



**Karolinska
Institutet**

Qualifications Portfolio for Teachers and Researchers at Karolinska Institutet

Approved by the Board of Research, March 15th 2011

Since 1998, Karolinska Institutet has employed a special portfolio for documentation of merits. The reason for using the qualifications portfolio is to create a basis for the evaluation of quality and productivity in research, teaching, leadership and clinical activity. The basic premise is that all of these activities contribute to KI's development and their merit value should be considered in relation to the established aims of the institute's academic activities.

The qualifications portfolio consists of five parts: Curriculum vitae, scientific portfolio, teaching portfolio, clinical portfolio, and leadership, development and collaboration portfolio. Instructions as to how the merits are to be documented are provided for all of the parts. Moreover, each of the four last-named parts begins with a statement of the purpose of the documentation.

Complete only the parts that are relevant for you and your application.

To download the word template for the qualifications portfolio, please visit:
<http://ki.se/qualificationsportfolio>

KAROLINSKA INSTITUTET

CURRICULUM VITAE (1–2 A4 pages)

- 1 NAME**
Enter full name
- 2 BIRTH DATA**
Enter birthdate
- 3 ADDRESS**
Enter current contact addresses (residence and workplace)
- 4 PHONE AND EMAIL**
- 5 COURSES AND DEGREES**
For each degree obtained, state the year, subject area/degree name and academic institution, in chronological order, as well as courses and study programmes completed, including clinical training and specialist training.
- 6 DOCTORAL DEGREE**
State the year, the discipline or subject area, the thesis title, the name of the academic institution, and the names of the main supervisor and co-supervisor(s).
- 7 POSTDOC APPOINTMENTS**
State the time period, the name of the academic institution or equivalent, the department, and the name of the supervisor.
- 8 DOCENT-LEVEL COMPETENCE**
State the year, subject and name of the academic institution
- 9 CURRENT POSITION**
State your current employment, your title, place of work and period of the appointment. Also state the proportions of research, teaching and clinical activity involved in the position.
- 10 PRIOR POSITIONS**
State prior positions including their associated time periods, in chronological order. Positions without relevance for the position announced or without chronological context may be excluded.
- 11 TIME DEDUCTED FROM ACTIVE RESEARCH TIME**
Precisely specify the time period (date, number of months and whether full- or part-time) and reasons (parental leave, sickness, commission of trust, service in the National Defence, medical internship, specialist training, or other reasons). Under 'Other reasons', the reason for the claimed deduction shall be clearly stated.
- 12 SELECTED ACADEMIC DISTINCTIONS AND OTHER MERITS**

13 LANGUAGE SKILLS

14 REFERENCES

State the names, titles and contact details of three persons who have agreed to serve as references

KAROLINSKA INSTITUTET

SCIENTIFIC PORTFOLIO

PURPOSE

The purpose of the scientific portfolio is to apply a differentiated assessment standard to achievements in research and in research-oriented graduate studies to be used for the valuation of competence and merits and in conjunction with the hiring of researchers and teachers at Karolinska Institutet. To enable the valuation of quality and productivity in applicants to senior academic positions and for the academic teaching title of 'docent', valuation parameters that measure different types of skill/competence are used.

CONTENTS

- 1 Current scientific activity
- 2 Scientific publications
- 3 International scientific congresses
- 4 Research funding received in the past five years
- 5 Scientific collaborations
- 6 Research supervision
- 7 Thesis evaluation
- 8 Assessment of the work of others
- 9 International research visits
- 10 Scientific distinctions
- 11 Other scientific merits
- 12 Research plan

Merits should be listed in chronological order.

1 CURRENT SCIENTIFIC ACTIVITY

State the area of research and the title and position associated with your current research team affiliation or the equivalent, including the website on which it is presented.

2 SCIENTIFIC PUBLICATIONS

Under scientific production, the following is documented:

2.1 Bibliometric parameters

State the number of published original works and all other publications. State the total number of citations as well as the H index (see: <http://isiknowledge.com>).

2.2 List of all original works

‘Original works’ refers to publications containing original data in peer-reviewed journals. The listed works are to be numbered, in chronological order, including PMID (PubMed - indexed for MEDLINE). All authors must be named in the published name order and the applicant’s name in the list of authors must be in boldface. The works included in the applicant’s dissertation are to be marked with (*).

2.3 The ten most-cited publications

List the ten most-cited publications and state the number of citations for each article (see: <http://isiknowledge.com>)

2.4 The ten most important publications

Briefly summarise the findings presented in your ten most important publications. State also the journal’s impact factor (see: www.webofscience.com) and the number of citations (see: <http://isiknowledge.com>) for each of these works.

2.5 List of general articles and book chapters

2.6 List of all other scientific works

E.g.: published letters to scientific journals.

3 INTERNATIONAL SCIENTIFIC CONGRESSES

List merits connected with international scientific congresses, such as:

3.1 Invited speaker or chair

3.2 Oral presentations of own accepted abstracts

4 RESEARCH FUNDING OBTAINED IN THE PAST FIVE YEARS

Document all research funding approved (e.g., in table format), specifying the grant provider, the principal applicant, the project title, the amount, your own share, and the time period.

4.1 External research funding obtained in international or national competition as *principal applicant*

4.2 External research funding obtained in international or national competition as *co-applicant*

4.3 Significant other research funding received (donation, grant in local competition – e.g. ALF project) as *principal applicant*

4.4 Significant other research funding received (donation, grant in local competition – e.g. ALF project) as *co-applicant*

5 SCIENTIFIC COLLABORATIONS

Document *national* and *international* collaborations with researchers outside your own research team that have led to publications or grants.

6 SUPERVISION OF GRADUATE STUDENTS

Document completed and ongoing supervision of graduate and postgraduate students as regards:

6.1 PhD candidates supervised up to the defence of the candidate's doctoral thesis, with the applicant serving as *main supervisor*

State the name, date of thesis defence, academic institution and thesis title, as well as the name(s) and academic institution(s) of any co-supervisor(s)

6.2 PhD candidates supervised up to the defence of the candidate's doctoral thesis, with the applicant serving as *co-supervisor*

State the name, date of thesis defence, academic institution and thesis title, as well as the name and academic institution of the main supervisor

6.3 Students supervised up to their licentiate degree, with the applicant serving as *main supervisor*

State the name, date of thesis defence, academic institution and thesis title, as well as the name(s) and academic institution(s) of any co-supervisor(s)

6.4 Students supervised up to their licentiate degree, with the applicant serving as *co-supervisor*

State the name, date of thesis defence, academic institution and thesis title, as well as the name and academic institution of the main supervisor

6.5 Ongoing supervision of a PhD candidate, with the applicant serving as *main supervisor*

State the name, date of registration, completed mid-point review and estimated date of the thesis defence, as well as the name(s) and academic institution(s) of any co-supervisor(s)

6.6 Ongoing supervision of a PhD candidate, with the applicant serving as *co-supervisor*

State the name, date of registration, completed mid-point review and estimated date of the thesis defence, as well as the name and academic institution of the main supervisor

6.7 Postdoc supervision

'Postdoc' refers to a researcher who has successfully defended a thesis in the past five years, and who is active in a research milieu other than that where the thesis was presented – that is, in a new research team with a new primary focus. State the name, time period and academic institution of the presented thesis.

6.8 Supervision of other researchers who have defended a thesis

State the name, time period and academic institution of the presented thesis.

6.9 Ongoing careers of holders of earlier PhDs and of postdocs

State, for example, *docentur* positions held, current position, commissions of trust and other senior positions.

7 THESIS EVALUATION

Document achievements such as the following:

7.1 Serving as thesis opponent

State the year, name of the PhD candidate, title of the thesis and the academic institution involved.

7.2 Serving as a member of a thesis examination committee

State the year, name of the PhD candidate, and the academic institution involved.

7.3 External thesis reviewer

State the year, name of the PhD candidate, title of the thesis and the academic institution involved.

8 EVALUATION OF OTHERS' WORK

Document achievements such as the following:

8.1 Serving as reviewer of candidates proposed for academic positions

State the time period and name the issuer of the vacancy announcement

8.2 Serving as reviewer for international evaluations

State the time period and name the organisation involved

8.3 Evaluator of research applications in international competition

State the time period and name the grant provider

8.4 Evaluator of research applications in national competition

State the time period and name the grant provider

8.5 Evaluator of major research grant applications in local competition

State the time period and name the grant provider

8.6 Editor of scientific journals

State the time period and name the journal

8.8 Member of an editorial board

State the time period and name the journal

8.8 Referee for scientific journals

State the number of assignments and name the journals

8.8 Reviewer or advisor for other scientific bodies

For example, a scientific advisory board State the time period and name the organisation involved

8.9 Other relevant evaluation assignments

9 INTERNATIONAL VISITING RESEARCH FELLOWSHIPS

State any visiting fellowships, appointments or adjunct professorships of any significant length to foreign academic institutions or the equivalent after obtaining your PhD.

10 SCIENTIFIC DISTINCTIONS

Document prizes and other scientific distinctions received

11 OTHER SCIENTIFIC MERITS

Document any other significant scientific merits of relevance for the evaluation of your scientific expertise

12 RESEARCH PLAN

Describe previous and current research activities as well as future research plans in relation to the position or docentur for which you are currently applying. The description may consist of a maximum of four pages of which approximately two A4 pages should be devoted to your future plans.

KAROLINSKA INSTITUTET

TEACHING PORTFOLIO

PURPOSE

The purpose of the teaching portfolio is to apply a differentiated assessment standard for achievements in education, to be used in the evaluation of your expertise and merits as well as in the hiring of teachers and researchers at Karolinska Institutet. To enable the valuation of quality and productivity in applicants to senior academic positions and for the academic teaching title of 'docent', valuation parameters that measure different types of skill/competence are used.

The purpose of the teaching qualifications portfolio is also to provide a basis for the assessment of the quality and extent of your teaching on the primary, advanced and graduate studies levels, and to provide employees at Karolinska Institutet with a template for documenting teaching merits.

Evaluation of an applicant's teaching expertise shall focus on the quality of the teacher's work. The key aspect is the extent to which the teacher has promoted the conditions conducive to students' learning. Simply stating what the teacher did is not sufficient; the material should also describe the teacher's approach to teaching, why the teacher took that particular approach, and what results were achieved. The teacher's own comments on and reflections over the work performed constitutes an important source of information for the evaluation of such qualitative aspects.

CONTENTS

- 1 Subject area competence and current teaching activity
- 2 Pedagogical work within the study programme
- 3 Teaching in nursing and medicine and for healthcare practitioners
- 4 Development of pedagogical knowledge
- 5 Development work in teaching/medical pedagogy
- 6 Teaching distinctions
- 7 Other teaching merits
- 8 Concrete examples and reflections on your own teaching

Merits should be listed in chronological order

1 SUBJECT AREA COMPETENCE AND CURRENT TEACHING ACTIVITY

State the area of your teaching expertise and the position primarily associated with your current teaching activity, including the website on which it is presented.

2 TEACHING IN THE STUDY PROGRAMME

This section describes the extent and the breadth of your teaching of students on various levels – that is, in undergraduate, graduate, and postgraduate programmes, as well as clinical supervision of interns/residents/the equivalent. Teaching on the various levels could be documented in table format, for example.

2.1 Scope/time of teaching

State your participation in the teaching as a percentage of a full-time position (on a full-year basis) or in number of hours, including time devoted to planning, implementation and work carried out after the conclusion of the course.

State the courses and study programmes in which you have taught and specify the total time spent on actual teaching.

State whether you have had individual supervision of particular project assignments or degree projects of at least 10 weeks' length (15 academic credits). For students for whom you have been the main supervisor, list the names, time periods, course or study programmes, academic credits and universities involved.

2.2 Form of instruction

State the form of instruction involved – for example, lectures, seminars, demonstrations, lab instruction, supervision in practice-based instruction, interprofessional instruction, case-methodology, IT-based instruction and/or supervision of individual project assignments.

2.3 Teaching assignments

State the various roles/assignments you have had in relation to courses and courses programmes, and instruction in the courses and study programmes – for example, course coordinator, course planning and committee work.

2.4 Examination and assessment

State the extent of and your responsibility for various types of examinations, such as written, oral, or practical examination, and preparation of assessment templates. Especially, name courses for which you have served as examiner.

2.5 Production of study materials and instructional materials

State whether you have developed study or instructional materials. Include a description of the pedagogical considerations involved. It is essential to mention any evaluations and describe your experience of such evaluations.

State where and how this material is available to more teachers for them to use in their own instruction. For study materials, the publisher and publication year must be stated.

2.6 Course evaluation, and evaluation of instruction and study programme

Briefly describe your responsibilities and/or participation in evaluation contexts of others' courses or the courses or study programmes of other universities. Give examples of documented evaluation of your teaching – for example, students' evaluations of your teaching.

2.7 Internationalisation

State your participation in instructor exchanges with foreign academic institutions and your involvement in student exchanges.

3 TEACHING IN NURSING AND MEDICINE AND FOR HEALTHCARE PRACTITIONERS

3.1 Teaching in nursing and medicine

Document your experience of teaching in nursing and medicine – for example, patient instruction.

3.2 Teaching for healthcare practitioners

Document your experience of teaching for interprofessional cooperation and education of nursing and medical practitioners.

4 DEVELOPMENT OF TEACHING SKILLS

4.1 Formal studies in university-level teaching

Document completed courses/study programmes in university-level teaching at and outside Karolinska Institutet. State the course provider, and the scope and time of the course.

4.2 Other teaching activities

Document national and international pedagogical activities in which you have participated – for example, teaching conferences, instructor exchanges, workshops or seminars.

5 DEVELOPMENT WORK IN TEACHING/MEDICAL PEDAGOGY

This is where you describe your experience of teaching development work, projects, and presentations in teaching/medical pedagogy.

Merits relating to research in teaching/medical pedagogy, investigation of your own or others' instruction or education-related issues, are presented in the scientific portfolio. A compilation of publications in teaching/medical pedagogy should be provided in the scientific portfolio and should be marked with "Ped" in front of the title.

5.1 Pedagogical development work and projects

Describe the most significant pedagogical development work and pedagogical projects that you have carried out. Name any collaborative partners you may have had.

5.2 Communication and presentations of pedagogical development work

Document communication and presentations of pedagogical development work you have carried out – locally, nationally, and internationally.

6 TEACHING DISTINCTIONS

Document any prizes and other teaching awards you may have received.

7 OTHER TEACHING MERITS

Document any other significant teaching merits of relevance for the evaluation of your teaching expertise.

8 CONCRETE EXAMPLES AND REFLECTIONS ON YOUR OWN TEACHING

Describe your teaching, on one or two A4 pages, using one or several concrete examples – for example, one or more teaching situations, supervision, or assessment. Give arguments in support of your approach, making reference to proven experience and pedagogical research. Explain how you plan to further develop your teaching over the next five years. If applying for the title of ‘docent’ (for the teaching career track) or for a teaching-oriented position, the explanation may take up to a maximum of four A4 pages.

KAROLINSKA INSTITUTET

CLINICAL PORTFOLIO

PURPOSE

A strong healthcare system and clinical expertise are essential prerequisites for high-quality clinical research and healthcare education. Clinical expertise, which includes health-promotion and preventive work, is also a prerequisite for rapid integration of new research findings in clinical practice. The systematic evaluation of clinical in conjunction with the hiring of instructors and researchers with clinical associations or in the public health sciences is therefore of the utmost importance. Clinical expertise includes all clinical activity, including public health operations. The following are areas that may be documented and/or described by applicants to clinical positions and to positions in applied public health work.

CONTENTS

- 1 Clinical specialist expertise and current activity
- 1 Clinical expertise and formal training (including public health work)
- 3 Clinical development work (including public health)
- 4 Clinical distinctions
- 5 Other clinical merits
- 6 Development plans in healthcare and public health

Merits should be listed in chronological order.

1 CLINICAL SPECIALIST EXPERTISE AND CURRENT ACTIVITY

State the area of your teaching expertise and the position primarily associated with your current teaching activity, including the website on which it is presented.

2 CLINICAL EXPERTISE AND FORMAL TRAINING (INCLUDING PUBLIC HEALTH WORK)

This is where you should document clinical merits pertaining to:

2.1 Completed clinical training

Document completed clinical basic training for a healthcare occupation as well as any internship/residency/specialist training/the equivalent you may have completed. State the occupation concerned, the year, the subject area and the educational institution/equivalent.

2.2 Specialist expertise

State the specialist certificate, the year and the number of working years (actual time) as a specialist

2.3 Clinical positions

Document position(s), clinic(s) and time period(s)

2.4 Clinical supervisory positions

Document position(s), clinic(s) and time period(s)

2.5 On-call activity

State whether on-call service was included in the position, and the number of years during which service as senior physician on-call was involved.

2.6 Clinical profile area

State any area of competence/profile area/specialist expertise that has resulted in national or international patient referrals.

2.7 Assignments

Document any assignments in healthcare organisations or other government agencies or organisations that were based on your own clinical competence.

3 CLINICAL DEVELOPMENT WORK (INCLUDING PUBLIC HEALTH)

This is where you can document any work you carried out that improved the healthcare sector or medical care provision, demonstrated prophylactic benefit, had a quality enhancing character, or improved cost-effectiveness.

3.1 Efforts resulting in significantly improved clinical care provision

Describe any work you may have done in the following fields: prophylaxis, diagnostics, improved care of a specific illness or injury, introduction of quality reporting or a quality register, databank, creation of a genetically/molecularly or phenotypically well characterised patient cohort.

3.2 Area of expert knowledge

Describe documented expert-level knowledge you may have in any clinical area.

3.3. Responsibility for a diagnostic group

State any positions of responsibility for a diagnostic group, including national and international assignments as supervisor for an area of clinical expertise (creator of a national clinical database, bio bank, handling of international patients, design of national treatment recommendations, care guide, drug committees, recommendations, etc.)

3.4 New treatment forms and diagnostics

Describe any work you may have done toward the development/establishment/evaluation of new treatment forms, diagnostic procedures, etc., at the clinic.

3.5 Clinical trials

Document any work you may have carried out toward the implementation of clinical trials of pharmaceuticals and other treatments, including Phase 1 to Phase 4 studies, including information on timeframes, patient volumes, results, and significance. Describe your own role – for example, trial supervisor, participant in patient recruitment, ethical review applications, etc. State whether the trial referred to contract research – that is, involving industry incentives – or involved your own investigator-driven study.

3.6 Care programme and clinical guidelines

Document any engagement you may have had in the development of care programmes or guidelines, on the regional, national or international level.

3.7 Clinical supervision

Document formal clinical supervision of persons undergoing specialist and/or further training. State their names, the extent of the supervision and the times involved.

Also state the time and place or medical institution at which you received your supervisor training.

3.8 Pharmaceuticals

State your participation in the development of drug recommendations, drug committees, the Swedish Council on Health Technology Assessment (“SBU”), or any of the expert teams appointed by the Swedish Board of Health and Welfare.

3.9 Clinical use of results achieved in a specific medical field

3.10 Clinical fellowship

State any clinical fellowships or auditing of courses at another educational institution/hospital/the equivalent. Briefly describe the purpose and state the time period involved.

3.11 Preventive work

State your participation in the development and application of methods for measuring the health situation and identifying risk groups in the population and in working life, and for improving and evaluating intervention methods, through systematic observations and measurements.

Describe any work carried out by you that resulted in the implementation of preventive measures in routine healthcare.

4 CLINICAL DISTINCTIONS

Document any prizes and other clinical awards you may have received.

5 OTHER CLINICAL MERITS

Document any other significant clinical merits of relevance for the evaluation of your clinical expertise.

6 DEVELOPMENT PLANS IN HEALTHCARE AND PUBLIC HEALTH

Describe, on not more than one A4 page, your past and future development plans within healthcare or public health. If applying for the title of 'docent' (for the clinical development career track) or for a position that involves clinical service, the explanation may take up a maximum of three A4 pages.

KAROLINSKA INSTITUTET LEADERSHIP, DEVELOPMENT AND COLLABORATION PORTFOLIO

PURPOSE

In the university of today, successful research and teaching cannot be carried out without a well developed sense of leadership and a strong ability to cooperate both within and outside the university. This leads, in the institutional environment, to a requirement of multifaceted competence and productive interplay between research, development, teaching and management, and in the case of the clinical institutions, also healthcare. This portfolio is intended to present the applicant's significant merits in these areas, which are important in the hiring of teachers and researchers at Karolinska Institutet.

CONTENTS

- 1 Current activities involving managerial responsibility
- 2 Training in leadership, development and collaboration
- 3 Managerial positions
- 4 Committee work, etc.
- 5 Development work at educational institutions or hospitals
- 6 Ethics, equal treatment, and environmental consideration
- 7 Management and collaboration
- 8 Congress organisation
- 9 Collaboration with the surrounding community
- 10 Innovation experience
- 11 Entrepreneurship
- 12 Mentorship
- 13 Distinctions in leadership, development and collaboration
- 14 Other merits in leadership, development and collaboration
- 15 References

Merits should be listed in chronological order.

1 CURRENT ACTIVITIES INVOLVING MANAGERIAL RESPONSIBILITY

State any title and position associated with your primary current activity involving managerial responsibility, including a Web URL at which this is presented.

2 TRAINING IN LEADERSHIP, DEVELOPMENT AND COLLABORATION

2.1 Formal education and degrees

Document degrees you have obtained and other courses of study you have completed in, for example, business, law, human resources, administration, management and environmental management. State the year, subject area/degree name and academic institution.

2.2 Completed courses/study programmes

Document courses you have completed in business, law, human resources, administration and management, ethics, equal treatment, work environment and environmental issues, and in entrepreneurship and related subject areas.

3 MANAGERIAL POSITIONS

This is where you describe any positions and commissions of trust in positions of responsibility and management that you may have held within and outside the academic world, as regards:

3.1 Chairmanship

Document any chairmanships you have held on academic committees/boards/councils/the equivalent, investigations, national and international projects, government agencies, and national or international organisations, etc.

3.2 Positions as member or delegate

Document any assignments as member/delegate on academic committees/boards/councils/the equivalent, investigations, national and international projects, government agencies, and national or international organisations, etc.

3.3 Responsibility for a section, course coordinator, director of studies, responsibility for a study programme

3.4 Research team leadership

4 COMMITTEE WORK, ETC.

Document any commissions of trust you have held and committee work and similar activity on the local, national or international level, as regards:

4.1 Commissions of trust in academic organisations

4.2 Student union activity

4.3 Trade union activity

4.4 Other committee work

5 DEVELOPMENT WORK AT EDUCATIONAL INSTITUTIONS OR HOSPITALS

This is where you document your participation in development work in universities or hospitals.

6 ETHICS, EQUAL TREATMENT, AND ENVIRONMENTAL CONSIDERATION

Document any active work you have done involving ethics, equal treatment, work environment and environmental issues.

7 MANAGEMENT AND COLLABORATION

Document merits from organising and leading various operations and organisations. Name the assignment(s) and specify its/their scope.

7.1 Supervisory responsibility

7.2 Responsibility of management/area of responsibility

7.3 Administrative assignments within the institution/healthcare sector

7.4 Completed quality assurance work

7.5 Establishment and cooperation

Describe your efforts as regards the establishment of team operations/cross-disciplinary clinical and public health related collaborative projects, as well as the establishment of centres.

7.6 Management and cooperation

Describe merits from leading and cooperating with colleagues and other personnel groups within the institution/healthcare sector.

8 CONGRESS ORGANISATION

State the type of congress, the name and year, and your own function.

9 COLLABORATION WITH THE SURROUNDING COMMUNITY

This is where you describe any collaboration you have had with the surrounding community, based on your scientific work, clinical activity, and teaching.

9.1 School

Document any collaborative projects involving primary school, secondary school, or postsecondary education.

9.2 Government agencies

Document any collaboration you have had with government agencies, as well as any commissions of trust you may have held.

9.3 Media

Document any media presentations or communications you have engaged in, as well as any experience you may have had of journalism, editorial work, etc.

9.4 The larger community

Document your participation in exhibitions and popular science events aimed at the public.

Also, document any participation you may have had in collaborative projects with non-profit organisations, for example, patient organisations.

9.5 Communications

Document any work you have done involving the drafting of communications to patient groups, organisations, etc.

9.6 Private sector

Document any industry grants you may have received or industrial collaborations with established companies (scientific, assignments, consulting, other).

10 INNOVATION EXPERIENCE

This is where you describe your experience of innovation operations, as regards:

10.1 Patents

Document patent applications and patents obtained. State the name of the invention, the applicant and the inventor (co-applicant(s)/co-inventor(s)), the current holder and any licences.

10.2 Other intellectual property rights

Document any design rights and protected trademarks (copyrighted works) you may hold.

10.3 Product development

Document any inventions or products, for example, instruments, diagnostic devices, analysis methods, etc., or services of your own that have been commercialised and brought to market. Where applicable, describe the market.

10.4 Innovation work in the private sector

Document any experience of research and development carried out in the private sector. Name the company or organisation, the position, the duties of the position, and the time period involved.

10.5 Other innovation experience

11 ENTREPRENEURSHIP

This is where you can describe any entrepreneurial undertakings you may have been involved with, in the form of:

11.1 Enterprise start-up

Document your participation in the starting up of any enterprises. Name your co-entrepreneurs, state the type of enterprise involved, and briefly describe the enterprise, your current relationship with it, its net sales and its current number of employees. Give details concerning your own contribution.

11.2 Board assignments

State your position on the board and the time period involved, and briefly describe the enterprise.

11.3 Other entrepreneurial competence

Document your participation in the starting up and/or creation of a new operation, organisation, unit, centre establishment, etc. Give details concerning your own participation, focus and goals, and the size of the organisation.

12 MENTORSHIP

This is where you can document any formalised mentorship experience. For each person mentored, state the scope, time period and position involved in the mentorship.

13 DISTINCTIONS IN LEADERSHIP, DEVELOPMENT AND COLLABORATION

Document any prizes received and any other distinctions in management, development and collaboration.

14 OTHER MERITS IN LEADERSHIP, DEVELOPMENT AND COLLABORATION

Document any other significant merits of relevance for the evaluation of your abilities in management, development and collaboration.

15 REFERENCES

Provide references to individuals who you believe can assess your leadership qualities. Give their names, titles and contact details.