

GHENT UNIVERSITY'S POLICY ON RESEARCH AND RESEARCHERS' CAREER ASSESSMENT

Nele Bracke, 27 November 2020

CONTENT

- Starting point
- New routes
- Where does this lead us? (one example)
- Keep on moving
- End goal



STARTING POINT

STARTING POINT (1)

why

promotion

rankings

recruitment

funding

what

citations

patents

publications

journal impact

projects

how

bibliometrics

quantitative

STARTING POINT (2)

why

what

Evaluation gap

Interdisciplinary and
intersectoral research

Open Science

Research integrity

Societal impact

Well-being

Etc.

Inspiration

DORA

Leiden Manifesto

Etc.

NEW ROUTES

NEW ROUTES (1)

Principles for the evaluation of research (2016)

1. Methods in line with objective of evaluation
2. Taking into account intended impact of research (academic, economic, societal, or combination)
3. Sensitive about diversity between disciplines
4. Simplicity of procedure weighed up against complexity of research
5. Evaluation criteria known to all
6. Expertise in evaluation committee to adequately assess research quality
7. Smart choice of evaluation indicators & holistic approach to peer review
8. From principles to practice

NEW ROUTES (2)

Guidelines for responsible use of indicators (since 2017)

1. Indicator should be sufficiently reliable & in line with objective of evaluation
 2. Use combination of indicators
 3. Undesirable effects of indicators have greater implications at individual than at higher aggregation levels
 4. Indicators without peer review are only relevant at broad aggregation level
 5. Use of indicators at group and individual level should be starting point for self-reflection or basis for peer-review assessment by experts
 6. Minimize risk that indicator becomes more important than goal (high-quality research)
- + list with information about frequently used indicators

NEW ROUTES (3)

- ✓ Evaluate what is important for Ghent University, in its local, national and international context
- ✓ Make use of indicators, methods, approaches that make sense (fit for purpose) and make sure that they are feasible (evaluators, administrative system)

<https://www.ugent.be/en/research/research-strategy/research-evaluation.htm>

WHERE DOES THIS
LEAD US? (ONE
EXAMPLE)

EVALUATION AND PROMOTION MODEL FOR PROFESSORS (2018) (1)

Previously (2012-2017)

1. Output-driven evaluation process with quantitative indicators and a priori and individualized targets (strong focus on research)
2. High administrative burden (annual job descriptions, activity reports, ...) and high evaluation frequency (every 2 to 4 years)

Results: academic competition, work pressure, employee dissatisfaction, criticisms against system

EVALUATION AND PROMOTION MODEL FOR PROFESSORS (2018) (2)

New model (2018)

1. Focus on trust and academic freedom
2. Talents and ambitions as natural driver for career progression
3. Merit- and evidence-based qualitative approach
4. Focus on achievements, not on exhaustive lists of output
5. Allows to evaluate different kinds of careers and activities in one system
6. Research, teaching, leadership and people management, institutional and societal engagement
7. Collaboration & performance as part of team

EVALUATION AND PROMOTION MODEL FOR PROFESSORS (2018) (3)

New model (2018)

8. Personal growth and career guidance
9. Self-reflection & dialogue with HR committee
10. Administrative simplification and lower evaluation rhythm

Aim: stimulate more differentiated and complementary careers; allow more time for research, teaching and other academic activities; lower the competition (those who perform well will be promoted)

www.ugent.be/professorialcareer

KEEP ON MOVING

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Next steps (decision Board of Governors, 2020)

1. Sign (join) DORA
2. Implement DORA
3. Further implement 2016 principles, in line with current developments
4. Internal capacity & expertise
5. Internal communication & ambassadors
6. External debate

END GOAL

END GOAL

1. Stimulate & foster quality of research
 2. Stimulate good research practices
 3. Value diversity in research activities, outputs, etc.
 4. Value what is important, e.g., collaboration, interdisciplinarity, Open Science
 5. Accommodate diverse profiles of academics
 6. Attract & retain top-talents
 7. Create healthy and attractive working conditions
 8. Oriented towards the future
9. More holistic approach towards evaluation (e.g., evaluation of teaching)
Evaluation of research | Evaluation of researchers | Evaluation of academics

Nele Bracke

Sr. Research Policy Advisor

RESEARCH DEPARTMENT

E Nele.Bracke@UGent.be

www.ugent.be

In collaboration with Jasmien Van Daele,
Sr. HR Policy Advisor

-  Universiteit Gent
-  @ugent | @ResearchUGent
-  @ugent
-  Ghent University