

CoARA Action Plan 2024

Hanken School of Economics, Finland



Assessment principles at the Hanken School of Economics

The Hanken School of Economics signed the Agreement on Reforming Research Assessment and joined the Coalition for Advancing Research Assessment (CoARA) on 23.12.2022. Apart from the CoARA agreement, Hanken's responsible assessment of research is based on further agreements and declarations such as:

- The Declaration of Research Assessment (DORA)
- EOSC Declaration
- The Declaration for Open Science and Research 2020-2025
- Policy for Open Scholarship
- Policy for Open access to research data and methods
- Policy for Open Access to scholarly publications
- Policy for Open Education
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Furthermore, Hanken adheres to the following:

- Plans S
- UNESCO Recommendation on Open Science
- The Eight Ambitions of Open Science (European Commission)
- EHEA Rome Ministerial Communiqué's Statement on Academic Freedom
- FAIR data
- The Research Data Alliance (RDA)
- Recommendation for the responsible evaluation of a researcher in Finland
- Researcher's Curriculum Vitae Template (Recommendation of the Finnish National Board on Research Integrity TENK)
- HRS4R - HR Strategy for Researchers

The road to assessment reform

Based on the above, Hanken has established a DORA and a tenure track task force that both came with recommendations for new personnel instructions and guidelines for the recruitment and promotion of faculty in the research track in the spring of 2023. Hanken's latest personnel instructions have come into force in the fall of 2023, including the establishment of new guidelines and processes for faculty recruitment and promotion in the research track.¹

The new guidelines are more holistic and place more emphasis on a variety of activities of faculty members across research, teaching, service, and societal impact. For the research track, research is the most important of the four different qualification areas followed by teaching, and then service and societal impact. Research evaluations are primarily to be based on the quality and content of intellectual contributions, their originality and impact; assessed through peer review. The review can be complemented with a responsible use of quantitative indicators. Recruitment and promotion processes include the Department Committee (DC), Faculty Recruitment and Promotion Committee (FRP), and are supported by HR throughout.

Further stipulations for faculty management stem from Hanken's strategy (last version adopted in Dec 2023), the university's national and international accreditations, and national and international laws and regulations.

The 2023 strategy including its elements regarding research and faculty management, and the 2023 revisions of the personnel instructions and tenure track guidelines and regulations in the research track are currently under implementation. Faculty that is already employed in the research track within the previous personnel instructions may apply to be transferred to follow this personnel instruction and be evaluated for a promotion within the new system. Hence the implementation of new criteria has started with regards to recruitment in 2023 but is rolled out gradually with regards to promotion.

At the time of writing this action plan, Hanken is revisiting its teaching track, which is expected to result in new personnel instructions and their implementation from fall 2024.

¹ The Board of Hanken School of Economics approved the personnel instructions on 6 September 2023, and they come into force on 1 October 2023. The new tenure track guidelines for the 2023 tenure track system were confirmed by the Rector on 5 December 2023, while the guidelines for the previous 2017 tenure track system (Personnel Instruction approved by the Board on 24 May 2017) was confirmed by the Rector 19/01/2023.

| | CoARA reflection points | Action | Timing | Responsible unit | Target and indicators | Comments/ altered actions | Current status |
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| 1 | Reflect on your strategy and change approach | <ol style="list-style-type: none"> 1. Rollout of strategy implementation 2. Rollout of promotion guidelines in the research track 3. Specifications of guidelines and processes as well as new personnel instructions for the teaching track 4. Continuous improvement based on any national or international updates of the set of recommendations we adhere to | <ol style="list-style-type: none"> 1. 2024-2025 2. From 2024 spring until the promotion of the last faculty member hired according to the old criteria who wishes to use them 3. Specifications during spring 2023, new personnel instructions and implementation from fall 2024 4. Continuous. E.g., next accreditation cycle expected in 2025-2026 | Management team (MT), HR, department committees and the Faculty Recruitment and Promotion Committee (FRP Committee); rector | New personnel instructions in place in the fall of 2024 | | <ol style="list-style-type: none"> 1. In implementation phase 2. Processes in place, first recruitments according to new personnel instructions in the research track ongoing, first promotions yet to come 3. Teaching track task force concluded recommendations in Jan 2024, community involvement ongoing |
| 2 | Involve your institutional community in the change process | <ol style="list-style-type: none"> 5. Trainings for the implementation of new recruitment and promotion processes and guidelines in the research track 6. Community involvement for the formulation of guidelines and processes in the teaching track | <ol style="list-style-type: none"> 5a. Training rollout spring 2024: faculty recruitment and promotion committee (FRP), HoS, HoD 5b. Training offered to any new department committee members, and any new HoS/HoD upon appointment 6. Spring 2024 | HR, Rector | <p>Trainings completed to FRP, heads of subjects (HoS) and heads of department (HoD)</p> <p>Revisions to suggestions to teaching track guidelines and processes</p> <p>New personnel instructions in place fall 2024</p> | | <p>Training to be developed and rolled out</p> <p>Current training to doctoral researchers included in specific doctoral courses</p> |

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| 3 | Identify key challenges to address | <p>7. Instructions to external evaluators in promotion processes in the research track need to be revised</p> <p>8. Possible need to change Hanken's definitions and measurements of scholarly activity for AACSB accreditation</p> <p>9. Need for ongoing engagement with accreditation and funding bodies nationally and internationally to align their evaluations as well with CoARA and to ensure training for their evaluators is offered nationally and internationally</p> | <p>7. Prior to sending out any promotion case for evaluation according to new guidelines</p> <p>8. Academic year 2025-2026</p> <p>9. Continuous engagement</p> | HR, quality unit, research services | All material for the implementation of new recruitment and promotion processes needs to be in place before any such recruitment or evaluations take place during 2024 | | Revisions to all documents ongoing with the rollout of promotions in the research track |
| 4 | Recognise the diversity of contributions to, and careers in, research in accordance with the needs and nature of the research | <p>10. Specifications of guidelines and processes as well as new personnel instructions for the teaching track</p> <p>11. Promotion of transparency and openness in temporary appointments (e.g., of post docs employed in research projects)</p> | <p>10. Spring 2024</p> <p>11. Academic year 2024-2025</p> | Management team (MT), HR, rector | <p>New personnel instructions in place in the fall of 2024</p> <p>Guidelines developed for temporary appointments</p> | | <p>Personal statements in the research track reflect on the diversity of contributions</p> <p>The revisions of the teaching track are ongoing</p> <p>Gender and nationality balance are kept in mind when appointing department committees and evaluators</p> |
| 5 | Base research assessment primarily on qualitative evaluation for which peer review is central, supported by responsible use of quantitative indicators | 12. Revision of guidance given to evaluation panels in the research assessment of the school | <p>12a. Individual level: rolled out with upcoming recruitments and promotions</p> <p>12b. Collective level: revisions to be done with accreditation and assessment cycles</p> | DC, FRP, HR, quality unit, research services | | | The research assessment of individuals in recruitment and promotion has been revised |

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| 6 | Abandon inappropriate uses in research assessment of journal- and publication-based metrics, in particular inappropriate uses of Journal Impact Factor (JIF) and h-index | 13. Revisions of letters to external evaluators as in points 5 and 7 | | | | | <p>Within a holistic evaluation that focuses on four categories (research, teaching, service, impact), publication metrics are used as a part of background data in recruitment and promotion</p> <p>Publication metrics are used for Hanken-level KPI and for various rewards (e.g., research budgets)</p> |
| 7 | Avoid the use of rankings of research organisations in research assessment | N/A | | | | | To date, neither Hanken's periodical research evaluations nor any of the accreditations stipulate any ranking of organisational units |
| 8 | Commit resources to reforming research assessment as is needed to achieve the organisational changes committed to | 14. Appointment of task forces as needed | | Rector, HR, quality unit, research services, FRP committee | | | To date, HR supports all recruitment and promotion processes, the quality unit all accreditations, and research services other research assessments and evaluations |
| 9 | Review and develop research assessment criteria, tools, and processes | 15. Continuous improvement as in point 4 | | | | | TENK CVs are in use |

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| 10 | Raise awareness of research assessment reform and provide transparent communication, guidance, and training on assessment criteria and processes as well as their use | <p>16. Updated materials available to external applicants (recruitment processes), internal tenure track candidates (tenure track evaluations)</p> <p>17. Supporting materials available to members of the department committees and the FRP Committee (Trainings as in point 5)</p> <p>18. Updated process descriptions in IMS</p> | <p>16a-18a. Materials and process descriptions for the research track spring 2024</p> <p>16b.-18b. Materials and process descriptions for the teaching track fall 2024</p> | HR | Sufficient information and materials available to applicants and tenure track candidates according to OTM-R Principles (HRS4R) | | Research track materials under development; teaching track materials pending upon new personnel instructions |
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| 11 | Exchange practices and experiences to enable mutual learning within and beyond the Coalition | <p>19. Exchange of good practices nationally with The Finnish National Board on Research Integrity TENK, Finnish Association of Research Managers and Administrators Finn-ARMA Research Ethics Group, Doctoral Education Network, CoARA network in Finland (steered by the Federation of Finnish Learned Societies), FUN (Finnish Universities Network) Library director's group, Haris, Findocnet (Finnish Doctoral Training Network), Secretariat for the National Open Science and Research Coordination/Avoin Tiede</p> <p>20. Exchange of good practices internationally with the university alliance Engage.eu (task 5.4), ALLEA, EBSLG-European Business School Librarians' Group, European Open Science Cloud (EOSC)</p> | Continuous | Research services, Engage.eu steering group | EU-level university cooperation, Engage.eu WP 5.4, enhances research support by developing best practices in legal compliance, data management, and Open Science | | <p>National co-operation: ongoing.</p> <p>International co-operation: ALLEA-TENK ongoing, Engage.eu in line with task 5.4 of the alliance</p> |
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| 12 | Communicate progress made on adherence to the principles and implementation of the Commitments | <p>21. Availability of materials developed in point 16 to faculty, post docs and doctoral researchers to enhance the awareness of requirements for recruitment and promotion</p> <p>22. Enhanced support and guidance to doctoral researchers and postdocs</p> <p>23. Clear recruitment principles: timely and appropriate communication with candidates, guidelines for site visits, and interviews with candidates</p> | <p>21. Research track: spring 2024, teaching track: fall 2024</p> <p>22. 2024-2025</p> <p>23. Continuous</p> | Rector, HR, heads of DCs, HoDs, HoS, research services | <p>Materials available on the web and included in manager/supervisor training</p> <p>Materials included in introduction to new faculty, post docs and doctoral researchers</p> <p>Sufficient materials and communication to applicants throughout the recruitment processes</p> | | In the planning phase |
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Implementation and follow-up

The practices, criteria, tools, and actions described above will be reviewed and revised along any updates of Hanken’s strategy and action plans, and with the implementation of new personnel instructions. To make sure the identified actions are implemented sufficiently and effectively, involvement is required from decision-making bodies and work groups which, in turn, engages many staff members in the processes. By monitoring indicators regularly, the progress can be tracked, and possible need for reassessment of actions can be done in a timely manner.