



GHENT UNIVERSITY'S EVALUATION AND CAREER PROGRESSION MODEL FOR PROFESSORIAL STAFF

Nele Bracke, 27 September 2022

Jasmien Van Daele



OVERVIEW

Broader context

Assessment

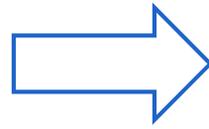
Implementation |
Case study

SOME KEY FIGURES

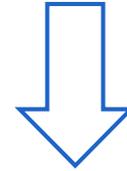
Faculties	11
Doctoral Schools	5
Study programmes	+200
Students (2020)	47,743
Incl. PhD students	4,364
PhD Degrees awarded (2019)	720
Professors (incl. Assistant and Associate professors / tenure tracks) (2020)	1,433
Postdocs (2020)	1,503
Research expenditure (2019)	€ 334 million

WE NEED...

Talented people
to do research, attract funding,
teach, communicate, manage,
lead,...



Academic ecosystem
that stimulates & fosters all of this



Incl. Research ecosystem

Quality

Impact

Open

Room for risk-taking

Integrity

Diversity in research

Trust ...

RESPONSIBLE
EVALUATION

Part of & enabler

ACTORS IN POLICY DEVELOPMENT

University leadership & management

Research Department

Personnel Department

Dept. Educational Policy

Researchers | Academics

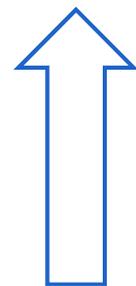
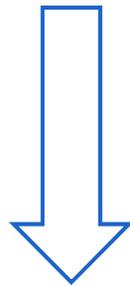
DORA & other international initiatives

Funding agencies

Regional government

...

top down



bottom up

MILESTONES

2014
HR Excellence
in Research
awarded

2018
Evaluation
and career
progression
model for
professorial
staff

2020
HR Excellence
in Research
renewed

2022
Recruitment
of
professorial
staff

2012
First debate
about DORA

2016
Vision
statement on
research
evaluation

2017
Guidelines for
responsible
use of
indicators

2020
Renewed
statement
Signed DORA

KEY FEATURES EVALUATION POLICY

- Evaluate what is important for Ghent University, in its local, national and international context
- Responsible evaluation practices, incl. responsible use of quantitative indicators
- Applicable to evaluation of research and researchers, at individual, group and institutional level
- Transparent
- Avoid over-evaluation & administrative burden
- Customisation | No one size fits all
 - Fit for purpose
 - Sensitive about differences between disciplines | Career stages
- Professionalisation & expertise

IMPLEMENTATION

- At this moment, mainly at individual level (recruitment, evaluation & promotion, funding) > institutional autonomy + most feasible to implement balanced evaluations (?)
- To follow: level of research groups, departments, faculties
- Evaluation at institutional level > region | ministry

EVALUATION AND PROMOTION MODEL FOR PROFESSORIAL STAFF (2018) (1)

Previous model (2012-2017)

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

Results: academic competition, high work pressure, employee dissatisfaction, (fierce) criticisms

EVALUATION AND PROMOTION MODEL FOR PROFESSORIAL STAFF (2018) (2)

2018 Model

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 PROFESSORIAL STAFF (2018) (3)

2018 Model

8. Avoid competition between people, those who perform well get promoted (individual path)
9. Personal growth and career guidance
10. Self-reflection & dialogue with HR committee (peers & HR experts)
11. Administrative simplification and lower evaluation rhythm (every 5 years, minimum required by law)

RESOURCES

www.ugent.be/en/research/research-strategy/research-evaluation.htm

www.ugent.be/professorialcareer



Nele Bracke

Sr. Research Policy Advisor

RESEARCH DEPARTMENT

E Nele.Bracke@UGent.be

www.ugent.be



Universiteit Gent



@ugent | @ResearchUGent



@ugent



Ghent University

In collaboration with Jasmien Van Daele

Sr. HR Policy Advisor