

# Research Assessment & Open Science

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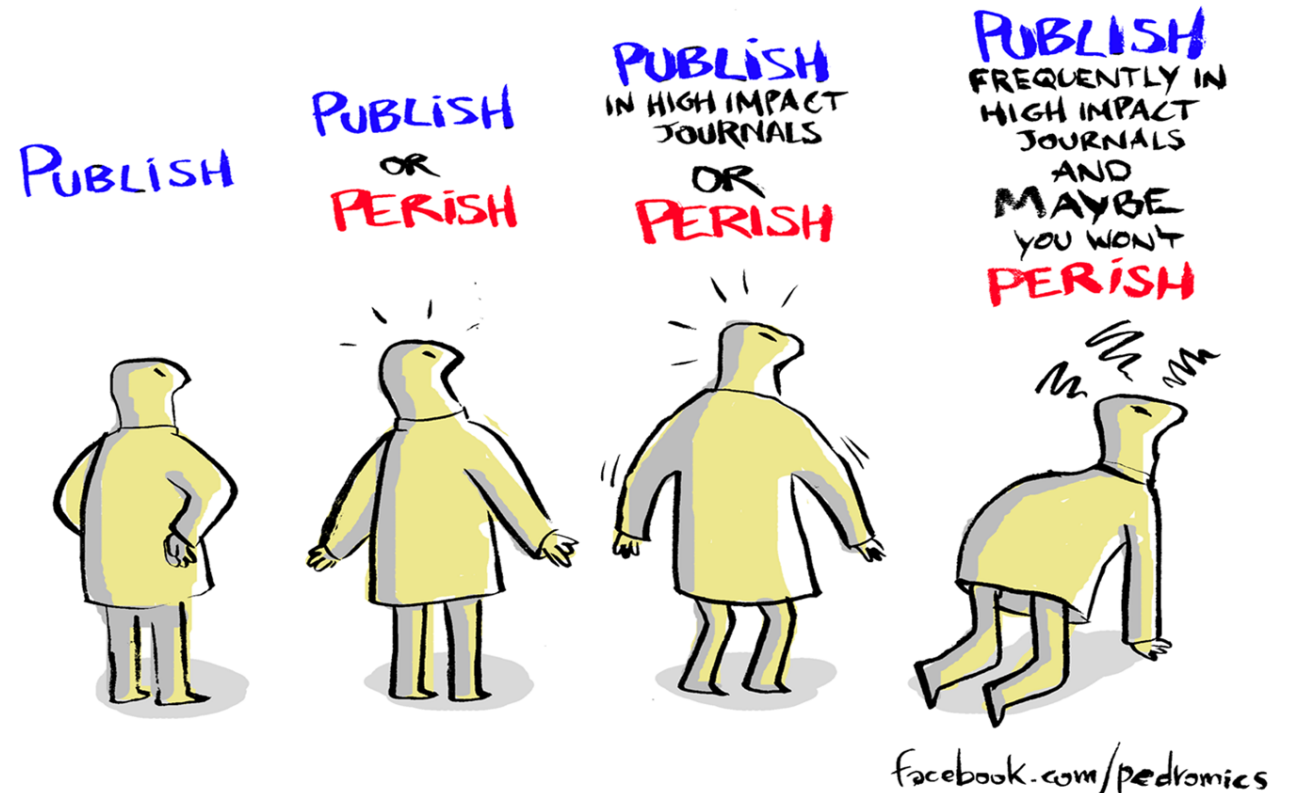
# Assessing individuals

**publication counts** – how many articles an author published in his lifetime or specific period of time

**citation counts** – number of citations per article, per number of articles within a time period

**Quantity over quality?**

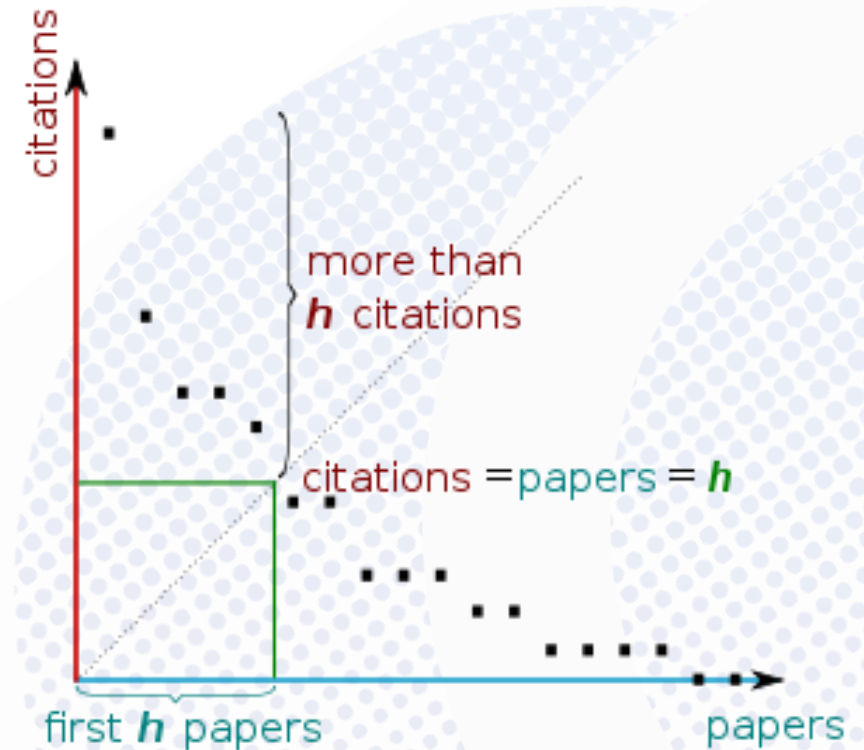
## THE EVOLUTION OF ACADEMIA



# Assessing individuals: H-index

**H-index:** A scientist has index  $h$  if  $h$  of his or her  $N_p$  papers have at least  $h$  citations each and the other  $(N_p - h)$  papers have  $\leq h$  citations each.”  
(Hirsch, 2005)

- h-index will vary based on the dataset (WoS/ Scopus/ Google scholar)
- there is no weighing an individual author's contribution to the articles
- citation counts do not equal quality of research





## Halt the *h*-index

The need for alternative approaches for evaluating researchers

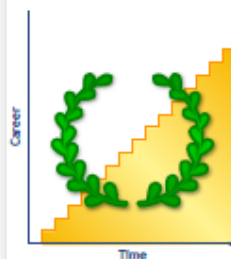


### Problems of the *h*-index\*

\*Other bibliometric indicators may have similar problems



#### Unfair comparisons



Favors researchers with longer careers



Favors researchers in publication- and citation-dense fields



#### Rewards bad publishing and referencing behavior

**me**



Your name on many papers

**"self"**



Excessive self-citation

**"me"**



Ask colleagues to cite your papers



#### Renders important contributions invisible



Leadership and vision



Teaching skills



Collaborations and teamwork



Research quality

<https://doi.org/10.5281/zenodo.4635648>

# Journal Impact factor

The **Journal** Impact Factor is calculated by dividing citations to recent items by the number of recent items.

JIF was created by Eugene Garfield as a tool for management of library journal collections

Journal IFs were not intended to be used as a measure or proxy of performance for individual papers or authors

## Calculation

Journal Impact Factor™ is calculated using the following metrics:

$$\frac{\text{Citations in 2021 to items published in 2019 (111) + 2020 (147)}}{\text{Number of citable items in 2019 (72) + 2020 (87)}} = \frac{258}{159} = 1.623$$

Example from Journal Citation Reports

# Limitations

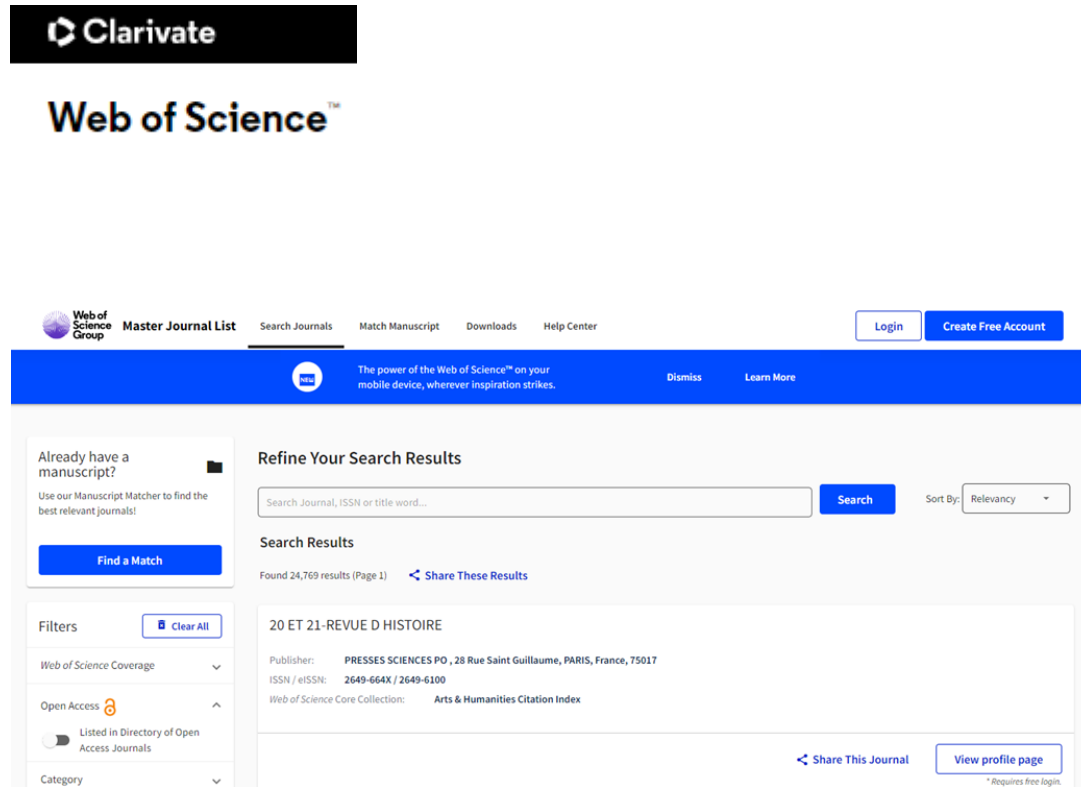
## Your (real) Impact Factor

$$\text{Impact Factor (corrected)} = \frac{\begin{array}{l} \# \text{ times your} \\ \text{work is cited} \end{array} - \begin{array}{l} \# \text{ citations that} \\ \text{actually trash} \\ \text{your work} \end{array} - \begin{array}{l} \# \text{ times} \\ \text{you cited} \\ \text{yourself} \\ \text{(nice try)} \end{array} - \begin{array}{l} \# \text{ times you were} \\ \text{cited just to pad} \\ \text{the introduction} \\ \text{section} \end{array} - \begin{array}{l} \# \text{ citations the editor} \\ \text{pressured the} \\ \text{author to include to} \\ \text{increase the jour-} \\ \text{nal's impact factor} \end{array}}{\begin{array}{l} \# \text{ original} \\ \text{articles you've} \\ \text{written} \end{array} + \begin{array}{l} \# \text{ articles you were} \\ \text{included in out of} \\ \text{pity or politics} \end{array} + \begin{array}{l} \# \text{ not-so-original} \\ \text{articles you've} \\ \text{~~written~~} \\ \text{copied and pasted} \end{array}}$$

- Manipulation
- Self-citation
- If-citation
- Authorship
- Splitting outputs into many articles
- Editorial policies favoring certain types of articles, cartelization, ...

JORGE CHAM © 2008  
WWW.PHDCOMICS.COM

# Publishing in indexed journals



**Clarivate**  
**Web of Science™**

Web of Science Group Master Journal List Search Journals Match Manuscript Downloads Help Center Login Create Free Account

The power of the Web of Science™ on your mobile device, wherever inspiration strikes. Dismiss Learn More

Already have a manuscript?  
Use our Manuscript Matcher to find the best relevant journals!  
[Find a Match](#)

**Refine Your Search Results**

Search Journal, ISSN or title word... [Search](#) Sort By: Relevancy

**Search Results**  
Found 24,769 results (Page 1) [Share These Results](#)

**20 ET 21-REVUE D HISTOIRE**

Publisher: PRESSES SCIENCES PO, 28 Rue Saint Guillaume, PARIS, France, 75017  
ISSN / eISSN: 2649-664X / 2649-6100  
Web of Science Core Collection: Arts & Humanities Citation Index

[Share This Journal](#) [View profile page](#)  
\*Requires free login.

Filters: [Clear All](#)

- Web of Science Coverage
- Open Access
- Listed in Directory of Open Access Journals
- Category



## Sources

Subject area

Filter refine list  
[Apply](#) [Clear filters](#)

43,685 results [Download Scopus Source List](#) [Learn more about Scopus Source List](#)

Display options [^](#)

- Display only Open Access journals
- Counts for 4-year timeframe
  - No minimum selected
  - Minimum citations
  - Minimum documents
- CiteScore highest quartile
  - Show only titles in top 10 percent
  - 1st quartile
  - 2nd quartile
  - 3rd quartile
  - 4th quartile
- Source type [^](#)
  - Journals
  - Book Series
  - Conference Proceedings

View metrics for year: 2021

Source title	CiteScore	Highest percentile	Citations 2018-21	Documents 2018-21	% Cited
1 Ca-A Cancer Journal for Clinicians <a href="#">Full Text Finder</a> <a href="#">Biblioteca</a>	716.2	99% 1/360 Oncology	76 632	107	91
2 Nature Reviews Molecular Cell Biology <a href="#">Full Text Finder</a> <a href="#">Biblioteca</a>	140.9	99% 1/386 Molecular Biology	28 743	204	90
3 The Lancet <a href="#">Full Text Finder</a> <a href="#">Biblioteca</a>	115.3	99% 1/826 General Medicine	198 711	1723	76
4 New England Journal of Medicine <a href="#">Full Text Finder</a> <a href="#">Biblioteca</a>	110.5	99% 2/826 General Medicine	261 485	2367	85
5 Reviews of Modern Physics <a href="#">Full Text Finder</a> <a href="#">Biblioteca</a>	102.0	99% 1/240 General Physics and Astronomy	14 489	142	97
6 Chemical Reviews <a href="#">Full Text Finder</a> <a href="#">Biblioteca</a>	98.8	99% 1/409 General Chemistry	92 317	934	97

# Quartiles



## Journal Citation Reports™

Journal Citation Reports™ Journals Categories Publishers Countries/Regions My favorites Sign In Register

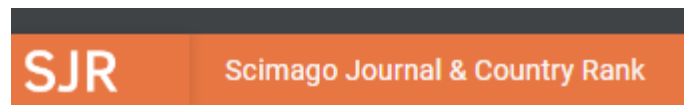
21,428 journals

Journal name/abbreviation, ISSN/eISSN, category, publisher, country/region

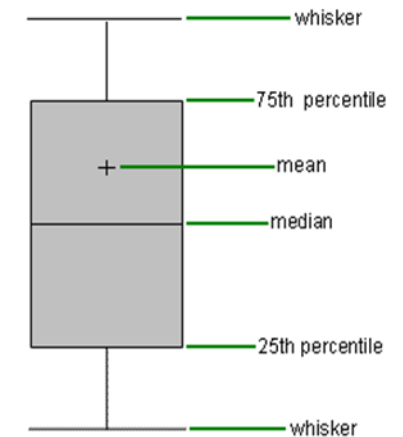
Indicators: Default Customize

Journal name	ISSN	eISSN	Category	Total Citations	2021 JIF	JIF Quartile	2021 JCI	% of Q1 Gold
<input type="checkbox"/> CA-A CANCER JOURNAL FOR CLINICIANS	0007-9235	1542-4863	ONCOLOGY - SCIE	61,124	286.130	Q1	76.09	98.80 %
<input type="checkbox"/> LANCET	0140-6736	1474-547X	MEDICINE, GENERAL & INTERNAL - SCIE	403,221	202.731	Q1	21.81	22.12 %
<input type="checkbox"/> NEW ENGLAND JOURNAL OF MEDICINE	0028-4793	1533-4406	MEDICINE, GENERAL & INTERNAL - SCIE	506,069	176.079	Q1	22.26	0.00 %
<input type="checkbox"/> JAMA - JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION	0098-7484	1538-3598	MEDICINE, GENERAL & INTERNAL - SCIE	242,479	157.335	Q1	10.32	1.49 %
<input type="checkbox"/> NATURE REVIEWS MOLECULAR CELL BIOLOGY	1471-0072	1471-0080	CELL BIOLOGY - SCIE	66,072	113.915	Q1	8.39	2.16 %
<input type="checkbox"/> NATURE REVIEWS DRUG DISCOVERY	1474-1776	1474-1784	Multiple	47,615	112.288	Q1	9.68	1.69 %
<input type="checkbox"/> NATURE REVIEWS IMMUNOLOGY	1474-1733	1474-1741	IMMUNOLOGY - SCIE	67,751	108.555	Q1	7.56	1.08 %
<input type="checkbox"/> Lancet Respiratory Medicine	2213-2600	N/A	Multiple	29,214	102.642	Q1	13.47	12.74 %

Quartiles within a category



Title	Type	↓ SJR	H index	Total Docs. (2021)	Total Docs. (3years)	Total Refs. (2021)	Total Cites (3years)	Citable Docs. (3years)	Cites / Doc. (2years)	Ref. / Doc. (2021)
1 <a href="#">Nature Reviews Molecular Cell Biology</a>	journal	33.213 Q1	452	111	338	9025	13797	161	38.55	81.31
2 <a href="#">Cell</a>	journal	25.716 Q1	814	517	1727	33658	73240	1639	45.00	65.10
3 <a href="#">Nature Medicine</a>	journal	24.161 Q1	576	419	1161	12511	39532	656	35.09	29.86
4 <a href="#">Nature Reviews Genetics</a>	journal	23.027 Q1	384	123	323	8119	8039	158	24.80	66.01
5 <a href="#">Nature Biotechnology</a>	journal	20.120 Q1	463	356						





# Thematic Lists of journals



You will be asked to update your details if you have registered before and are logging into AJG 2021 for the first time.

[Register/Login to view the guide](#)

## The purpose of the Academic Journal Guide

The purpose of the AJG is to assist researchers to make informed judgements about the outlets they may wish to publish in. It provides details on a wide range of journals, stretching across fields that are either central or salient to business and management studies; in other words, it aims to encompass a broad set of journals in which business and management academics may seek to publish their research.

The AJG's ratings are based upon peer review, editorial and expert judgements following the evaluation of many hundreds of publications and is informed by statistical information relating to citation.

The AJG is distinctive in that, unlike other journal ratings, it is not based purely on a weighted average of journal metrics. Rather, the AJG is informed by metrics. The ratings of journals reflect the outcomes of consultations carried out by the subject experts of the Scientific Committee with expert peers and scholarly associations as to the relative standing of journals in each subject area.

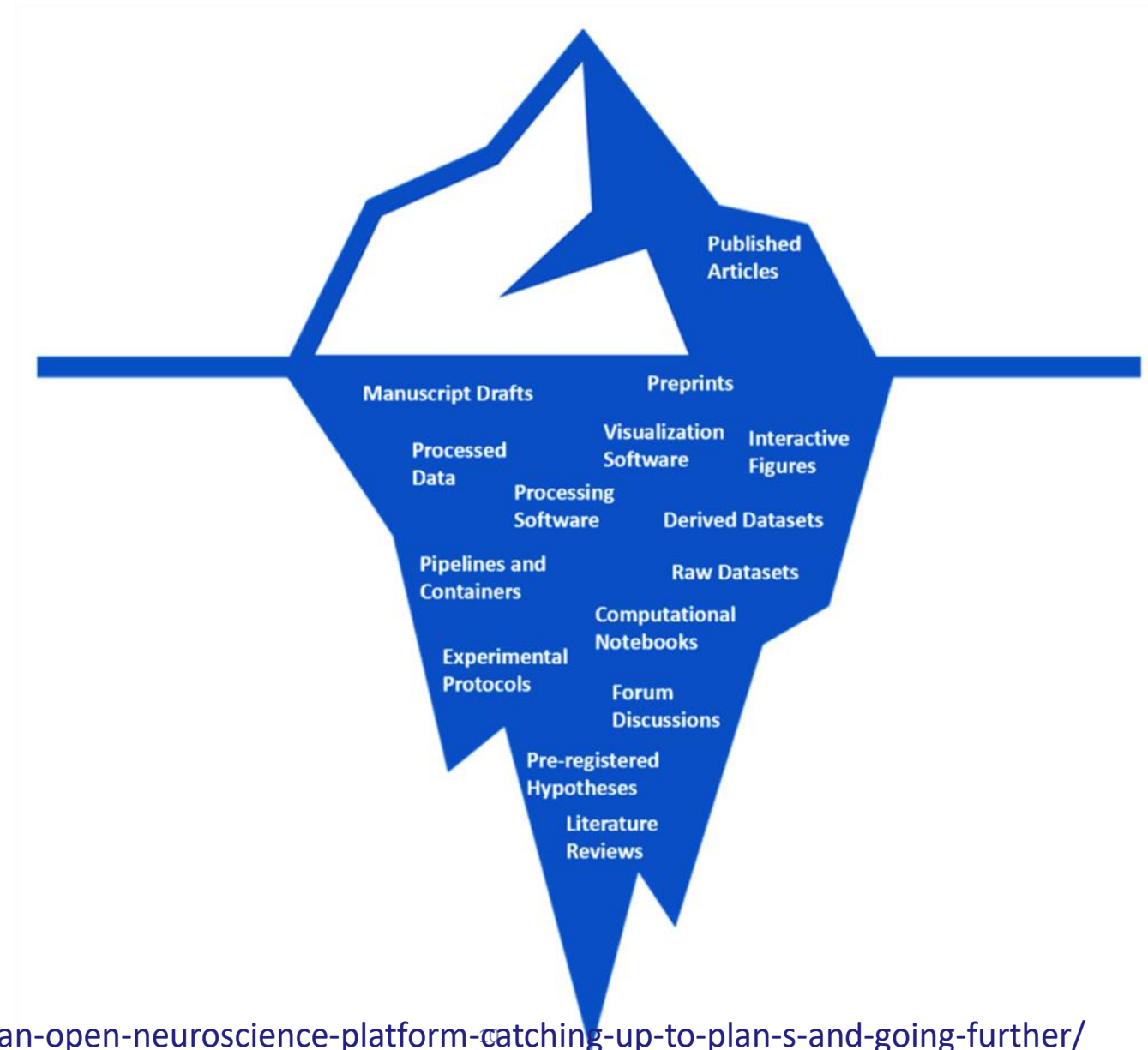
We advise that users read the AJG's Methodology to understand the aims of the 2021 edition and how journal ratings are judged.

[Download the Methodology](#)

Advised lists of journals and/ or prizes for publication

# Discussion

- Prevalence of **articles** above other types of publications (books,...)
- Distortion of metrics (cartelization, self-citation, ...)
- Prevalence of some areas of knowledge over others (STEM/SCH)
- Prevalence of **English** above other languages



# Metrics versus OS Principles

- Accessibility vs Subscription (closed) databases
- No reusability of datasets
- Lack of transparency
- Conflict of interest



# San Francisco Declaration on Research Assessment

## ***General Recommendation***

*Do not use journal-based metrics, such as Journal Impact Factors, as a surrogate measure of the quality of individual research articles, to assess an individual scientist's contributions, or in hiring, promotion, or funding decisions.*

(2012)

More than 20,000 individuals and 2,800 institutions across 160 countries have signed DORA so far





### **For funding agencies / institutions**

- Explicit criteria used in evaluating the scientific productivity; emphasis on content
- Value and impact of all research outputs

### **For publishers**

- Reduced emphasis on the journal impact factor as a promotional tool
- Range of article-level metrics
- Responsible authorship practices
- No reuse limitations

### **For organizations that supply metrics**

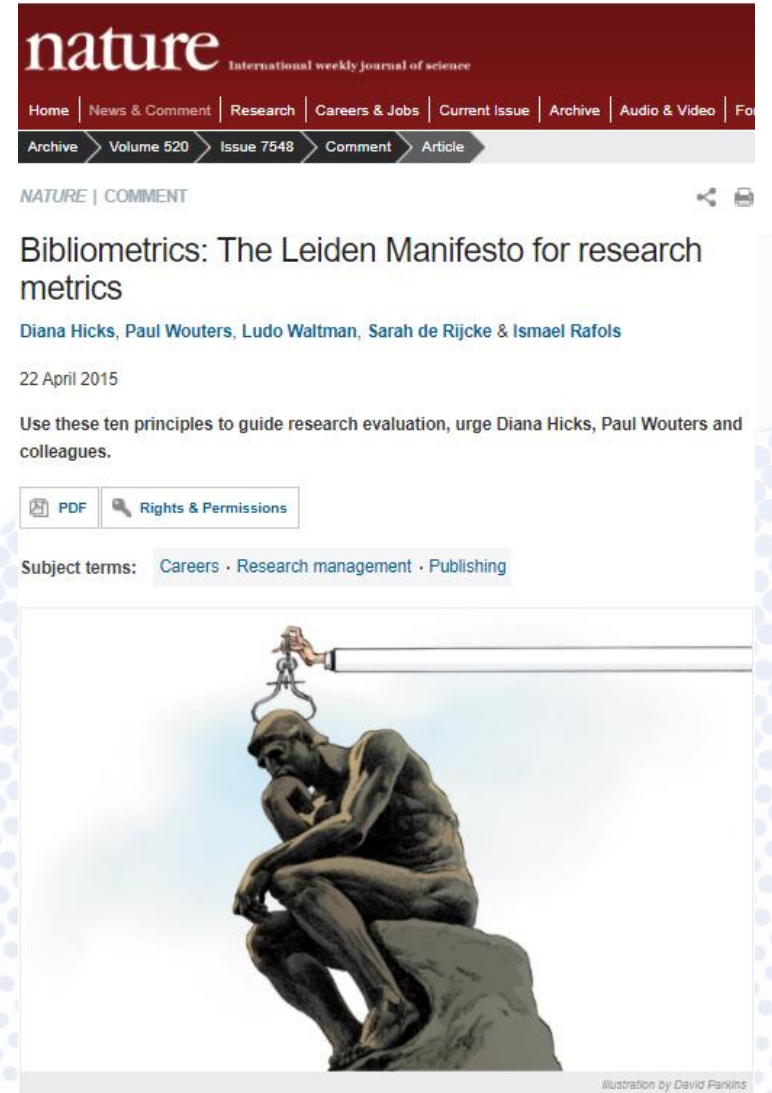
- Openness and transparency by providing data and methods used to calculate all metrics
- Provide the data under a licence that allows unrestricted reuse, and provide computational access to data
- Be clear that inappropriate manipulation of metrics will not be tolerated

# Leiden Manifesto

“As scientometricians, social scientists and research administrators, we have watched with increasing alarm the pervasive misapplication of indicators to the evaluation of scientific performance. (...)

- Universities: position in global rankings
- Researchers: citations and h-index
- PhDs facing pressure to publish in high-impact journals

<http://www.leidenmanifesto.org/>



<https://www.nature.com/articles/520429a>

# A ROADMAP

TO GUIDE RESEARCHERS AND EVALUATORS  
TOWARD THE BEST-PRACTICES IN  
RESEARCH ASSESSMENT



(8)

AVOID MISPLACED CONCRETENESS  
& FALSE PRECISION

(7)

ASSESS INDIVIDUAL RESEARCHERS USING  
QUALITATIVE JUDGEMENT OF THEIR PORTFOLIO

(1)

USE QUANTITATIVE EVALUATION TO  
SUPPORT EXPERT EVALUATION

(2)

MEASURE PERFORMANCE IN ACCORDANCE  
WITH THE RESEARCH MISSIONS  
OF THE INSTITUTION

(3)

PROTECT EXCELLENCE IN  
LOCALLY RELEVANT RESEARCH

(4)

KEEP DATA COLLECTION  
& ANALYTICAL PROCESSES OPEN,  
TRANSPARENT & SIMPLE

(6)

ACCOUNT FOR VARIATION BY  
FIELD IN PUBLICATION & CITATION PRACTICES

(5)

ALLOW THOSE EVALUATED TO  
VERIFY DATA & ANALYSIS

(9)

RECOGNIZE SYSTEMIC EFFECTS OF  
ASSESSMENT & INDICATORS

(10)

SCRUTINIZE INDICATORS REGULARLY  
& UPDATE THEM

HIGH-QUALITY PROCESSES  
INFORMED BY



04:15



# Evaluation of research careers fully acknowledging open science practices (2017)

## OS-CAM, a customised matrix

Slide de Bernard Rentier

	Engineerin	Humanities	Social	Earth	Life Sciences
	R1	R1	R1	R1	R1
	R2	R2	R2	R2	R2
	R3	R3	R3	R3	R3
	R4	R4	R4	R4	R4
Research output	+	++	+++	++++	++++
Research Process	+	+++	++++	++++	++++
Service & Leadership		+	+++	++++	++++
Research Impact	+	++	+++	++++	++++
Teaching & supervision	(++)	+	++	++++	++++
Professional Experience		+	+++	++++	++++



### Evaluation of Research Careers fully acknowledging Open Science Practices

Rewards, incentives and/or recognition for researchers practicing Open Science

Written by the Working Group on Rewards under Open Science  
July - 2017

Research and Innovation



# Open Science Career Assessment Matrix

## 1. Research output

- Research activity
- Publications
- Datasets
- Open source
- Funding

## 2. Research Process

- Stakeholder engagement/citizen science
- Collaboration & interdisciplinarity
- Research integrity
- Risk management

## 3. Service & Leadership

- Leadership
- Academic standing
- Peer review
- Networking

## 4. Research Impact

- Communication & dissemination
- IP (patents, licenses)
- Societal impact
- Knowledge exchange

## 5. Teaching and supervision

- Teaching
- Mentoring
- Supervision

## 6. Professional Experience

- Continuing professional development
- Project management
- Personal qualities

**evaluation under a combination of criteria and research outputs and tasks**

# Hong Kong principles (2019)

**Principle 1:** Assess researchers on responsible practices from conception to delivery

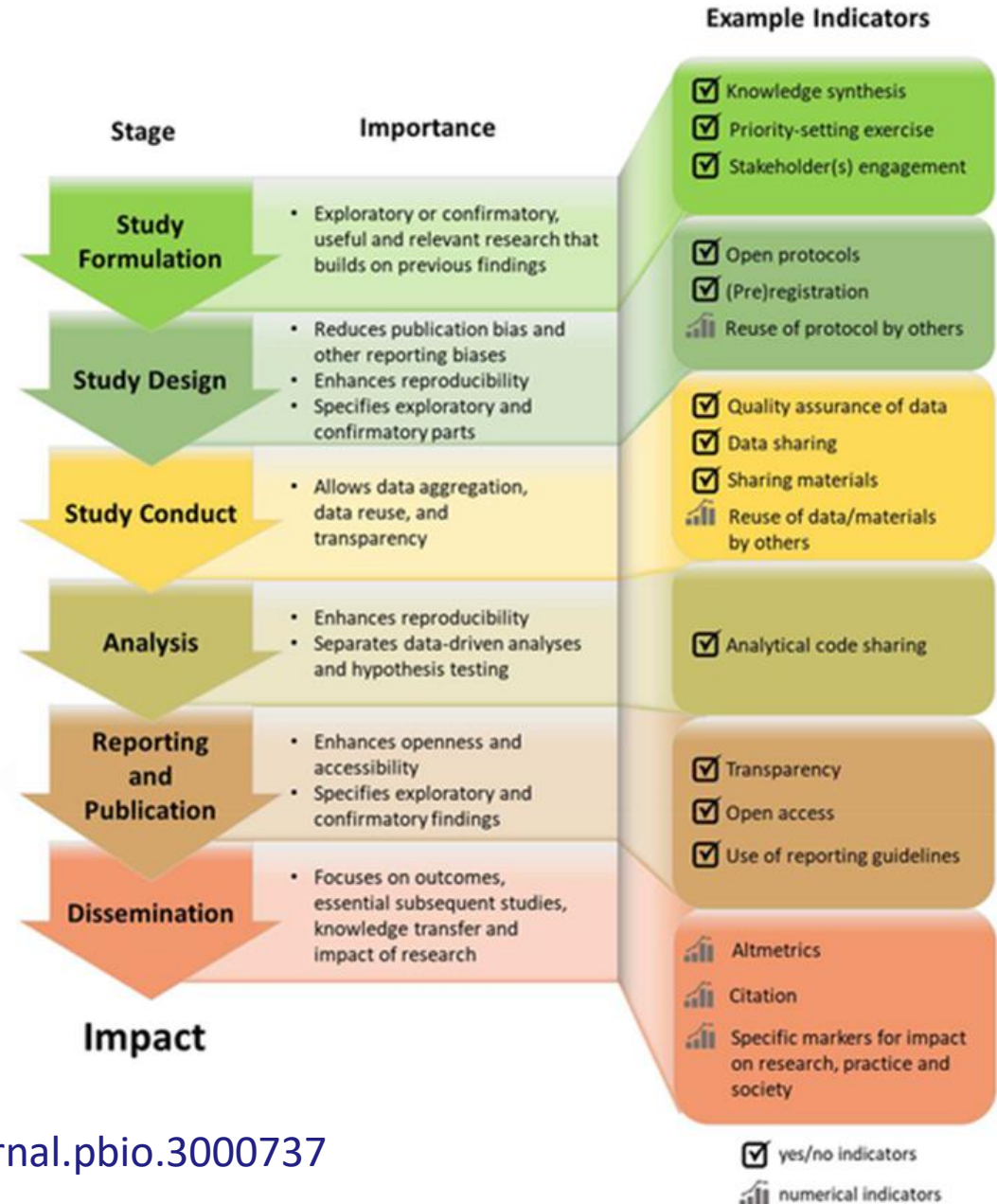
**Principle 2:** Value the accurate and transparent reporting of all research, regardless of the results

**Principle 3:** Value the practices of open science (open research)—such as open methods, materials, and data

**Principle 4:** Value a broad range of research and scholarship, such as replication, innovation, translation, synthesis, and meta-research

**Principle 5:** Value a range of other contributions to responsible research and scholarly activity, such as peer review for grants and publications, mentoring, outreach, and knowledge exchange

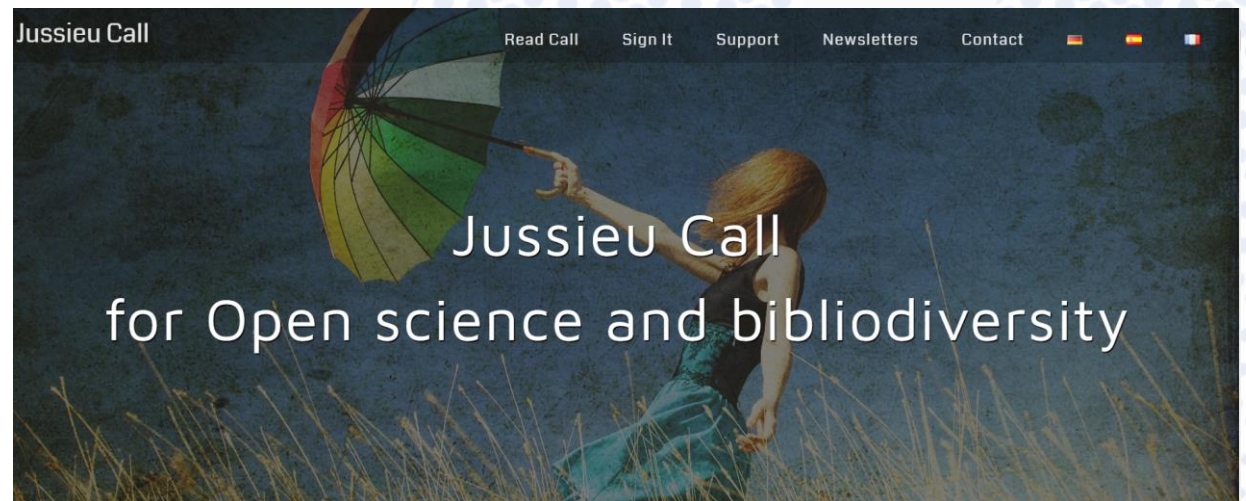
## Indicators of responsible research practices



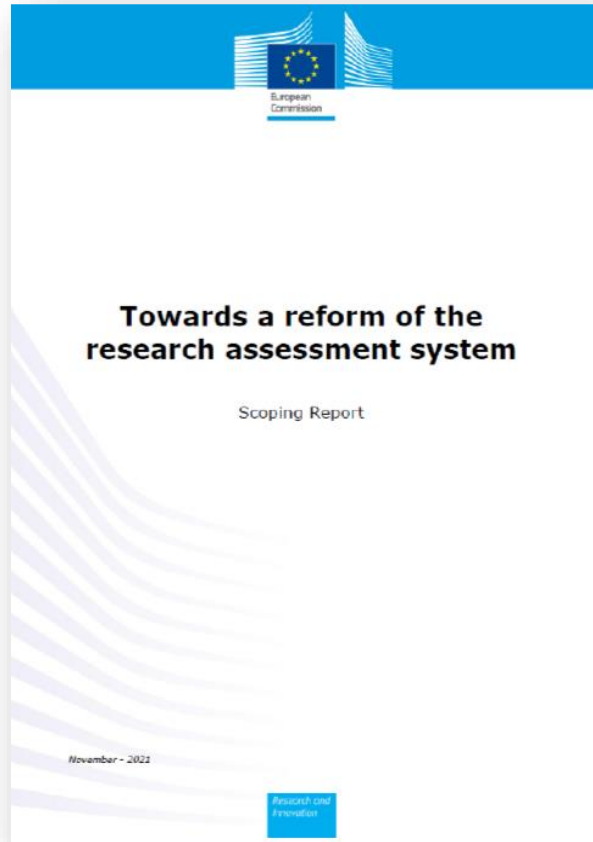
# Fostering bibliodiversity in scholarly communications

*Diversity is an essential characteristic of an optimal scholarly communications system. Diversity in **services and platforms, funding mechanisms, and evaluation measures** will allow the research communications to accommodate the different **workflows, languages, publication outputs, and research topics** that support the needs and epistemic pluralism of different research communities. In addition, diversity reduces the risk of vendor lock-in, which inevitably leads to monopoly, monoculture, and high prices. [Fostering Bibliodiversity in Scholarly Communications: a call for Action!](#) (2020)*

<https://jussieucall.org/jussieu-call/#call>



# Reforming assessment



The screenshot shows the European Commission website header with the logo, 'English' language selector, and a search bar. The breadcrumb trail reads 'Home > News > Process towards an agreement on reforming research assessment'. The news item is dated '18 January 2022' and is categorized under 'Brussels, Belgium | Research and Innovation'. The main heading is 'Process towards an agreement on reforming research assessment'. The text below states: 'The Commission has called for organisations to express their interest in being part of a coalition on reforming research assessment. The coalition will bring together research funding organisations, research performing organisations, national/regional assessment authorities or agencies, associations of research funders, of research performers, of researchers, as well as, learned societies and other relevant organisations, all willing and committed to implement reforms to the current research assessment system. This follows a year of extensive consultations with stakeholders, as described in this [report](#). The coalition will remain open to new members at all time.' A button labeled 'Access the call for expression of interest' is provided. The text continues: 'Organisations that express their interest will be involved in the drafting process of the agreement on reforming research assessment, including discussions on its governance and in other preparatory activities.'



# COARa

## The Commitments

1. Recognise the diversity of contributions to, and careers in, research in accordance with the needs and nature of the research ✓
2. Base research assessment primarily on qualitative evaluation for which peer review is central, supported by responsible use of quantitative indicators ✓
3. Abandon inappropriate uses in research assessment of journal- and publication-based metrics, in particular inappropriate uses of Journal Impact Factor (JIF) and h-index ✓
4. Avoid the use of rankings of research organisations in research assessment ✓
5. Commit resources to reforming research assessment as is needed to achieve the organisational changes committed to ✓

546 organisations have signed the agreement (as of may 2023)

Signatories commit to start the process of reviewing or developing criteria, tools and processes within a year of signing

6. Review and develop research assessment criteria, tools and processes ✓
7. Raise awareness of research assessment reform and provide transparent communication, guidance, and training on assessment criteria and processes as well as their use ✓
8. Exchange practices and experiences to enable mutual learning within and beyond the Coalition ✓
9. Communicate progress made on adherence to the Principles and implementation of the Commitments ✓
10. Evaluate practices, criteria and tools based on solid evidence and the state-of-the-art in research on research, and make data openly available for evidence gathering and research ✓

# Discussion

Many criticism to research  
asesment as is, but...  
How to change?

Main obstacles:

- Effort
- Inertia/ old habits
- Competition
- ...



# Resumé for Research/ Narrative CVs

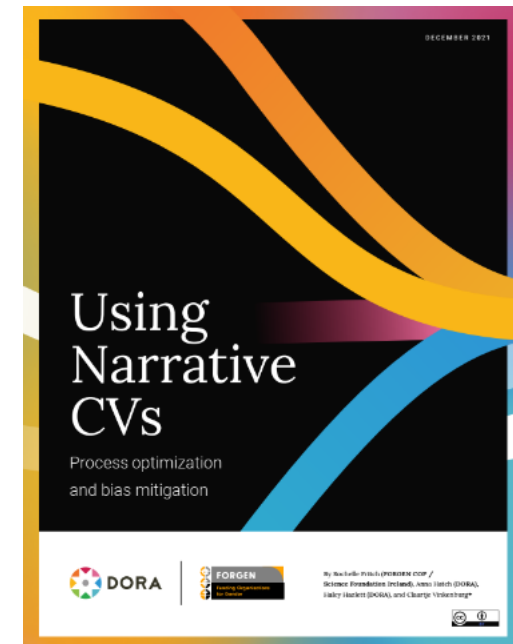
THE ROYAL SOCIETY

Home Fellows Events Grants, Schemes & Awards

1. How have you contributed to the generation of knowledge?
2. How have you contributed to the development of individuals?
3. How have you contributed to the wider research community?
4. How have you contributed to broader society?

[Résumé for Researchers suggested template](#)

<https://doi.org/10.5281/zenodo.5799413>



- Creation of shared definition of what Narrative CVs are and what objectives they aim to achieve
- Train reviewers, applicants and staff at funding organizations to improve consistency in the evaluation process
- Monitor the effectiveness of narrative CVs to continually optimize their utility as a tool for robust research assessment.

# Good examples

- Diversifying career paths
- Focusing on quality
- Achieving balance between individuals and the collective
- Stimulating open science
- Stimulating academic leadership

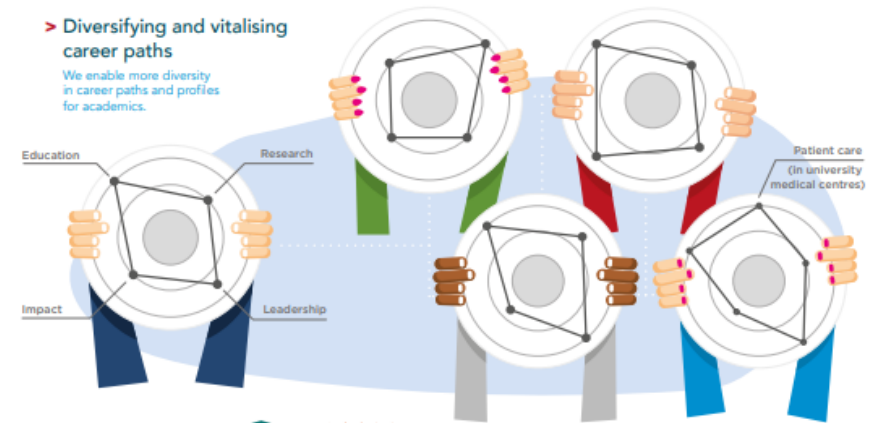
Room for everyone's talent

## Room for everyone's talent

towards a new balance in the recognition and rewards of academics

### > Diversifying and vitalising career paths

We enable more diversity in career paths and profiles for academics.



### > Achieving balance between individuals and the collective

We assess academics based on both their individual and their team performance.



### > Focusing on quality

In our assessments of academic performance, we increasingly focus on quality, content and creativity.

### > Stimulating open science

We encourage academics to share their research outcomes with society.



### > Stimulating academic leadership

We stimulate good academic leadership at all levels.
















Search case studies

Enter keywords

Country

Reset

Case study selection process

	Open University UNITED KINGDOM	15 April, 2021
	The European Molecular Biology Laboratory FRANCE GERMANY ITALY SPAIN UNITED KINGDOM	26 March, 2021
	The Latin American Forum for Research Assessment ARGENTINA	12 March, 2021
	Tampere University FINLAND	4 November, 2020
	University College London UNITED KINGDOM	2 November, 2020
	University of Nottingham Ningbo China CHINA	29 October, 2020
	Ghent University BELGIUM	20 October, 2020
	Universities Norway NORWAY	13 October, 2020
	The Dutch Recognition & Rewards Programme NETHERLANDS	13 October, 2020
	Open University of Catalonia CATALUNYA (SPAIN)	7 October, 2020
	University of Bath UNITED KINGDOM	7 October, 2020
	Responsible Research Network, Finland FINLAND	5 October, 2020
	University Medical Center Utrecht NETHERLANDS	29 September, 2020

<https://sfdora.org/dora-case-studies/>

DORA eua EUROPEAN UNIVERSITY ASSOCIATION SPARC Europe

**CASE STUDY REPORT**

Reimagining Academic Career Assessment: Stories of innovation and change

Bregt Saenen (EUA), Anna Hatch (DORA), Stephen Curry (DORA), Vanessa Proudman (SPARC Europe) and Ashley Lakoduk (DORA)

January 2021

# S.P.A.C.E. TO EVOLVE ACADEMIC ASSESSMENT

A RUBRIC FOR ANALYZING INSTITUTIONAL PROGRESS INDICATORS AND CONDITIONS FOR SUCCESS



Research and researcher assessment is a systems challenge, suggesting that institutions that prioritize developing infrastructures to support their efforts may be better positioned to achieve their goals than those focused only on individual solutions.

## FROM FOUNDATION...

*Core definitions and shared clarity of purpose*

## TO EXPANSION...

*Increased traction and capability development*

## TO SCALING

*Accelerated uptake and continuous improvement*

### STANDARDS FOR SCHOLARSHIP

How are new definitions of "quality scholarship" formulated and applied?

#### ALIGNMENT ON VALUES AND GOALS

*THIS MIGHT LOOK LIKE...*

Standards are explicitly designed and articulated to align with institutional mission and values, such as increasing equity and support for traditionally underrepresented, minoritized groups

New standards for scholarship consider the balance across research, teaching, and service contributions including training, mentoring and good citizenship

Specific definitions and standards of "quality" with regard to scholarship are articulated and shared across disciplines and review/promotion committees

#### DIVERSIFICATION OF STANDARDS

*THIS MIGHT LOOK LIKE...*

Scholarship is assessed using diverse indicators (e.g. societal impact), units of assessment (e.g. full body of work vs. individual articles), and forms of output (e.g. non-journal contributions)

Indicators of quality recognize non-individualized activities and accomplishments like team science

New definitions of "scholarship" are deployed across the full range of institutional disciplines

#### ADOPTION OF NEW PRACTICES

*THIS MIGHT LOOK LIKE...*

Faculty have the ability to customize success measures to reflect their research interests and goals

New standards, definitions, and criteria for evaluating the quality and impact of scholarship are integrated into the language and processes of new assessment practices

### PROCESS MECHANICS AND POLICIES

How are new practices incorporated into review structures, processes, and institutional policies?

#### DEBIASING DELIBERATIVE JUDGMENTS

*THIS MIGHT LOOK LIKE...*

Meaningful and appropriately rigorous qualitative structures for a academic assessment, such as narrative CVs, are given due weight

Structures and processes are applied consistently across assessment activities, taking into consideration alternate paths and starting points

Use of new assessment mechanics extend beyond traditional evaluative contexts into ensuring equitable opportunities, mentoring, and retention to increase research and researcher diversity

#### CAPACITY TO SUPPORT NEW ACTIVITIES

*THIS MIGHT LOOK LIKE...*

Training on the goals and procedures of assessment processes and practices are accessible and continually maintained

Institutions design processes take into account the resource capacity of committee members to effectively adopt new assessment practices, such as additional burdens on time

Institutions have designated senior functions or offices to ensure faculty capacity for new assessment practices and principles

#### INTEGRATION INTO EXISTING SYSTEMS

*THIS MIGHT LOOK LIKE...*

Assessment mechanics can be flexibly applied and adapted to accommodate diverse disciplines

Mechanisms to support practices are codified and written into institutional policies

New processes and practices are seamlessly integrated and widely adopted

# SPACE

## ACCOUNTABILITY

How are individuals and institutions held liable for executing on new assessment practices?

### TRANSPARENCY AND CLARITY OF GOALS

*THIS MIGHT LOOK LIKE...*

The goals, principles, and practices of academic assessment and review, promotion, and tenure (RPT) activities are transparent and clearly articulated, and agreed upon by all participants

Institutions have clearly defined expectations for adherence to academic assessment practices

Examples of "what good looks like" are collected and shared to more concretely illustrate target outcomes and behaviors

### ADHERENCE THROUGH COMMITMENT

*THIS MIGHT LOOK LIKE...*

Research evaluators self-monitor adherence to academic assessment principles and practices

Senior leaders and committee members actively stipulate equitable assessment practices during both formal and informal career development contexts

Institutions model ecosystem-level accountability, such as ensuring that system-level incentives align with and support agreed-upon principles and practices

### PROACTIVITY IN ENGAGEMENT

*THIS MIGHT LOOK LIKE...*

Individuals actively contribute to the development and review of new practices and principles

Departments proactively broaden and conduct outreach activities to include new or minoritized applicants

Faculty serve as "ambassadors" for new academic assessment practices, such as when serving as external committee members

## CULTURE WITHIN INSTITUTIONS

How are assessment practices perceived and adopted both within and outside of formal evaluation activities?

### INCLUSION AND ACCESS

*THIS MIGHT LOOK LIKE...*

More diverse types of individuals are involved in both defining and participating in career advancement processes, such as including early career researchers on RPT committees

Representation of minoritized applicants meets or exceeds equity goals for both new hires and researcher retention

Career growth and mentoring systems are intentionally designed to provide ongoing support for underrepresented hires

### ADVOCACY AT INSTITUTIONAL LEVELS

*THIS MIGHT LOOK LIKE...*

Adoption of new assessment mechanisms is supported and advocated for by departmental and institutional leaders

All individuals actively contribute to building more equitable practices—not just minoritized ones

New research assessment norms are increasingly adopted as a default by faculty, administrators, and applicants

### REFLEXIVITY THROUGH REFLECTION

*THIS MIGHT LOOK LIKE...*

"Positive friction," or intentional pause points to reflect on assessment practices and slow down business-as-usual processes is incorporated into both formal and informal assessment practices

All participants in assessment activities feel processes achieve a balance of effectiveness and efficiency

## EVALUATIVE AND ITERATIVE FEEDBACK

How are intervention outcomes and progress toward institutional values captured and continually improved upon?

### ARTICULATION OF DIVERSE INDICATORS

*THIS MIGHT LOOK LIKE...*

Goals and success criteria for individual academic assessment interventions are well-defined and shared

Use of leading indicators (e.g. increased diversity of inquiries for open positions) supplements lagging indicators (e.g. increased diversity of hires) when gauging intervention efficacy

Goals and success criteria are automatically reviewed whenever institutional strategy is updated

### SYSTEMATIZATION TO GAIN CONSISTENCY

*THIS MIGHT LOOK LIKE...*

Quantitative and qualitative data from interventions are captured in a standardized way

Mechanisms that capture both quantitative and qualitative feedback are explicitly designed and embedded into assessment processes from the outset

Best practices and examples of measurement and/or gathering feedback are codified and shared across disciplines within the institution

### IMPROVEMENT USING FEEDBACK LOOPS

*THIS MIGHT LOOK LIKE...*

Interventions that don't achieve desired outcomes are considered learning opportunities, not failures

Outcomes and data are collected and monitored to ensure high standards of evaluation quality and identify unintended consequences or a diverse effects


Feedback and other indicators are refined and/or examined in aggregate to identify and investigate patterns or opportunities for course-correction

<https://doi.org/10.5281/zenodo.4927605>

# Resource Library

A collection of materials to facilitate the development of responsible research and researcher assessment policies and practices.

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Understanding the hiring dynamics of the academic job market is an important step for institutions wishing to enhance the transparency of their hiring process and attract talent. To establish the profile and perceptions of academic job seekers, the authors collected survey data from 317 early-career researchers who were in the process of applying for academic...



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## Academia In Motion: Recognition & Rewards at Leiden University

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In this article, Jonathan Grant outlines nine cases that highlight examples of new academic incentives at multiple levels (e.g., system, institution, and individual level). These include: System-Level Examples like the United Kingdom Research Excellence Framework (REF), which reviews the quality of research conducted at universities in the United Kingdom, including societal impact and research environment...

<https://sfdora.org/resource-library/>

**Thank you**

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