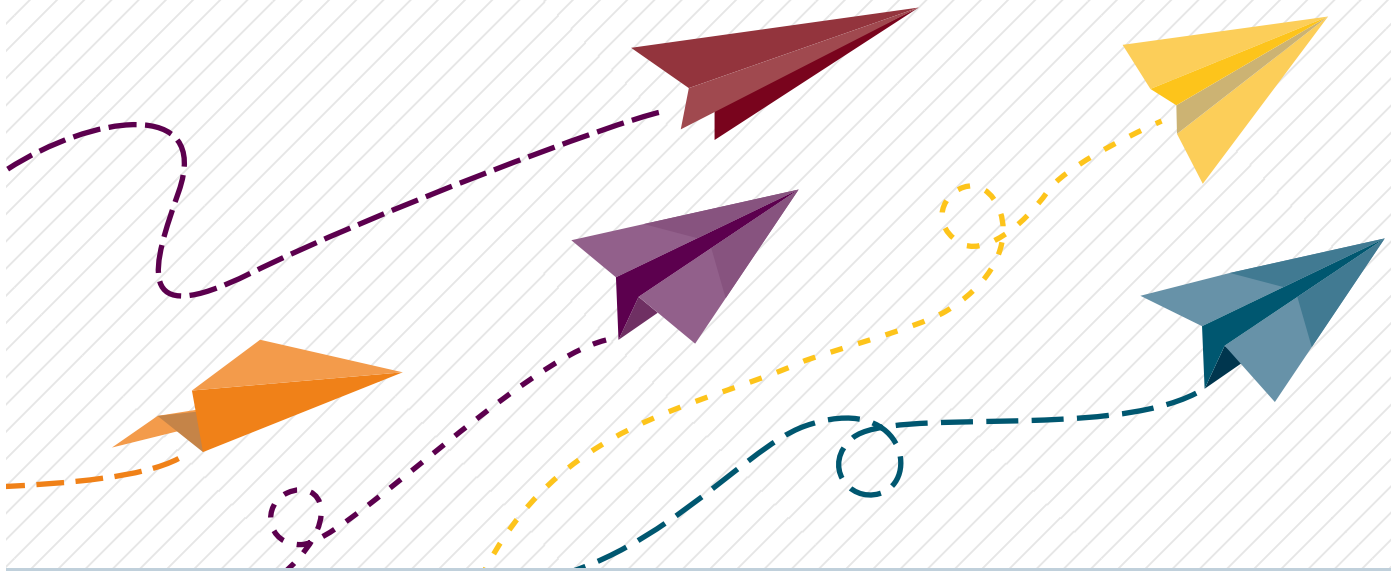




Technische  
Universität  
Braunschweig

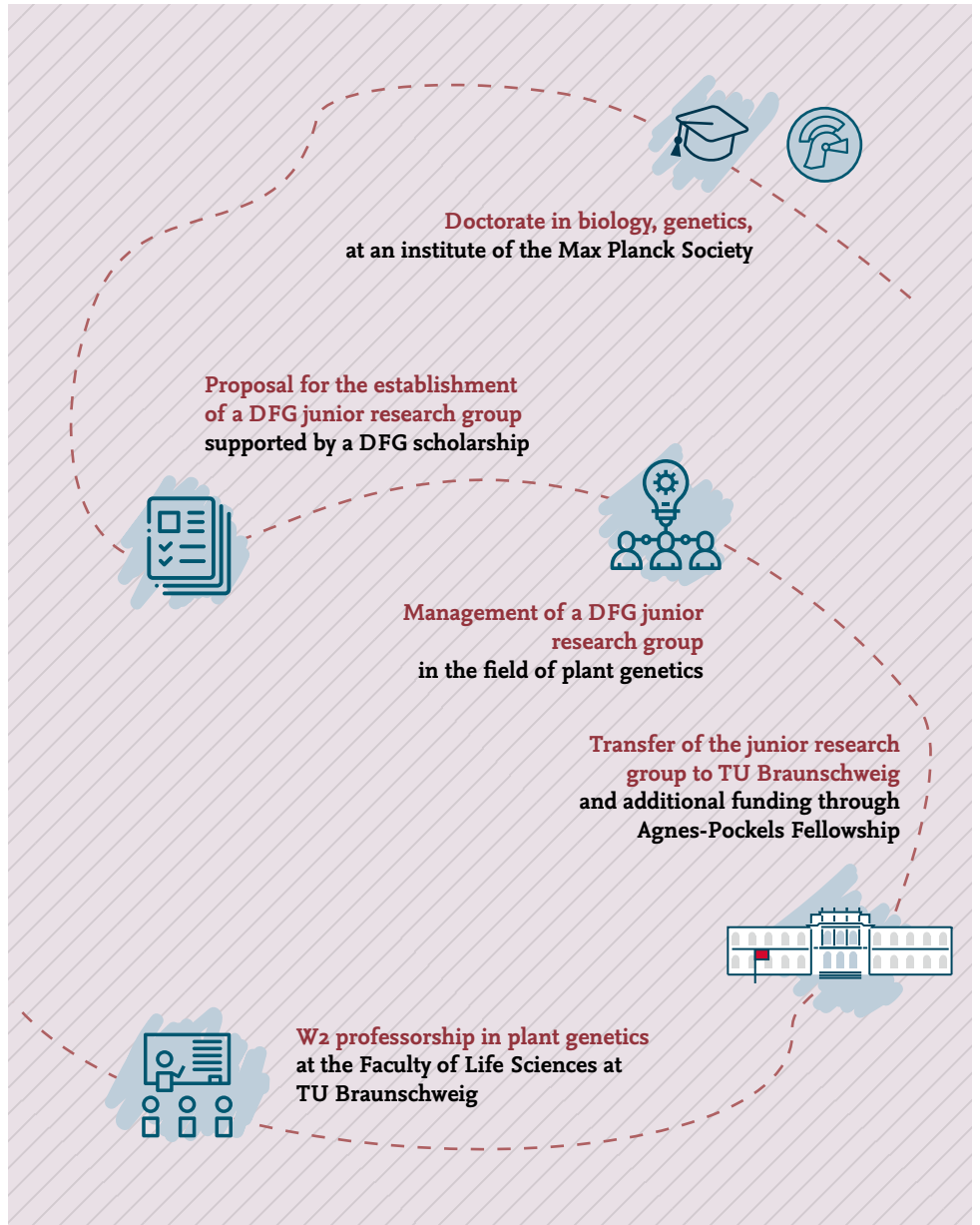


# Personnel Development Concept

*for the Scientific Sector*



Kim M.,  
professor at  
TU Braunschweig





**Doctorate in metrology**  
within the framework of a DFG-funded research  
training groups at TU Braunschweig



**Successful application for research funding**  
at the DFG supported by a  
post-doc career grant



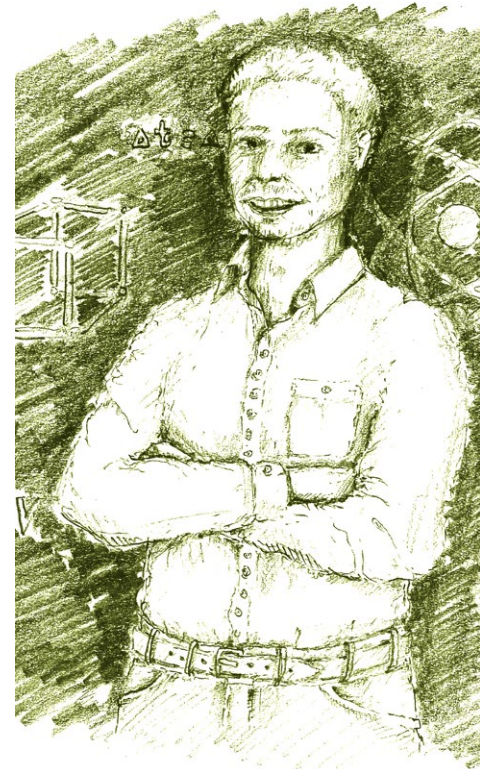
**Assistant professor in nanomicroscopy**  
at the University of California  
(Berkeley, USA)



**Associate professor  
in nanomicroscopy**  
at the University of California  
(Berkeley, USA)



**W3 professorship in particle technology**  
at the Faculty of Mechanical Engineering  
at TU Braunschweig



**Michael A.,**  
professor at  
TU Braunschweig

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# Foreword from the Executive Committee

We are very pleased to be able to present to you the staff development policy for our scientific areas. The policy was developed with participation of all relevant stakeholders, which enabled us to highlight the unique qualities of TU Braunschweig. The policy defines overarching goals and lays out systematic, career-specific measures from doctorates to professorships. To live up to our claim of achieving excellence in research, teaching and Third Mission, we rely on your skills and motivation in all career phases and paths. We offer attractive and transparent opportunities for development and qualification — the policy shows this in a very impressive manner.

We are especially proud that we have implemented an additional career path at TU Braunschweig with the tenure-track professorships. After a successful evaluation, this leads to a tenured professorship. A path such as this offers security and planning at an early stage together with transparency and reliability in an academic career. The policy flanks this path with a separate programme to quickly prepare assistant professors for the tasks and opportunities that go hand-in-hand with the tenure track.

The strategic capabilities of staff development are secured in the long-term: The “Quality of Staff Development” working group established by the Senate strengthens the staff development network and considers what the university could contribute to supporting you on your paths and to implementing our goals. This staff development policy will ensure that we will continue to be well-positioned for the future.

**Prof. Dr.-Ing. Anke Kaysser-Pyzalla**  
*President*

**Prof. Dr. Peter Hecker**  
*Vice President for Research and  
Early Career Scientists*

## Goals. Our Support for Your Professional Development

Developing your academic expertise and methodological skills is absolutely key in all of your career phases. At TU Braunschweig, we go beyond that: Even in early stages of your career, in addition to your core tasks you can take on teaching, leadership, management and other cross-cutting tasks. We aim to provide you now with the skills and qualifications you will need in the future.

Together, TU Braunschweig's members shape the university's profile. Staff development is therefore a strategic area of activity for the Executive Committee;<sup>1</sup> TU Braunschweig is committed to the continual development of all staff members. Together, we create a culture of lifelong learning and continued personal development. We intend for our staff development to contribute to you being able to make early and informed career decisions in order to advance your career in a focused manner. In this work, as the staff and directors of HR development, we allow ourselves to be guided by common goals that correspond to our university-wide goals and values and that contribute to changing our culture.<sup>2</sup> For us, our university's areas of performance are the starting point: Research, teaching and Third Mission. Four additional overarching goals focus on the cross-cutting topics of internationalisation, equal opportunities, leadership qualities and future sustainability.



## New Research Findings. New Knowledge. Our Common Goal.

Together with all subjects, we contribute to determining the concentrations of our research — in core research areas, in cross-cutting topics and across faculties. As we do this, we create scientific results that are internationally visible. We work together with research facilities outside of the university for the common use of complementary, large research structures.<sup>3</sup> At TU Braunschweig we have identified four interdisciplinary core research areas:<sup>4</sup> Mobility, Infections and Therapeutics, Meteorology and Future City.

In their research, TU subjects should generally orient themselves on these four areas. Top-level research outside of these fields is also explicitly encouraged. We have close ties to the private sector so that our research is application-driven. With its research activities, TU Braunschweig makes decisive contributions to overcoming society's challenges.

We, TU Braunschweig's staff development team, support your research goals by assisting with your academic qualification. We are committed to continual optimisation so that you can bring out the best in yourself. For the academic qualification of our junior researchers, we are always working to improve our standards of supervision, assistance and advising. With a tailored program, we contribute to cooperation projects moving forward and to successful communication. We encourage you to critically reflect on the effects and consequences of your work for business and society.



## Teaching and Learning: Conveying Methods and Skills. Innovative Formats. We are Your Partner.

At TU Braunschweig, we have established a culture of “Good Teaching”. It is an expression of the value we place on teaching. We want our teaching staff to reinforce tried-and-true methods while also developing innovative forms of teaching and learning. Both at our university and beyond, our staff are making names for themselves as excellent teachers. We would like for good teaching at TU Braunschweig to directly include results and processes from current research. Another aspiration is for teaching to be focused on insights from research on teaching and learning, with a clear focus on research-based learning as well as modern, digital learning aids, didactic diversity becomes part of daily life. Mutual exchange and the transfer of ideas and experiences are just as important as constant renewal. This can only be successful together with active and involved students, which is why we include the students closely in the continuing development of teaching. Many of our measures, which have been adapted to university teaching situations, help to shape valuable teaching skills. They also discuss all topics relevant to didactics including the use of all kinds of media.



## Third Mission is Important to Us.

As a centre of academics, TU Braunschweig is an important driving force in the region. It fulfils an essential cultural and social mission. As a technical university, we have developed an entrepreneurial mindset: Transferring knowledge and technology into business and society and offering strong continuing education programmes are key areas of activity for us — in assisting start-ups, scientific continuing education and civil society discourses.

As the most recent of our three core tasks in addition to research and teaching, Third Mission requires new competences in order to be successful. TU Braunschweig’s staff development promotes these new skills with targeted qualification and advising formats. The topics range from legal questions on patents and start-ups to PR questions. Based on TU Braunschweig’s cooperative approach, staff development is implemented in close consultation with other research facilities and the industrial sector especially in this core task.



## Open-Minded and International: per Definition.

TU Braunschweig understands itself as a research university that is open to the world. We make it possible for our members to gain extensive international experience and prepare them to act responsibly in a global context. Internationality enriches our university culture in every way. The intercultural exchange that goes along with this includes the process of mutual learning.

Our central position in Europe's most research-intensive region<sup>5</sup> and many international partnerships make TU Braunschweig especially attractive for international guests. We are prepared for this: Our activities in research, teaching and transfer can also always have an international dimension. Internationality is considered at all levels of decision-making.

Staff development works toward ensuring that our internationality is of the highest quality. It enables members to obtain linguistic and intercultural skills. This provides excellent conditions for successful work in international research contexts, internationally oriented courses and areas of activity outside of the university.



## We Strive for Equal Opportunity in a Family-Friendly Working Environment.

TU Braunschweig actively works to promote equal opportunity among genders and for people with family responsibilities. We place a special focus on supporting junior researchers. Women continue to be underrepresented in higher positions in academia. Increasing the proportion of women in the career phases up to a professorship is something we believe to be an important step toward equal opportunities. Staff development pursues the school with a series of programmes that build on one another. As a female junior researcher, you benefit from these measures during all phases of your academic qualification. Together, we work on making your career plannable. TU Braunschweig is also continually improving its family-friendly working environment. After all, our university emphasises a working and leadership culture that is family-friendly through and through.





## We Shape Leadership Quality.

An essential requirement for success and a good atmosphere at TU Braunschweig is the leadership quality of our managers. They are the ones who develop staff on-site. They are directly responsible for filling the university's goals and values with life.

TU Braunschweig encourages taking responsibility and developing individual skills and has its managers commit to adapting a participatory leadership style. This means that junior researchers gain freedom even in early stages of their career. Three central values for the way we treat each other are respect, appreciation and honesty.

Staff development offers a systematic programme of development for this: Managers' roles are strengthened with mentoring programmes, advising offers and formats for exchange. Lifelong learning, health management and continuing personal development are elements of our culture — and are just as applicable for managers as other staff.



## Nec Aspera Terrent! – We Are Ready for the Future!

Against the background of a quickly changing working world, the TU Braunschweig ensures that it is ready for the future. This can only be done because all TU Braunschweig members at all levels of the hierarchy are continually gaining new skills necessary for the change. We, the staff development team, strive to be an example by continually developing our own work. By trying out and introducing new ways of teaching, for example, we show how learning and acquiring skills can be designed flexibly and individually. Adding new topics into the staff development programme such as hands-on and reflective skills in digitalisation and teaching new communication methods shows: We are ready for the future!

# Various Paths at TU Braunschweig

*For the continual development of our researchers.  
At our university and beyond.*

## **TU Braunschweig. We Take the Future in Hand. Through Research, Teaching and Third Mission. And Through You.**

Through its research, teaching and transfer to business and society, TU Braunschweig actively shapes the future. The key to this is our researchers' work and commitment. To emphasise this, we support you in all career phases. We offer support as you grapple with challenges, your personal strengths and weaknesses, and opportunities and risks in your environment and when you decide you would like to develop your skills further.

For us, "future" also means standing up for future generations of junior researchers. That is why we also support the work you do for students as well as your effective and innovative teaching methods. That enables us to motivate students at an early point in time to take a critical look at

theories and data and to contribute new ideas to science and society, thereby shaping the future.

To do so, we rely on your expertise, your commitment and your cooperation abilities as a foundation for outstanding achievements. We support you in achieving this aim: We offer you advising and a structured program networked with providers within and outside our university. In our planning, we react quickly to new challenges and take full advantage of new opportunities. After all: All of us together are TU Braunschweig. Only with the best possible conditions can you fully concentrate on your goals in research, teaching and transfer.





## Tailored Career Paths. Transparent Decisions. Planning with Certainty.

We want to offer all researchers at TU Braunschweig career prospects:

- » With us,
- » With our partners,
- » In the international scientific system,
- » In your own company,
- » In business,
- » With government agencies,
- » In schools,
- » With NGOs,
- » Anywhere where you are needed and want to get involved.

For this to be successful, we want to open up career paths for you, junior researchers at TU Braunschweig. Such a broad spectrum requires certainty in planning and access to defined career phases. With clearly communicated goals and

prospects, we create transparency regarding your future options. We help you in planning your career through close cooperation in which we assess your potentials, strengths and weaknesses together with you — we also support you by giving you responsibility. As an open-minded university, we are committed to equal opportunities — regardless of gender or other characteristics of diversity.

How do you benefit from this? Here with us — in a modern, networked and international environment — you educate yourself to become future decision-makers and subject experts. And not only that: You are also highly in-demand outside of the university. That immensely expands your career spectrum and at the same time is greatly beneficial to the university. TU Braunschweig maintains cooperative, collaborative ties with many potential employers in Germany and abroad. This means that we encourage you to get involved in every way.

We prepare you for these diverse career paths. With us, you get to know the requirements for professional prospects both within and outside of the university at an early stage. Our goal is clear: We support you in making a decision with our career system.

## Seeing Opportunities, Taking Advantage of Opportunities — with Our Career System

When structuring our career system for researchers, we make it as open as possible. That pertains to options at TU Braunschweig as well as in other organisations at the national and international level.

The four career phases in the European Commission's Framework for Research Careers<sup>7</sup> provide us with a transparent standard in your recruitment and for their development. The Framework defines skills and requirements for the respective career phase that offer us important reference points in staff development: We accompany you in realising opportunities that open up along your career path — perfectly adapted to your life situation and your background.

We need you to take the initiative: We expect you to actively participate at TU Braunschweig and take advantage of the

opportunities that arise for your career. So that you can fully get involved, in the staff development team we continually and reliably develop our programmes and methods. Our goals include the following:

- » Enhancing the accessibility of our measures,
- » Structuring the programme such that it ensures the compatibility of career and family responsibilities,
- » Realising the potentials of digitalisation,
- » Making our measures more flexible in terms of time and location,
- » Strengthening and promoting satisfaction and health.

## Between Career Phases. We Won't Leave You Hanging.

We keep pace with you as you move forward. Starting a new career phase requires that you surpass yourself and take on new challenges in a new environment. To help make your transition successful, at TU Braunschweig we help you become familiar with what awaits you:

- » You receive more responsibility under controlled conditions.
- » You get to know various areas both within and outside of the university.

- » You benefit from a qualification program that prepares you in a targeted manner for future requirements.

With our staff development, we offer you systematic programmes in all career phases that support you in transitions within TU Braunschweig and away from TU Braunschweig even internationally, when moving out of the university system or outside of science. At TU Braunschweig, we benefit from your successful transitions through the positive public image and strengthening of our networks.

# Your Career, Our Approach — Making Progress Together.

## **Our target group is all academic staff:**

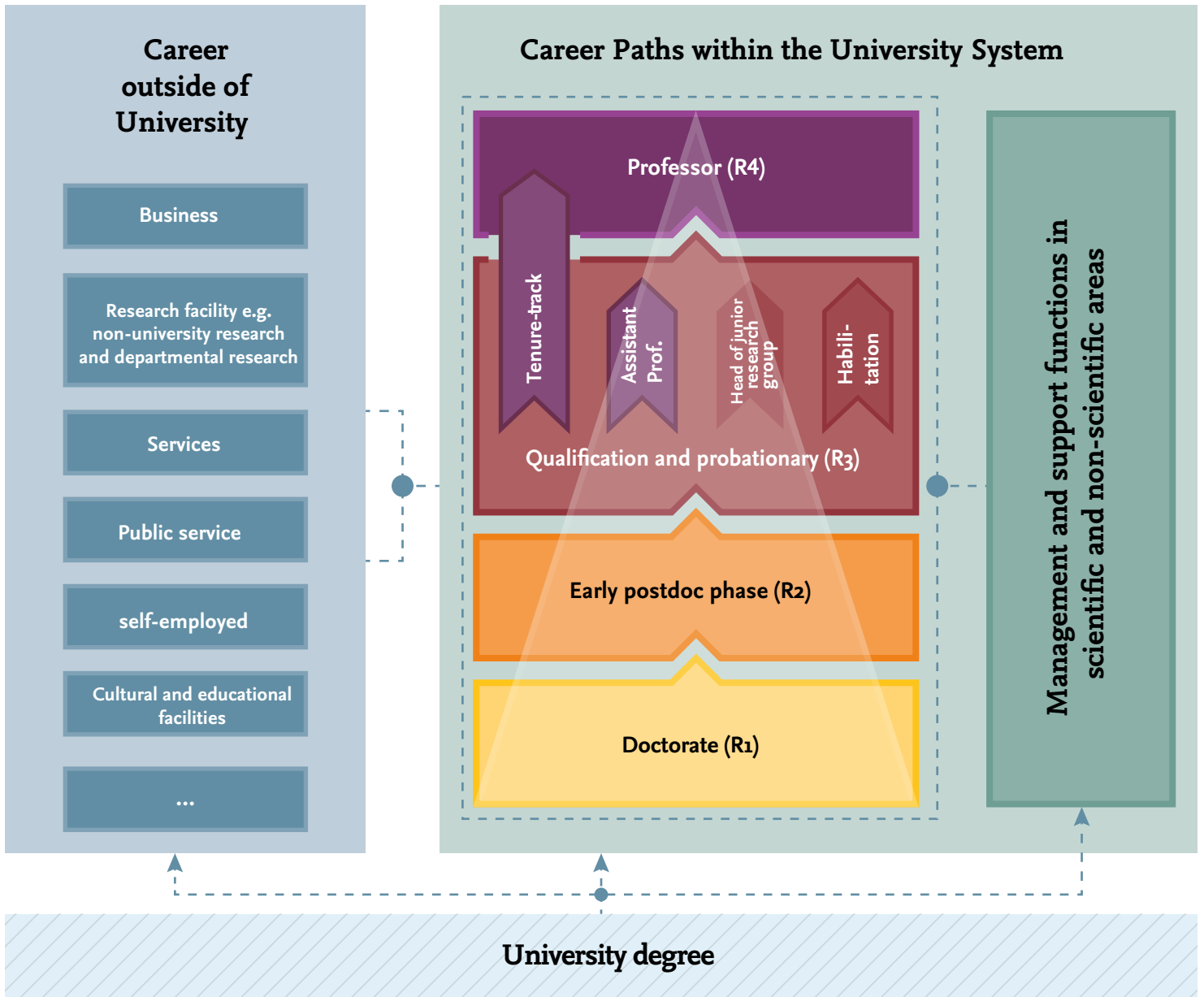
- » Researchers with or without the intention to gain further qualifications
- » Those with permanent contracts in all career stages
- » Project staff members
- » »» ...
- » **You may participate in any of the measures for your qualification level.**
- » **You may use other measures according to your needs.**

Our staff development policy for the entire scientific area at TU Braunschweig is focused on the four career phases in the European Commission's Framework for Research Careers.<sup>8</sup> The Framework presents a transparent tool for ensuring that academic career structures are comparable across countries and sectors. Another advantage: The Framework provides a common level of expectation for requirements and development goals in each phase. The career phases up to and including a tenured professorship thereby form the core of TU Braunschweig's academic career system.

In staff development, we always have an eye on academic staff as a whole. Even if you are not aiming to become a professor after your

doctorate, we will support your academic productivity and assist you in your further development. As part of this, of course you may participate in any of the measures for your qualification level. In individual cases, we also enable access to other measures to prepare you optimally for the future.

Together with you, we look at plannable career paths in the university and beyond: in science, in science management, and business and society.<sup>9</sup> When you arrive at TU Braunschweig — even if you are coming from outside of the academic system — you will benefit from our remarkable welcoming culture.



## TU Braunschweig in Figures

- » 275 years Carolo Wilhelmina zu Braunschweig
- » 6 faculties
- » More than 120 institutes
- » 75 degree programmes
- » More than 20,000 students
- » Approximately 3,700 staff members
- » 241 professors
- » 1,980 academic staff members
- » €335 million budget
- » €90.8 million in third-party and other funding

Last updated: 2017

## Research Facilities in Braunschweig and Surrounding Areas

- » German Federal Office for Radiation Protection (BfS)
- » German Federal Office for Consumer Protection and Food Safety (BVL)
- » German Aerospace Centre (DLR)
- » Fraunhofer Institute for Wood Research — Wilhelm-Klauditz-Institut (WKI)
- » Fraunhofer Institute for Surface Engineering and Thin Films (IST)
- » Friedrich Loeffler Institute (FLI)
- » Georg Eckert Institute for International Textbook Research (GEI)
- » Helmholtz Centre for Infection Research (HZI)
- » International Research Association of Feed Technology (IFF)
- » Johann Heinrich von Thünen Institute — Federal Research Institute for Rural Areas, Forestry and Fisheries
- » Julius Kühn Institute — Federal Research Centre for Cultivated Plants (JKI)
- » Leibniz Institute — German Collection of Microorganisms and Cell Cultures (DSMZ)
- » German Federal Aviation Office (LBA)
- » Physikalisch-Technische Bundesanstalt (German national test authority, PTB)
- » Städtisches Klinikum Braunschweig



## Your Goal, Your Speed — Our Start Together.

### Goals of Staff Development — Taking the First Big Step Together: The Challenge of a Doctorate

The doctoral phase is your first big step into a scientific career. For you, this is often linked to a change in your role: Not too long ago you were studying, but today you're standing on the side of the teaching staff and researchers.

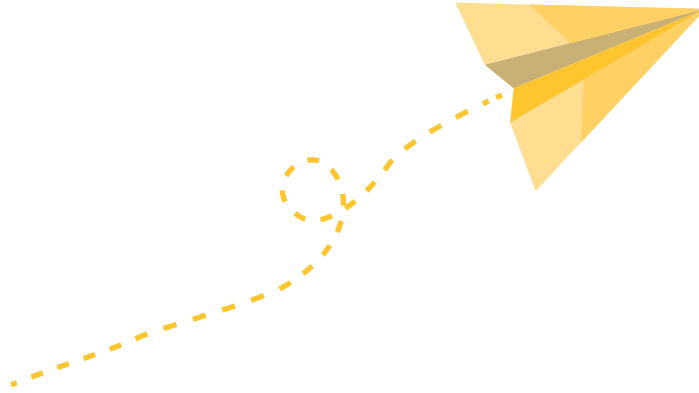
During this phase, we expect that you complete your own independent, high-quality scientific work. Ideally, you'll make an impact in your subject area or in relation to a social issue. You will also work on publications as a co-author with your mentee and possibly other researchers, and introduce yourself and the results of your research at national and international conferences. We will also help you when it comes to open access publication, which is something we encourage. This will all help you to reach a visible milestone on your career path.

While the focus is on your research work, you will be entrusted with additional

tasks, for example or administrative responsibilities at the institute. For you, the doctoral phase is a formative life experience. This is also when you will lay important groundwork for all the following steps. Together with us, you reflect on your options and prepare yourself for the future by taking advantage of offers to improve your soft skills qualifications. One thing you can count on: We will be there to help you get a good start to your career.

- » Working on personal, subject area and methodological skills
- » Support with socialisation in the subject communities
- » Supporting and preparing your career path





## R1 at TU Braunschweig — Pursue Your Doctorate Here, with Us, with Strong Partners.

At TU Braunschweig we support doctoral candidates in implementing creative ideas and innovative projects. Just as the subject areas and faculties are the institutions that have the right to award doctorates, they are also responsible for choosing the best candidates in a process that includes quality assurance. When you move from studying to doing your own independent scientific work and research, you will receive intensive subject-area assistance by your doctoral adviser. Our close and personal supervisory relationship is structured along the recommendations of the Science Council and the State Conference for Higher Education Institutions on doctoral programmes. To this end, we build on a foundation of clear guidelines and a transparent supervision agreement.

Your situation depends on the faculty and the type of doctorate. For example, in a research training group you will cooperate much more with other doctoral candidates. In contrast, your contact with your supervisor will be more intense if you are working on a doctorate individually.

At TU Braunschweig, we offer four typical paths to getting a doctorate:

- » Structured doctorates
- » Individual doctorates
- » Doctoral study programmes
- » International graduate school or research training group

# R1

## Doctorate

(According to the EFRC)

Junior researchers in the R1 phase carry out scientific work under supervision with the goal of a doctorate. During this phase, they expand their subject-area knowledge and their methodological knowledge in their discipline and beyond. They have a good understanding of their field of research and present findings and relevance from their work to the scientific community. Depending on the type of doctorate, they are also often involved in teaching and work on obtaining soft skills. .

## Pursue Your Doctorate with Us

- # In the winter semester 2017/2018, TU Braunschweig had 537 academic staff members who were enrolled as doctoral candidates. In the summer semester 2018, there were 683 people with this status.
- # Having a secure job is an important condition for the success of your doctorate. That is why TU Braunschweig's Executive Committee decided long before the Act on Fixed-Term Contracts in Science was amended that fixed-term contracts needed to have long running times.
- # As part of the cooperative doctoral process, particularly gifted Master's graduates from the nearby Ostfalia Hochschule für angewandte Wissenschaft have the opportunity to do a doctorate at the TU. The requirement for this is that they are included in joint research projects or in a doctoral program led by both universities.
- # TU Braunschweig follows the recommendations of the DFG on ensuring good scientific practice<sup>17</sup> and has passed regulations on this topic. Ombudspersons appointed by the President can follow-up on suspicions of academic misconduct.

For all types of doctorates, the focus is on academic achievement. At TU Braunschweig, we therefore keep a close eye on adherence to the principles of good scientific practice. Creating an awareness for academic misconduct is part of the doctoral programme at TU Braunschweig: In our work, we take the German Research Foundation's guidelines on good scientific practice seriously. For example, TU Braunschweig's Senate established a separate committee focused exclusively on suspicions of academic misconduct and passed guidelines for handling research data.

As part of your first research work, you will certainly benefit from one of our particular strengths: TU Braunschweig works together on core research areas that reach across the boundaries of subjects and faculties. For this purpose, it maintains outstanding research centres. Another aspect that is characteristic of TU Braunschweig is our close cooperation with research facilities outside of the university and with the industrial sector. Even as a doctoral candidate, you can be a part of these structures and have access to inspiring experiences: You can gain your first experience in teaching, get insights into transdisciplinary and international exchange and get to know other disciplinary cultures — in our experience, these are key qualifications you will need for later career phases.

### Flagship Programmes: Equal Opportunities

The Equal Opportunities Office assists junior researchers in the R1 phase with financial support to complete their doctorates — if they need additional time to complete their dissertation for family reasons or because of other difficult circumstances. This means that high-potential female doctoral candidates have the opportunity to complete their work despite having other major burdens.

## R1 Measures — How Staff Development Accompanies You During Your Doctorate

For the most part, your doctorate is supervised to a successful end by your subject-area supervisor. Feedback meetings, presentations on the status of your work and colloquia are only a few of the quality assurance measures in the faculties. Your subject-specific supervision allows you as a doctoral candidate to grow into your subject's scientific community: One suitable way for doing this, for example, is to make your work known at conferences and in workshops. This enables you to make initial contacts, some of whom may even be international. You will also get support in finding funding, for example by submitting grant applications in cooperation with the research service and the Research Data Team. Your new network will help you to take the next steps in your career.

With the Graduate Academy Grad<sup>TUBS</sup>, TU Braunschweig established a cross-faculty continuing education programme for doctoral candidates in 2015. Any of our doctoral candidates can participate. At the academy, key skills that are relevant to all disciplines and careers are imparted. These help you not only in your doctorate but also outside of the university. Because the Grad<sup>TUBS</sup> programme is so relevant for your further career, participation in Grad<sup>TUBS</sup> is now required by almost all doctoral regulations. Grad<sup>TUBS</sup> offers you a wide variety of qualifications:

- » Communication, organisation and management,
- » Principles of scientific working methods,

- » Reflecting on career prospects and personal development options,
- » Communicating with specific target groups and networking abilities.

The TU has an international focus in many of its activities: To prepare you for jobs abroad and do justice to the increasing number of international doctoral candidates, we offer many of our events in English. We also offer special courses on language and intercultural competences that are put together by Language Centre, the International Office and Grad<sup>TUBS</sup>.

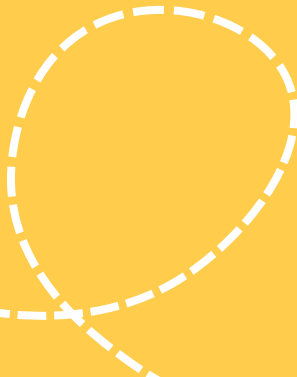
The project group Teaching and Media Education offers you support with your first teaching experiences with its basic programme focusing on didactics and the use of media. Make use of teaching observations done by experts in didactics and media didactics or get advice in our individual consultations. In these consultations, you can get direct, applied feedback. Statewide programmes are offered by the Competence Centre for University Didactics for Lower Saxony. The University Library qualifies and advises you in the areas of research data management and academic publications. You can also get assistance with teaching information literacy. Besides this, individual institutes and faculties have framework agreements with scientific institutions and large companies for doctoral candidates to be able to participate in their qualification programmes.

## Further Developing These Measures

The doctoral candidates' needs are continually evaluated. The results are used to improve staff development so that the measures are already built on a solid foundation.

Onboarding, that is, the arrival and introduction of a new doctoral candidate, is currently done by the supervising subjects. In the future, TU Braunschweig wants to support this with a central welcome programme. The programme will make orientation at TU Braunschweig easier and will also introduce new doctoral candidates to the working and doctoral culture.

TU Braunschweig enables its doctoral students to gain their first experiences in teaching regardless of the type of doctorate they are doing. This important experience is supported by an existing programme on the principles of didactics. Discussions are also ongoing about the extent to which additional qualifications, for example in the area of teaching competences or data literacy, should be recognised as preliminary work for a doctorate.



## *What Happens After the Doctorate:*

# » Support for all Decisions.

---

You make your decision about your career within the complex system of personal interests, the current situation in your subject and on the job market, your age, the mark you received on your doctorate, your gender and your educational background. We aim to show you reliable and attractive career paths in academia and beyond.

During your doctorate, of course you gain experience and qualifications that are in-demand for management functions and ambitious tasks in business, with foundations or associations and in public administration or that are relevant for self-employment. That is why we also want to prepare you for career options that are related to science or outside of science, on paths within and outside of the university. What is particularly helpful for this is the university's excellent regional and national networks.

There are many and varied career paths just as each person has a very individualised idea of what their career should look like. To gain clarity about your career, take advantage of the career coaching service or the advising programmes at the Graduate Academy Grad<sup>TUBS</sup> and the Career Service.

To work on skills that are relevant for your transition to later career phases, we organise qualification events. At fireside

evenings and on excursions, you come into contact with potential employers. Career fairs offer you an opportunity to get an overview of the job market and think about how you would like to position yourself.

If you are planning on being self-employed, we have an excellent programme designed just for you. Our Entrepreneurship Hub provides all researchers with know-how in the area of start-ups and spin-off companies.

# R2

## You Decide on Your Path. We Accelerate It.

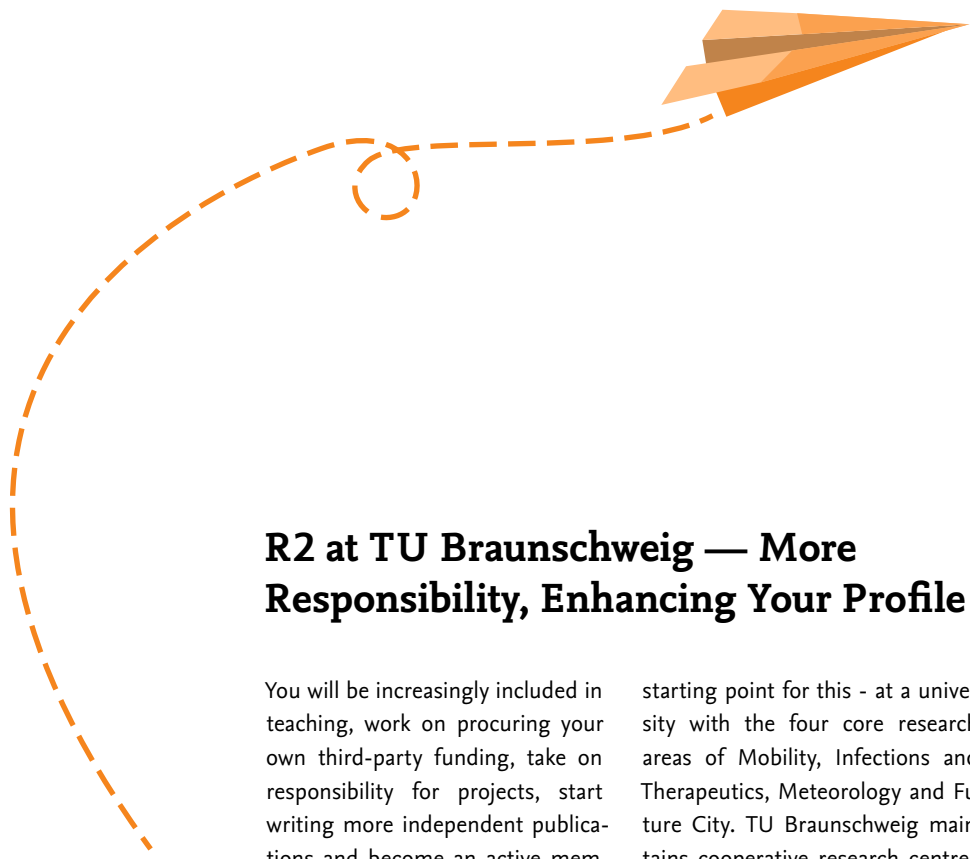
### **Staff Development Goals — Opening up Paths — Providing Orientation**

The early postdoc phase is characterised by new challenges. Now, after your doctorate, you decide where your academic journey is going. Are you looking to pursue a career within the university system? Or are you deciding on a different path?

The staff development programme in this phase is focused especially on the independence of junior researchers. We would like to strengthen your independence. We want to establish and expand your individual skills. Which skills you need depends on your chosen career path — you could need to know more about project management, communication or procuring funds, for example. We also promote subject area and interdisciplinary

exchange from the regional to the international level. This means that you can establish an expansive and stable network.

We stick with it: Career options and the corresponding requirements become clear at an early point in time. This means that we can plan your next career steps together. At the same time, we are always keeping an eye on furthering your scientific skills. No matter what your decision, especially during the orientation phase doors can be opened to unusual paths with productivity and creative ideas. Let's get started!



## R2 at TU Braunschweig — More Responsibility, Enhancing Your Profile

You will be increasingly included in teaching, work on procuring your own third-party funding, take on responsibility for projects, start writing more independent publications and become an active member of your subject community. For you, this also means that you will be included more in academic self-governance and actively aid students in successfully completing their degrees.

As a researcher, you will deepen your concentrations or start working on new, promising fields of research. You have an outstanding

starting point for this - at a university with the four core research areas of Mobility, Infections and Therapeutics, Meteorology and Future City. TU Braunschweig maintains cooperative research centres with non-university research facilities. Several faculties participate in each of these, which reflects the interdisciplinary character of the centres. We have the complete spectrum of engineering sciences and our strong natural science disciplines have excellent networks. Besides this, TU Braunschweig participates in the Open Hybrid Lab Factory (OHLF) in Wolfsburg as

# R2

### Early Postdoc Phase (According to the EFRC)

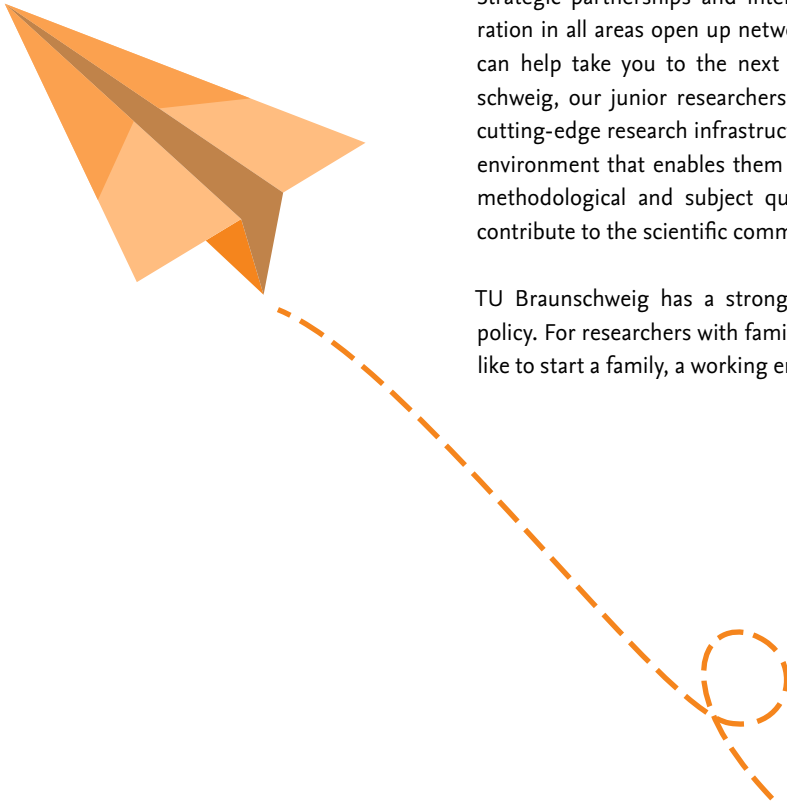
The early postdoc phase at TU Braunschweig lasts between two and four years depending on the subject. It should be viewed as a transition phase: You decide whether you want to concentrate on an academic career or move into a career outside of science. To continue in the academic system, you must make yourself known in the scientific community and network in that community by deepening your subject knowledge and making independent research contributions. One characteristic of this phase is taking on project responsibility and building up international cooperation. At the university, during this phase you usually also gain more teaching experience.

part of the funding initiative “Research Campus – Public-Private Partnerships for Innovation”. Our business and economics, social sciences and humanities as well as educational sciences and subject-area didactics are integrated in TU Braunschweig with top-level research. Enrich us with your research ideas from all subject areas!

Strategic partnerships and international cooperation in all areas open up networks to you that can help take you to the next level. In Braunschweig, our junior researchers have access to cutting-edge research infrastructure in a unique environment that enables them to expand their methodological and subject qualifications and contribute to the scientific community.

TU Braunschweig has a strong family-friendly policy. For researchers with family or who would like to start a family, a working environment that

ensures a balance can be struck between family and an academic career is one of the most important factors when it comes to the question of whether they will remain in the academic system. Experience has shown that female researchers especially look for career options that offer security particularly in the time between their doctorate and professorship, a path that is perceived as highly risky. To ensure that a balance can be found between family and academic career, TU Braunschweig maintains an expanding network of childcare offers, service and advising programmes, and regulations on the flexibility of working time and location. At TU Braunschweig, we have also agreed on common guidelines for family-friendly management in the university’s working culture.





## Measures for the R2 Phase in the Transition — a Boost for Your Next Steps

We in the staff development team are very focused on promoting your independence. With the Early Career Concept, we have worked out an approach that gives you the necessary boost for your ideas. Take the initiative: We can ensure that you have experienced researchers at your side for mentoring and advising. You can rely on us as a partner when writing grant applications and carrying out research projects funded by third parties. We are the DFG network, the Research Service and the EU University Office as well as the Research Data Team. With this help, you can again increase the quality and quantity of your grant applications and third-party-funded research. Even just after your doctorate, you have the opportunity to talk with researchers who have a great deal of experience with the DFG.

TU Braunschweig stands for a culture of responsibility. You will have the opportunity to take on tasks for higher career stages at an early point in time and make yourself fit for the future on the job. You will also lay the

foundation for an early appointment to a tenure-track professorship and other academic career paths.

For orientation, you have access to career advising as well as best practice examples with the CVs of excellent TU researchers. Take advantage of informational offers, attend the fireside evenings: Often these result in very valuable experiences and contacts. Moderated, interdisciplinary peer events will strengthen your network contacts — for example to find out about and give each other support with career options. Our networking offers and infrastructure can assist you in this.

Teaching and supervising students require you to work consistently on your teaching quality and advising style. At TU Braunschweig, we have established a culture of “Good Teaching”. For this culture to permeate all areas of the university, there are staff development opportunities that work on overarching and target group specific didactic and

media didactic qualifications and support. Benefit from this programme and make use of the broad range of courses offered by the project group Teaching and Media Education, and the “Competence Centre University Didactics for Lower Saxony” (KHN) or get assistance from the University Library in teaching scientific working methods.

During this phase, in many subjects you will be required to have a stay abroad. It will also be necessary to change institutions if you would like to later be appointed to a tenure-track professorship. We would like to make this adventure something you look forward to — by offering advice and showing you many paths that lead to the international stage. Whether you are incoming or outgoing: All junior researchers at TU Braunschweig have access to language training, qualification measures on intercultural skills and

accompanying measures. To make it easier for international researchers to get started here at TU Braunschweig, the Mobile Researchers Centre also offers assistance with practical questions from the search for housing to cooperation with the authorities.

We want to support you with our career system and prepare you for your next career steps. We know that only a small proportion of junior researchers at TU Braunschweig will remain in academia. Our investment in your scientific excellence is especially important to us for exactly that reason: When you leave the university, you are our ambassadors. It is you who will carry our reputation to the outside world and strengthen our networks for the future.

## Further Developing These Measures

Besides programmes and staff development measures for postdocs, there is also more potential for support. The university-wide Grad<sup>TUBS</sup> programme is not specific enough for postdocs in the R2 phase and only some courses are suitable. That is why TU Braunschweig will expand the Early Career Concept. In the medium term, additional measures are to become more systematic in the form of a postdoc academy. For the postdoc phase, a welcome programme has been started. Here, as well, we work systematically and use synergies with the planned R1 welcome programme.

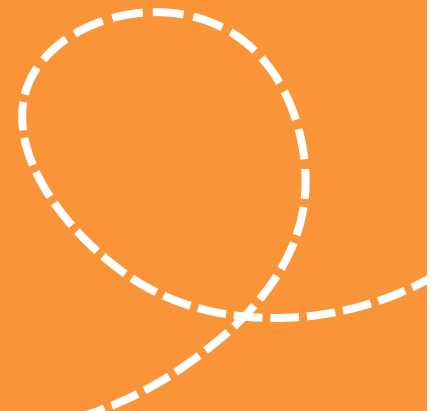
Besides expanding academic performance, in this phase the focus is also on the questions: Will you stay in academia? What are your further career goals? How can we offer you the best support? Junior researchers are often unclear about their options, professional requirements and career goals.

For this, TU Braunschweig will implement a feedback mechanism with standardised development agreements for postdocs. This enables us to reflect on your future career paths together at an early stage. In this context, your potential and your achievements are regularly assessed. Together, we can then tap into your strengths to use them to their fullest.

A culture of responsibility also means a culture of mistakes here. This feedback process also helps you to better understand deficits and start working on areas of development. Using transparent criteria, milestones are defined and regularly evaluated to mark progress on your career path.

To push forward internationalisation, a stage-preferred-partner model will be created that offers junior researchers a network for exchange: It enables you to spend

a certain amount of time outside of TU Braunschweig and then continue your career at the TU with a return option.



# R3

## Get Started!

### Goals of Staff Development — Completely Focused on You

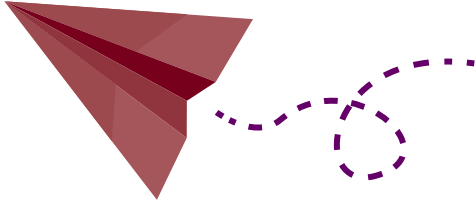
When it comes to career choices, at the latest in the R3 phase we can observe a consolidation: At this point, around 80% of junior researchers aim to continue with a career in science. However, the chances of getting a tenured professorship or a permanent position often include many uncertain factors. Starting a career outside of the university system at a comparable level is also increasingly difficult the longer you stay in the R3 phase. That is why together with you, we work on finding tangible options for an attractive future both within and outside of science.

For example, you can build up your academic reputation by heading a junior research group, working on habilitation or being selected for an assistant professorship or a tenure-track professorship. In this phase, junior researchers display a high degree of performance and creativity. For your research, teaching and transfer efforts, this is a particularly productive stage.

You may take part in any of the R2-phase programmes already mentioned. We understand that that alone will not be enough to fulfil all of your goals. That is why we focus on you individually. Depending on your specialisations, we work on preparing you for leadership and management tasks.

When transitioning from the R3 to the R4 phase, you will need to fulfil various requirements depending on your career path: In an assistant professorship or tenure-track professorship, you will be subject to a tenure evaluation. As the head of a junior research group or as a habilitation candidate, you will need to prepare for an appointment procedure. Here, as well: Our goal as a staff development team is to offer suitable measures to fit your needs.

At TU Braunschweig, this is what is important to us: We view you as our top personnel even if you are not pursuing a professorship. Work as a leader in science management, as a specialist for a



scientific area, specialise in procuring third-party funding or work as a scientist supervising one specific piece of large equipment? No matter your choice, you make an important contribution to TU Braunschweig. Together, let us think about what additional potentials you would like to tap into in your scientific career and how we can support you in doing so.

Not all of you will stay at the university or even stay in science. The consequence is that we lose an enormous wealth of experience. We are interested in where you end up primarily for two reasons: firstly, we want you to find a suitable position even outside of the university or science. Secondly, we are interested in maintaining contact with you so that we can expand our networks and continue to benefit from your experience.

## Qualification and Evaluation Phase (According to the EFRC)

# R3

Among others, this phase includes:

- » Habilitation candidates,
- » Assistant professorships (W1),
- » Tenuretrack professorships (W1 or W2) and
- » Heads of junior research groups.

Researchers in the R3 phase qualify themselves for appointment to tenured professorships or for a leadership position within science. This phase is usually characterised by more independence and autonomy in academic work. This can be seen in:

- » Deepening and proving subject-area performance, for example with the habilitation or heading a junior research group,
- » Taking on leadership tasks with responsibility for personnel and budget, for example as part of an assistant professorship or heading a junior research group,
- » Creating an independent and excellent teaching profile.

In this phase, you are typically internationally established as a researcher in your subject. You recognise the basic academic challenges in your subject, work on new approaches and attain high visibility through your publications. You can turn topics into productive research projects cooperatively, internationally or with partners from the private sector. You supervise students and junior researchers and depending on the path you have chosen, you might also have the right to supervise doctorates. You expand your teaching competence and make more contributions in the area of knowledge and technology transfer.

## R3 at TU Braunschweig — Strengthen Your Independence. Work Together.

At TU Braunschweig, in this phase you are responsible for a junior research group or department, are employed as an assistant professor, a tenure-track professor or are working on your habilitation project. Those who are returning to the university as highly specialised artistic experts without a doctorate and who are being prepared for an appointment, for example in the subject Architecture, are also considered to be in this phase.

We, TU Braunschweig, prepare the way for your career. An example: Heads of junior research groups receive comprehensive responsibility for personnel and budget. In competition for the best junior researchers, TU Braunschweig offers the Agnes Pockels Fellowship. Heads of junior research groups who transfer to TU Braunschweig receive additional funding with this fellowship. This enables you to significantly expand your academic independence. With the successful Clusters of Excellence applications, additional resources are available for establishing new junior research groups that are to be filled in competitive processes starting in 2019.

Even if you are formally bound to the directives of your boss, at TU Braunschweig we have agreed to make you more independent by providing you with your own resources for

research. We are aware that a lack of resources in this phase leads to undesirable dependencies and can limit possibilities for development. By promising that you will have your own resources, TU Braunschweig strengthens your independence.

Assistant professorships and tenure-track professorships (W1 and W2) have already gone through their first appointment procedures. This means that you have attained your independence in research and teaching at a very early stage in your career. You are also responsible for independent supervision of doctoral candidates. With the Tenure-Track Regulations passed in 2018, the cultural change that had already started was continued. With the tenure-track professorships, we make it possible to start attractive academic careers at a comparatively early point in time. This gives you reliability and the ability to plan with certainty. A positive final evaluation leads to a tenured professorship.

For the interim and tenure evaluations, TU Braunschweig has developed a transparent procedure with uniform standards. These have been set down in the respective regulations.

To ensure that the standards are implemented in practice, committee members receive training. For you, the evaluation is also a check in

which you receive valuable feedback from a high-ranking committee.

Part of our professors (W1 to W3) are appointed together with research facilities outside of the university. With this process, we also secure co-operation institutionally. Teaching and research are closely linked to one another. The tenure-track professorships that were applied for as part of the 1000 Professorships Program are part of the core research areas at TU Braunschweig. This gives tenure-track professorships access to our research infrastructure.

Cooperation with research facilities outside of the university, our joint research centres, international university partnerships and contacts in business and society offer you an ideal environment for intensifying your methodological and subject-area specialisation.

## **New Career Path Tenure-Track Professorship — Go down New Paths with Research**

- # At TU Braunschweig, tenure-track professorships (W1) have existed as a career path since 2003. Since then, 10 assistant professors with tenure-track options have been appointed. 10 assistant professors have been appointed without a tenure-track option. In addition, three assistant professors were appointed together with non-university research facilities.
- # TU Braunschweig's Senate further developed the already existing career path by passing Tenure-Track Regulations in 2018.
- # Tenure-track professorships (W1 or W2) decisively contribute to TU Braunschweig's competitiveness because they provide possibilities for early recruitment of high potential researchers who desire a transparent career path that offer certainty.
- # By 2032, we will appoint 20% of professorships that need to be filled as tenure-track professorships, thereby influencing our university's structure and culture sustainably.
- # Appointments are done after an international call for applications and the process that includes quality assurance and a committee with international members.
- # Tenure-track professors take on independent tasks in research, teaching and Third Mission. They are actively involved in continuing education and supervising junior researchers.
- # A successful tenure evaluation leads to a tenured professorship (W1 to W2, or W2 to W3).

## **Tenure-Track Professorship — Staff Development Measures**

- # Leadership development programme
- # Personal coaching with experienced trainers
- # Voluntary mentoring with established researchers
- # Qualification measures for supervising junior researchers
- # Interim evaluation (W1) and final evaluation (W1 and W2)
- # Qualification for committee members for implementing the tenure-track procedure

## R3 Measures — How Staff Development Accompanies You During Your Qualification and Probationary Period

In this career phase, we view staff development as individual support for your path. There are many different approaches for helping you shape your academic profile and independence. We offer you tools to better assess your career chances. If necessary, that allows you to adapt to alternative paths at an early stage and support these new paths with corresponding qualification measures.

We know that you are so highly qualified that one-size-fits-all approaches are not useful. Come see us so that we can get to know you and find out what you need for your further development: If you are conducting research as part of a habilitation, your needs are different than if you are just getting started as the head of a junior research group, for example. As an assistant or tenure-track professor, you will need to get to know your new rights and obligations that arise from your appointment from the very start.

To offer support for your individual needs, we rely on a peer system: Exchange and mutual learning from and with researchers who have already gone down the path you are on. For example, the DFG network60 assists junior researchers in enhancing their profile through mentoring program with experienced researchers. With coaching programmes and moderated networks, you are encouraged to exchange experiences and reflect. These programmes are put together for you in the Early Career Concept.<sup>61</sup> The University Library

offers you assistance with your academic profile through its strategic publication advising service as well as its advising for research data and its bibliometric services.

Our programmes to support teaching and to use digital tools have been described in detail in the previous career phases — and they continue to be open to you. We want to assist you in developing your personal teaching profile with didactic expertise. In addition, you can procure your own funds in the university's competitive innovation or transfer programme. This will allow you to better implement your ideas for teaching. When teaching methods of scientific work, the University Library is another potential cooperation partner and, together with you, develops a tailored offer for your students to create an awareness for the topic of good scientific practice at an early point.

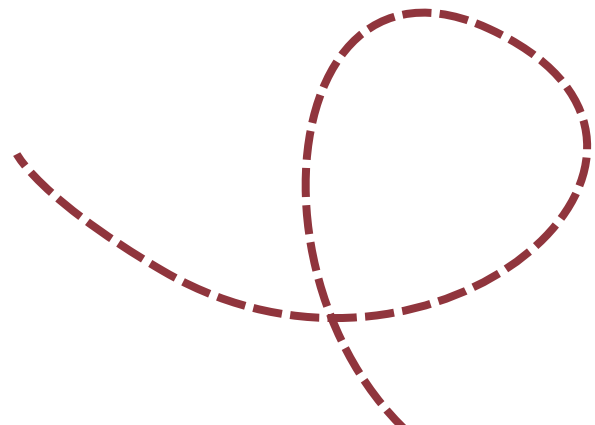
As a tenure-track professor or assistant professor, you are appointed at an early stage in your career and obtain special rights and obligations in teaching, research and qualifying junior researchers. To support you in your probationary period on your path toward a tenured professorship from the very beginning, you can participate in the “Prof.-Programme” offered by the project group Teaching and Media Education — in addition to all other programmes. For a quick and productive start at TU Braunschweig, take advantage of the welcome programme. As soon as you take on



leadership and management tasks, you can obtain suitable tools in coaching sessions and workshops. This allows you to always be up-to-date and grow into your new role confidently. There is also a lively peer exchange within the assistant professor network.

For women, expanding your career in stage R3 and beyond is linked to particular challenges. At TU Braunschweig, the Equal Opportunities Office supports your ambitions with the "Mentoring for Female Post-Doctorates": Professors from various universities and research facilities assist you in this programme. As mentors, they help you in planning your career and expanding your network. As a mentee, you get to take part in an exclusive continuing education programme on topics like procuring third-party funding and negotiation skills. You also get specific knowledge to prepare for your appointment procedure — first-hand!

We welcome researchers from all over the world. That is why our call for applications go out internationally. So that TU Braunschweig quickly becomes your new academic home, we put priority on excellent supervision. Our policies and activities in this area have received many awards.



## Further Developing These Measures

With a view to the tenure-track professors, we can draw on experience that we have gathered in supporting the assistant professors.

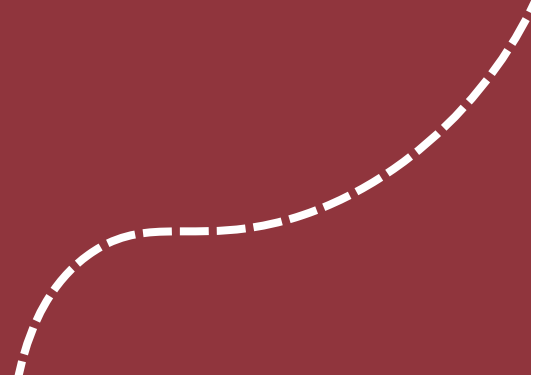
They are appointed at an early stage in their career and receive more freedom, but also more responsibility in research and teaching. We support you with a separate programme line as part of the "Prof.-Programme". This includes making you familiar with TU Braunschweig's goals and values through a systematic leadership development programme.

You will receive the possibility to participate in a separate mentoring programme. Outstanding researchers are available as mentors who are appointed by the Executive Committee in agreement with the Senate. This list can be expanded according to your needs. Based on the close personal relationship to you, mentors are excluded from the tenure-track committee that carries out your evaluations. However, upon your request they can submit a statement as part of your evaluation.

As with the R2 phase, frequent feedback mechanisms are prudent. For transparent career planning, outcome agreements are tested out at this career level as well. Additional formats

on decision-making as part of career planning are also highly relevant for junior researchers. Core topics focus on patent law, changing roles into a leadership position and the corresponding new responsibility for a research group. In the midterm, for the entire career phase from R2 to R3, a separate continuing education program will be established as part of the Postdoc Academy.

Depending on your career path, in R3 phase you will also be included in supervising junior researchers. To ensure we meet our standards for high-quality supervision of junior researchers and good scientific practice, across the university we have established standards and principles of good scientific practice and on the use of supervision agreements. We will offer you qualification opportunities on these topics.



## *Supporting Transitions:*

# » Getting into Leadership!

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In the R3 phase, you are typically preparing yourself for a tenured professorship or comparable position. The transition to sectors outside of science becomes increasingly difficult as you specialise. In general, of course we have the goal of winning you over for attractive options within TU Braunschweig and science.

You obtain the requirements for tenure professorship or another leadership position in science through your academic activities and proving yourself at the university. The actual transition brings new challenges along with it. As part of applying to another university, you will need to concisely demonstrate your didactic qualities in a teaching demonstration and with a complete teaching portfolio. Appointment lectures and challenging negotiations are normal in this career phase. We prepare you for demonstrating the best of your talents in the application process and another university.

With a tenure-track professorship, you are preparing for a challenging evaluation and will be subject to international review. Depending on your needs, there are various programmes open to you — from coaching to a teaching observation. We would like to retain you as part of our top-level academic personnel in research and teaching.

Of course we are aware that some of our junior researchers will accept an appointment or another career opportunity at

another location. As a university that cultivates talents, we are proud that other universities, scientific organisations and employers benefit from those who went through our programmes. So that we at TU Braunschweig can stay in touch with you, we will follow your path to success and systematically maintain important networks.

TU Braunschweig will therefore also support you in figuring out your path outside of science. Many of the general and individualised measures in the R2 and R3 phases are suited for helping you during the transition period. Your transition can also be into science: Depending on the disciplinary culture and your individual focus, people in leadership positions at research centres or leadership functions at research facilities or in research departments in the industrial sector can prepare themselves for their next career step at the university. Get in touch with us.

# R4

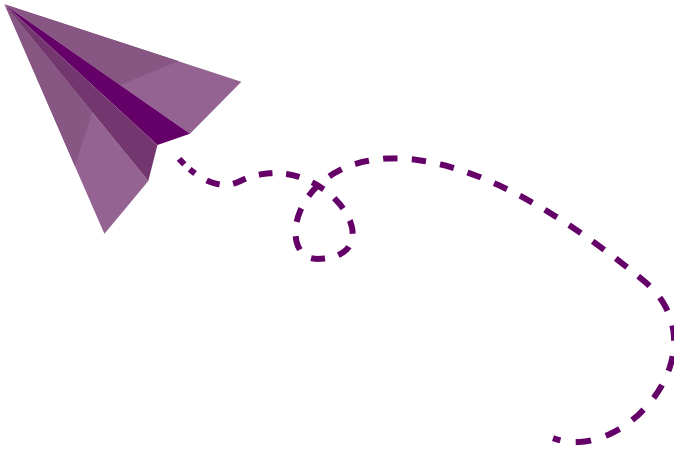
## Established — But Still so Much to Discover!

### Goals of Staff Development: Continue to Develop and Share Experiences

You are no longer considered a junior researcher and yet you still have more career steps in front of you. The staff development team is here to support you. You are now definitely considered independent in research and teaching. In addition, you receive administrative responsibilities and management tasks. You are also included more intensively in academic self-governance. As part of a tenure-track professorship or as a head of a junior research group, you might have already gotten an impression of what that is like. Especially at the beginning of your first professorship, we help you to find a personal balance among research, teaching and scientific management. But even in advanced stages of your

professorship, we continue to help you develop your leadership tools. We would like to transform your workstation into a continuously innovative scientific workshop.

You were appointed here to show internationally visible excellence in the university's core tasks — research, teaching and Third Mission. We therefore view you as an important pillar of TU Braunschweig's future. You influence academic institutions over a long period of time. You act as their ambassadors — regardless of whether you stay at TU Braunschweig or accept an appointment at another university later.



In this phase, it is our mission to assist you in adapting to new topics and implementing new insights including:

- » The digitalisation of research and the working world
- » Further development in managing personnel
- » 21st century skills and
- » Resilience and agility

For the staff development team, you are also the most important staff members. You are the key actors in educating junior researchers. We support you in expanding your supervising skills and agreeing on supervision standards. In this, we place a particular priority on you actively supporting an increase in the proportion of women in science and all career phases up to and including professorships. The Equal Opportunities Office provides separate support programmes that you should use individually with your junior researchers.

**Professor**  
(According to  
the EFRC)

**R4**

The R4 phase includes all regular and tenured professors (W2 and W3). In this phase, standards in research, teaching, knowledge transfer and leadership activities are increased to the highest level. Leadership and management tasks, international networks, large research projects, and an excellent and independent teaching position are characteristic for professors. With outstanding achievements in strategic and visionary decisions, professors in this career phase have made an international name for themselves. You recognise the social dimension of your work and transfer it to public discourse or into economically effective patents and activities. By supervising junior researchers in all career stages, professors are key actors in staff development.

## R4 at TU Braunschweig — Excellence in Motion.

As you carry out your activities, you are always doing so as a part of TU Braunschweig. You make an essential contribution to enhancing the profile and reputation of the university and Braunschweig as a location of science. As a professor, your scientific achievements are inseparably linked with TU Braunschweig's core research areas, goals and values.<sup>69</sup> Close, interdisciplinary and productive cooperation with research centres and non-university research facilities should now be a matter of course for you. How important this intensive collaboration is can also be seen in the fact that the university currently has 30 joint appointments with non-university research facilities. Together, we benefit from these synergies and strengthen collaborative research in the region. In the long-term, we are institutionalising innovative potential and increasing visibility.

For you, science works internationally. Based on targeted relationships with strategic partner universities and new cooperation partners, you expand our network. Also help your junior researchers to become familiar with these international networks. Stays abroad are the best incentive for this.

You are aware of the social dimension of your work. That is why you make your findings known to the public in various ways — regionally, nationally and internationally. TU Braunschweig views knowledge transfer, technology transfer and support for entrepreneurship as core tasks: We want you to

be successful with patents and spin-off companies — and here success also refers to economic success. TU Braunschweig's strong industrial environment offers ideal conditions for this.

- » We also offer assistance in entering civil society discourse:
- » Contacts and advising by Corporate Communications and Press Service
- » Discourses in the Haus der Wissenschaft
- » TUNight to present all of the university's institutions
- » The Further Education Centre's programme and
- » Continuing education programmes for school teachers as well as
- » Reports in the TU Braunschweig Magazine

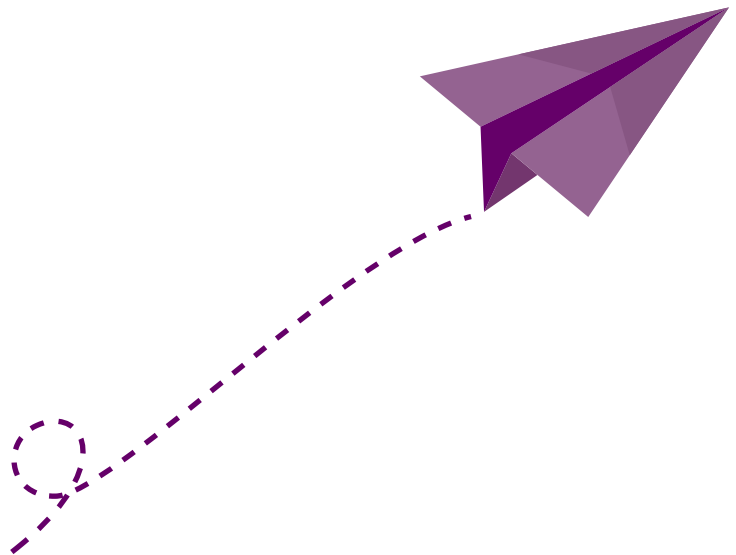
You take on a prominent role as a scientific leader. You help to shape the university's culture, goals and values. You have a participative leadership style and feel committed to lifelong learning — even as an established professor. This makes you fit for the future in a changing, digital working

world. So that everything runs smoothly, we offer you a family-friendly working environment, for example by expanding our childcare programmes. At the same time, we expect you to display family-friendly behaviour at all levels for all employees and your students.

We see you as an essential pillar of our early career support for junior researchers. Excellent teaching therefore has a special priority. In return, we offer you opportunities to push forward innovative teaching methods for educating students. Supervising junior researchers is done according to university-wide standards that are oriented on recommendations from the DFG, the Science Council and the State Higher Education Conference. In doing so, you help your junior researchers along their career path at an early stage and give them orientation for their individual choices. Make them aware of the many staff development measures at TU

Braunschweig and encourage them to participate as you have already participated.

You are well-known researchers, independent, you manage your own budget and you enjoy autonomy in your decisions. So that these processes are effective and transparent, the Executive Committee makes outcome agreements with all newly appointed professors. This ensures that there are set goals and consensus about the standards and expectations for performance in the areas of research, teaching, Third Mission and personnel management. You thereby stay in contact with the Executive Committee and discuss together what goals you would like to achieve in the future.



## Measures in R4 — Flying High Together

A well-established welcoming culture enables you to get a good start at TU Braunschweig. All newly appointed professors take part in the “Prof. Programme” with continuing education courses tailored to you.

Topics include:

- » Legal issues
  
- » Budget management
  
- » Research infrastructure
  
- » The Executive Committee's current projects and plans,
  
- » Networking with other professors and with central university actors

In appointment outcome agreements, TU Braunschweig also includes participation in continuing education: Your didactic and leadership qualification is part of our self-image. As part of the Prof Programme’s “Science and Leadership

Forum,” you can take advantage of offers that assist you in your work and are very practically oriented. This will help you keep up-to-date in the core areas of leadership and management. Presentations will discuss current findings from leadership research. You will test their applicability at the university. In workshops, leadership-related questions from practical university operations will be discussed in-depth with a focus on finding solutions. Topics range from team leadership and conflict management to role identification as a leader to communication topics. For more in-depth assistance in specific areas, scientific leaders take part in individual coaching programmes.

A requirement for your appointment included teaching aptitude, although this can differ depending on your career path. How can we balance this out? With structured programmes, individual workshops and new formats. Both the basics and the newest insights in university didactics are taught by the Teaching and Media Education project group.

In the “Good Teaching” innovation programme and the transfer programme, you can procure funds to immediately implement your new teaching ideas.

We also focus on your research plans and efforts to get third-party funding. The Research Service and the EU University Office as well as the Research Data Team look at your



ideas and applications and advise you about the funding conditions and supporting infrastructure. The DFG network ties in seamlessly here: You can show pre-applications and applications for coordinated programmes (CRCs, FOR, research training groups) to professors who are experienced with the DFG for their assistance. When preparing for on-site reviews, you can also tap into the expertise of the DFG network.

TU Braunschweig views itself as a place that cultivates talents and is a stepping stone — this applies equally to established professors. At your level, we see development opportunities within the university, for example in the pay grade of a professorship. After a successful tenure track from W1 to W2, for example you could pursue a W3 appointment later. Changing locations at the level of a professor could also lead to your further development.

As a university, we continue to view the Third Mission as a core task and expect that this is reflected in the application and social relevance of research: This creates an openness to the rest of society and could also result in attractive career options for you outside of the university. TU Braunschweig supports this: Successful, talented personnel that continues their career at another excellent university, in scientific

organizations, in business and in society provide a guarantee for a stable and expansive network. With individual coaching sessions and personal advising as part of the “Prof Programme,” and the DFG network, we accompany you on your path.

As a female professor, you might be involved in more committees than your male colleagues — especially in areas in which women are underrepresented. To make up for this extra workload, in the “PROfessorin” programme, you can receive material or financial resources for student assistance. The programme promotes equal opportunities at TU Braunschweig in part by supporting diversity and diverse perspectives in the committees. Realising equal opportunity and the family-friendly working environment are also guiding principles of our occupational health management system that cooperates closely with the institute directors. Professors are provided support in their leadership role with regular surveys on their working situation and health. In addition, the occupational health management system offers individual work situation analyses and health circles decentrally at the level of the institutes and departments. Here you can receive individual suggestions for optimisation.



## Further Developing These Measures

With the tenure-track professorships (W1 to W2 and W2 to W3), TU Braunschweig has established additional career models on the path to a tenured professorship. At our university, we therefore place value on a transparent and compatible system for early career support. For this, we would like to establish top-level processes for appointments, selection and evaluation. As a professor, you will be a part of these committees that follow the requirements of the Tenure-Track Regulations<sup>87</sup>. Here as well, we offer you measures for staff development and offer training for you as future committee members. Upon request, we will help you to be able to implement development agreements in educating junior researchers at other levels.

You are established and have experience: And that is exactly what benefits our mentoring programme for tenure-track professors. In turn, our task lies in building up your advising competence and assisting you in your role as a mentor.

Our leadership culture provides a sound foundation but it is in no way static. The “Prof Programme” for leadership development is therefore continually revised. We are prepared to provide you with newly developed courses and formats in all career phases — whether you are newly appointed or an established professor.

## Together. For the Quality of Our Staff Development.

We offer orientation, motivation and support for our researchers in every phase. To make sure this is effective, we carry out quality assurance centrally. This enables us to review whether the staff development measures are effective at TU Braunschweig. We can see whether career phases and transitions are offered appropriate support.

Currently, quality assurance has a decentralised approach: The staff development actors each use their own, comparable mechanisms. The overall results provide a basis for discussion in the respective steering or advisory committee<sup>88</sup>. These committees are included in all important decisions. They therefore make up an initial feedback loop to compare programme objectives with the university's staff development goals. The committee chairs continually report to the central university committees and on the quality assurance discussions in their respective institutions. These mechanisms exist

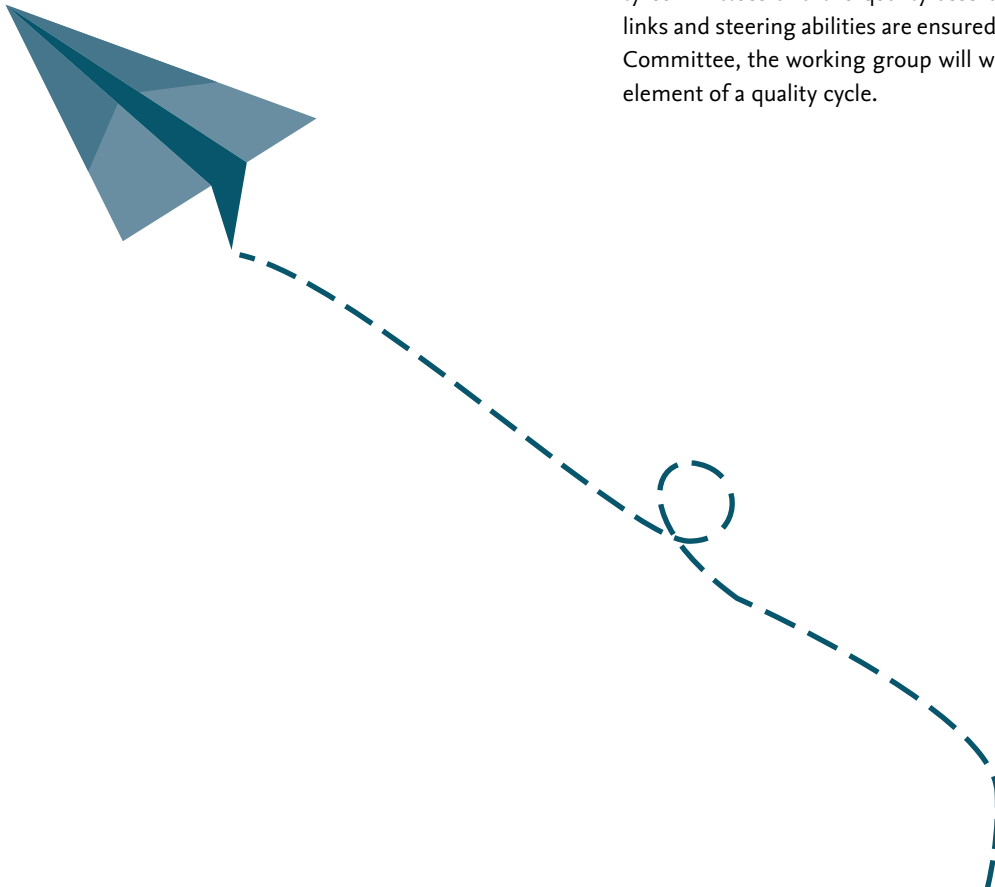
for all staff development actors. In this way, there is a continual review and synchronisation with university-wide goals outside of the central administration.

A central, strategic quality assurance process beyond the individual measures is being established in the context of this policy:<sup>89</sup> The working group like that under the leadership of the Executive Committee member responsible for junior researchers reviews the extent to which the guiding principles of our staff development policy are being realised. This includes an examination of whether the entirety of the measures contribute to career decisions being made at an earlier point in time and with a better foundation.

Based on this, we will review whether informal and formal exchange formats with relevant stakeholders also contribute to quality assurance. Additional promising tools include

career-phase-specific or topical formats, interviews with former members of the TU, networking and expanding the alumni programmes or other dialogue-oriented processes. They can reveal the extent to which the objectives formulated in the staff development policy are being achieved. One intended effect of the working group is that it serves to strengthen the network between those involved in staff development at TU Braunschweig. These networks will also become visible in the future in a standardised access to the staff development programmes.

The working group will regularly submit reports and decision papers to the Executive Committee and the Senate in order to include the university committees and the quality assurance process. In this way strategic links and steering abilities are ensured. In consultation with the Executive Committee, the working group will work on tools that will become a set element of a quality cycle.



**Language Centre**

**DFG Network**

**Central Office for  
Continuing Education**

**Research Services and  
European Office**

**Career Service**

**Gauß-IT Centre**

**Entrepreneurship Hub**

**Professional and Personnel  
Development International Office**

**Staff Development Actors and Programmes**

**Project Group Teaching  
and Media Education**

**Graduate School GradTUBS**

**Early Career Concept**

**Mentoring Programme for  
Tenure Track Professorships**

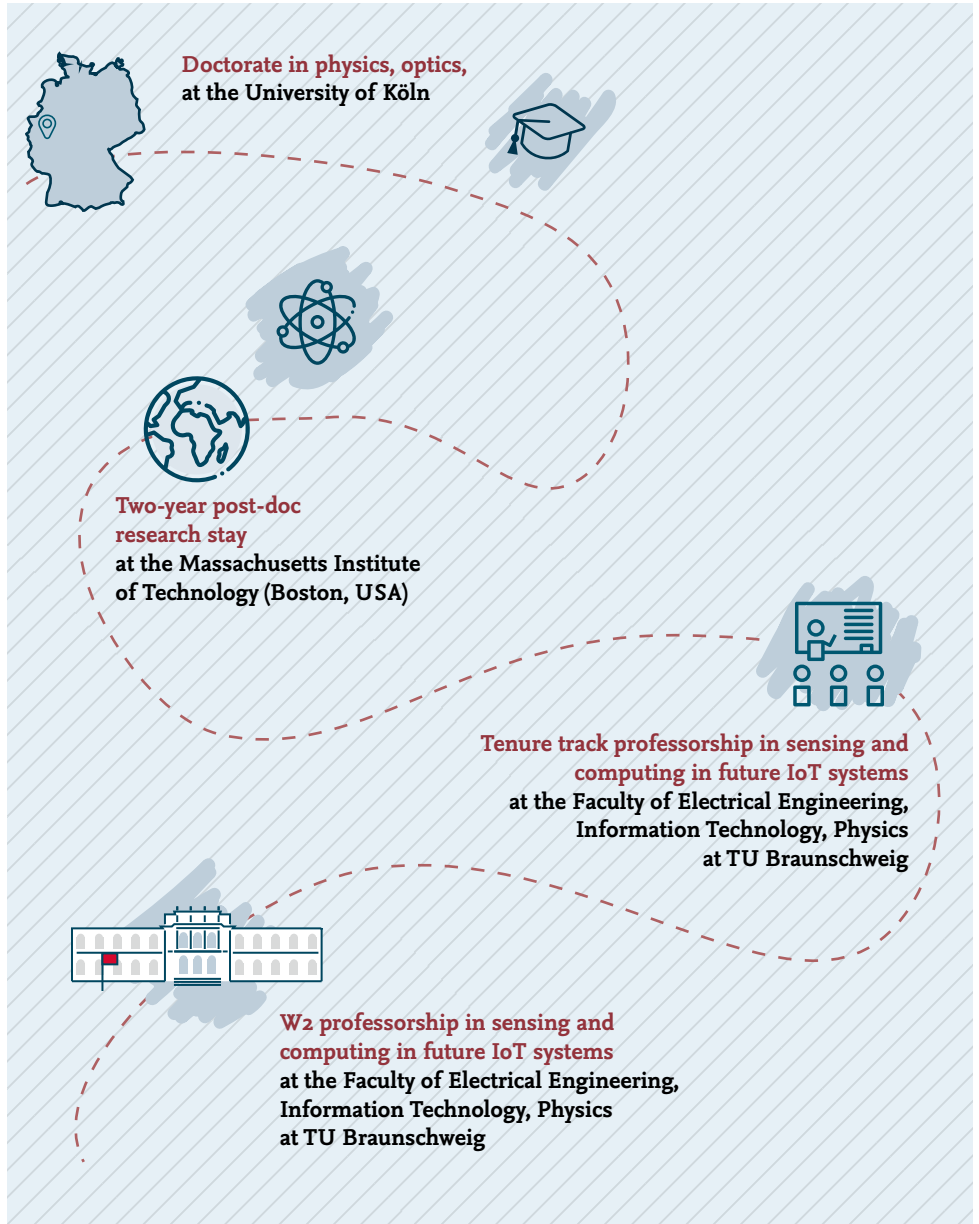
**Equal Opportunity Office**

**University Library**

**Competence Centre for Higher  
Education Didactics for Lower Saxony**



**Philipp T.,**  
professor at  
TU Braunschweig





**Doctorate in battery research**  
at the University  
of Chicago (USA)

**Post-doc research stays**  
at Columbia University (New York City, USA)  
and Stanford University (Stanford, USA)

**Management of an R&D project**  
in a major company in the field  
of battery development

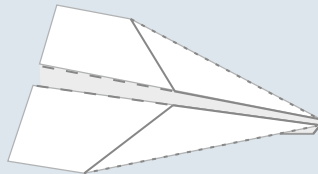
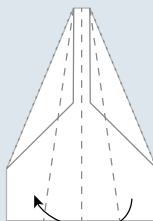
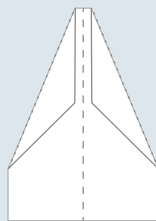
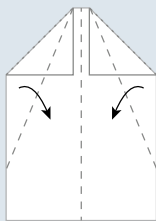
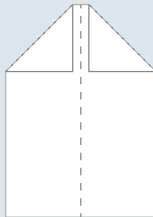
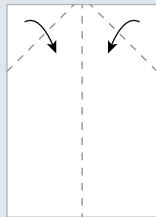
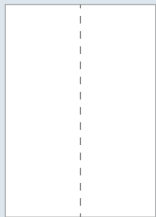
**Head of department**  
in a major company in the field  
of battery development

**Appointed professor**  
at TU Braunschweig and the  
German Aerospace Center (DLR)  
(joint appointment)

**Management position in the field**  
of solar energy research  
at the European Space  
Agency (ESA)



**Hannah S.,**  
professor at  
TU Braunschweig



**Stand: 15.01.2019**

### **Layout und Satz**

Daniel Götjen, Projektgruppe Lehre und Medienbildung

### **Zeichnungen**

Papierflieger: Susann Schwaß, Projektgruppe Lehre und Medienbildung

Porträts: Nicola Feuerhahn, Projektgruppe Lehre und Medienbildung

### **Icons**

Freepik; Flaticon; Daniel Götjen und Susann Schwaß, Projektgruppe Lehre und Medienbildung