculty members, the Department will not issue calls for Full Professor.

4. The rules in this document become effective on the date of the approval of the Guidelines and will apply for 3 years.