



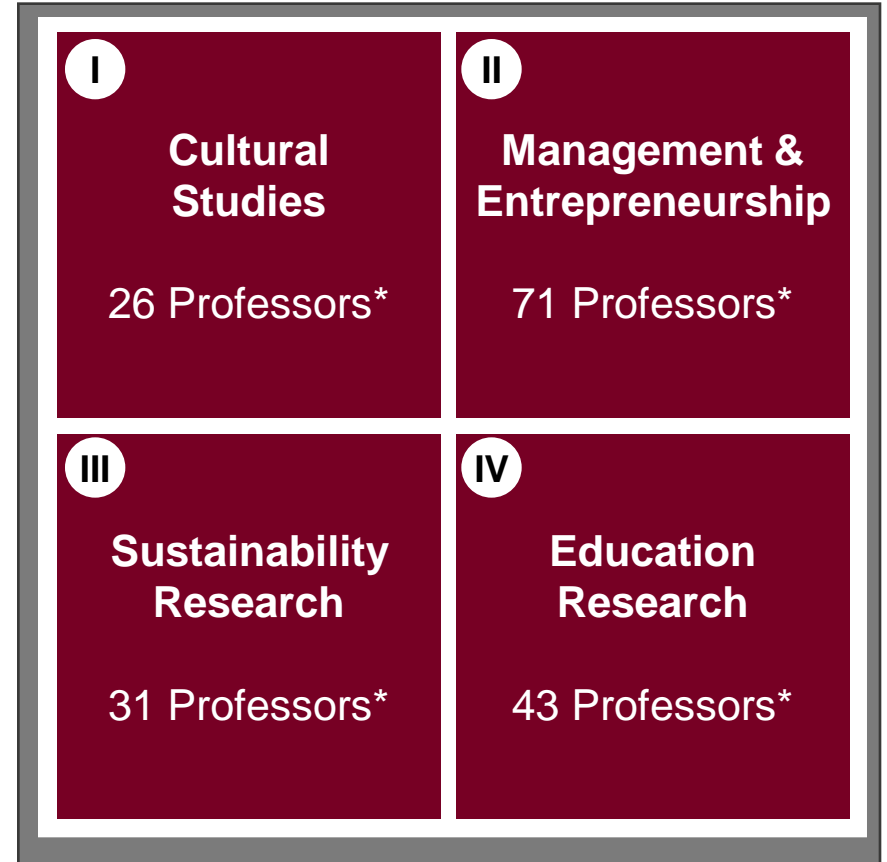
Use of indicators in the Leuphana Research Funding Programme

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Leuphana Research Service



Leuphana University of Luneburg

- Child of a fusion between two local HEI
- 160 professors
- 7.000 students
- 80% Social Sciences & Humanities
- 20 % Natural & Technical Sciences



* Including double affiliations



Developing research culture at Leuphana

Starting conditions

- **Two HEI with different cultures**

Applied research focus
at the „Fachhochschule“
(professors = former practitioners)
versus

Academic research focus („full professors“)
at the University of Lüneburg

- **Heterogeneous performance**

in both institutions:
few visible Professors and research
groups, broad spectrum of research
areas

Aims and strategies

- **A common „Leuphana research culture“**
fostering inter- and transdisciplinarity

- **..supported by a consistent Research Policy**

Senate decision in Feb 2007,
successive implementation

- specific internal grants
- supportive organisational units
- rules & guidelines

- **..focused on a „Competence Portfolio“**

Design of a university development plan
with four „science initiatives“, monitored
and approved by an external scientific
commission of the superior ministry in 2008



Use of internal funding to foster research

Young Scientists	Activating research potential	
	Input-oriented	Output-oriented
<ul style="list-style-type: none">▪ Conference participation, Symposia, Publications (100 T€)▪ Structured PhD Programme▪ PhD Scholarship programme▪ Centre for Scientific Methods▪ Research-based teaching/learning	<ul style="list-style-type: none">▪ Starting grants for large grant applications▪ Co-funding for Scientific Conferences▪ Research Service with four consultants▪ Internally funded Guest Scientist Programme▪ ALMA: HR Development Programme Workshops, Seminars, Round tables for researchers	<ul style="list-style-type: none">▪ Performance-based funding of annual budgets, sabbaticals and bonuses▪ Annual research awards in five categories to make academic achievements visible



Performance-based budgeting

designed and performed in the Dean s offices

Typical indicators:

- Publications, weighted by type (sometimes by length)
- Grant income
- Offices & Posts in internal committees
- Doctoral, Master and Bachelor theses
- Teaching workload

Database

- Leuphana Bibliography (library system)
- Self reports of professors
- Excel spreadsheet delivered by financing department

Future plans

- Collect research data (publications, projects, offices & posts) in CRIS
- Make standard reports for Dean s office
- Roadmap for CRIS: Theses module



Leuphana Research Awards

“Make academic achievements visible”

- Five categories (publishing, fundraising, young scientists)
- Three awardees per category, ceremony at “Dies academicus”
- Awardees receive bonuses between 1.000 and 3.000 € for their annual budgets and a reduction in teaching hours (first place only).
- Total budget: 30.000 € p.a.

Workload for assessment:

1.5 man-months (app.)



Ausgezeichnete Forschung

Wissenschaftler/innen der Leuphana Universität erhielten beim „dies academicus“ Preise für ihre Forschungsleistungen. [mehr](#)



dies academicus 2008

Die akademische Gemeinschaft feiert den Ausklang des



Best Publisher of the Year

Indicator

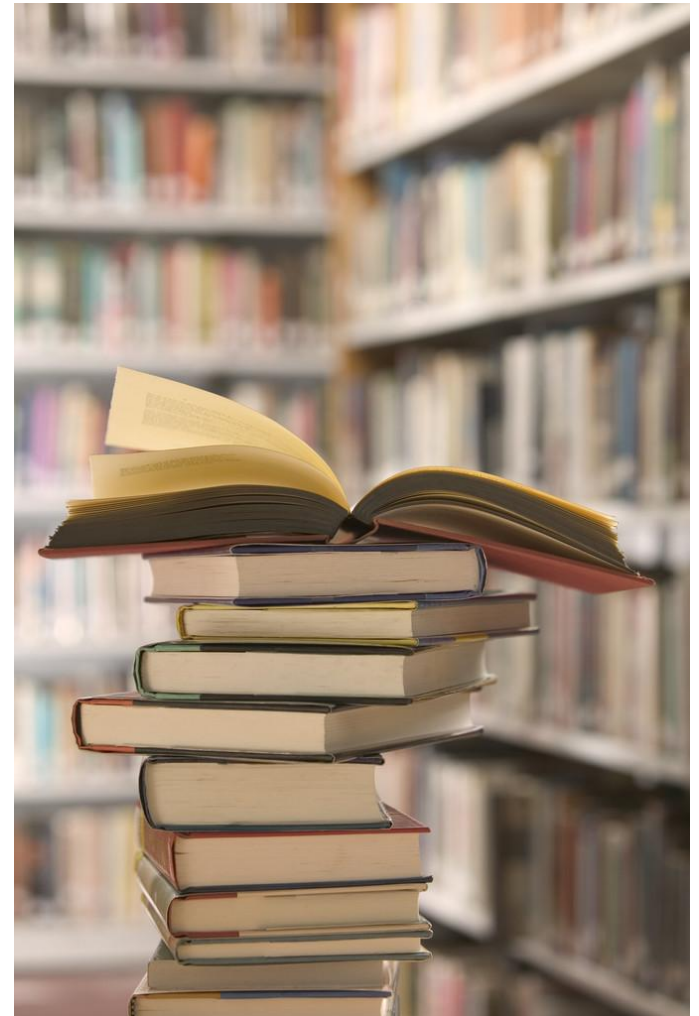
- Publications with ISSN/ISBN
- three-year period
- weighted (mainly by degree of competitiveness)

Database

- Leuphana Bibliography
 - 2007-2010 maintained in Library catalogue system PICA
 - from 2011 maintained in CRIS (PURE by Atira)

Data analysis

- List of publications filtered by person & period, sorted by publication type
- Rating according to field of research





Publications: Weighting by discipline

	Humanities & Social Sciences			Natural & Technical Sciences	
Points	Philosophy	Education Res	Management	Biology	Informatics
60	Monograph (single author)	Monograph (single author)	Article in A+ Journal or ISI listed journal	Article in ISI Journal (Top 50 of JSC)	High ranking conference paper, journal article, monograph
40	Monograph (co-authored), edited book	Monograph (co-authored), edited book	Monograph (single or co-authored), edited book	Monograph (single or co-authored), edited book	Monograph (>3 authors), edited book
30	Book contributions, journal articles in journals of medium importance,				
5	Conference articles, reviews, short contribution (less than 4 pages), Contribution in colleagues books				
1	Self-published work, Working and Discussion papers				



Journal ratings

f.e. JOURQUAL survey of the German Economics Professors Association



Startseite	Verein	Einrichtungen	Preise - Förderung	Veranstaltungen	Service	Mitgliederbereich
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Sie sind hier: [Service](#) / [VHB-JOURQUAL](#) / [VHB-JOURQUAL 2 \(2008\)](#)

Service

Stellenbörse
BuR - Business Research
VHB-JOURQUAL
Leitung und Beirat
VHB-JOURQUAL 1 (2003)

VHB-JOURQUAL 2 (2008)

Gesamtübersicht
Alphabetische Übersicht
Teilranking ABWL
Teilranking Organisation und Personal
Teilranking Hochschulmanagement
Teilranking Internationales Management
Teilranking Marketing
Teilranking Technologie- und Innovationsmanagement

VHB- JOURQUAL 2

... ein Ranking von betriebswirtschaftlich relevanten
Grundlage von Urteilen der VHB-Mitglieder

[Gesamtübersicht](#)
[Alphabetische Übersicht](#)
[Teilranking ABWL](#)
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[Teilranking Bankbetriebslehre/Finanzierung](#)
[Teilranking Rechnungswesen und Controlling](#)
[Teilranking Wirtschaftsinformatik und Informationsmanagement](#)
[Teilranking Betriebswirtschaftliche Steuerlehre](#)
[Teilranking Öffentliche BWL und Not-for-Profit-Management](#)

**Upload in
Research
Database**



Best Fundraiser of the Year

Indicator

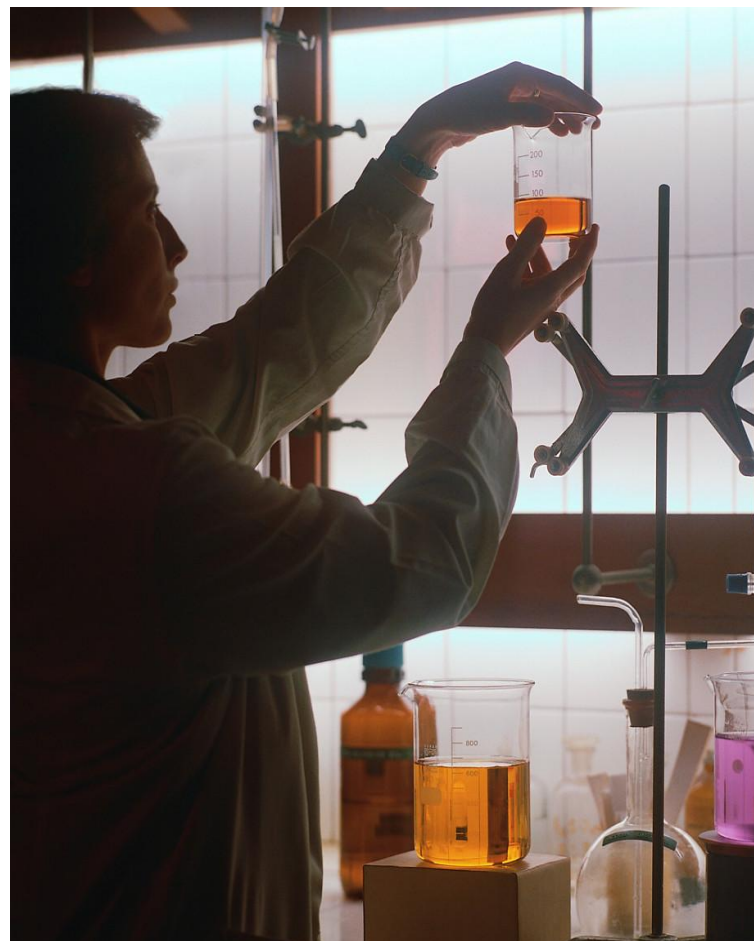
- Income on third-party funded projects of the past year
- normalized to national benchmark in the appropriate discipline

Database

- 2008-2010: SAP
- from 2011: CRIS

Data analysis

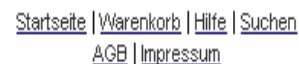
- Normalization to national benchmark (average of three years)





Platz	Name, Vorname	Fak.	In 2009 bewirtschaftete Drittmittel-einnahmen	Fächergruppe in der HFS (Hochschulfinanzstatistik)	Durchschnittl. Drittmittel-einnahmen pro Professor in der jeweiligen FG über 2005, 2006, 2007 als 100%	Ergebnis der Leuphana Forscher im Vergleich zu den durchschnittl. Drittmiteleinnahmen pro Professor in der jeweiligen FG in %
1		III	926.197	1	58.100	1594
2		III	755.864	1	58.100	1301
3		I	533.562	A	47.300	1128
4		II	376.598	A	47.300	796
5		I	239.774	A	47.300	507
6		I	188.531	A	47.300	399
7		III	212.662	1	58.100	366
8		I	179.530	1	58.100	309
9		I	145.613	A	47.300	308
10		I	135.759	A	47.300	287
11		I	134.947	A	47.300	285
12		II	163.968	1	58.100	282
13		III	464.823	2	168.500	276
14		I	130.195	A	47.300	275
15		II	159.234	1	58.100	274
16		III	141.398	1	58.100	243

Profisuche

[illegible]

- Letzte Trefferliste



Benefits of using the CRIS



Distributed data

Publication lists for persons
Bibliography (catalogue system)

Journal lists and ratings
Different sources

Person lists
SAP HR

Project lists for persons
SAP/manual selection

Income on projects
SAP

Benchmark Grant income
Federal Statistical Office (Destatis)



CRIS

Enriched datasets
Filter options
Standard reports



reduce workload
for assessment



Experiences and effects

2007-2009

- Same small group of awardees
not much movement among Top 3
- Higher fluctuation among Top 10
placements published for motivation
- Rising compliance with Bibliography
 - Effect to be used for the new research database
- Awardees are recognized scientists,
but not every recognized scientist is awarded



Best Young Researcher Award

Indicators

- Publications with ISSN/ISBN
- Conference participation
- Other achievements (awards, grants etc)
- weighted (by degree of competitiveness)

Database

- Application form
- Copies of articles and calls for conference participation

Future plans

- **Link with CRIS – application accepted when all docs uploaded there**

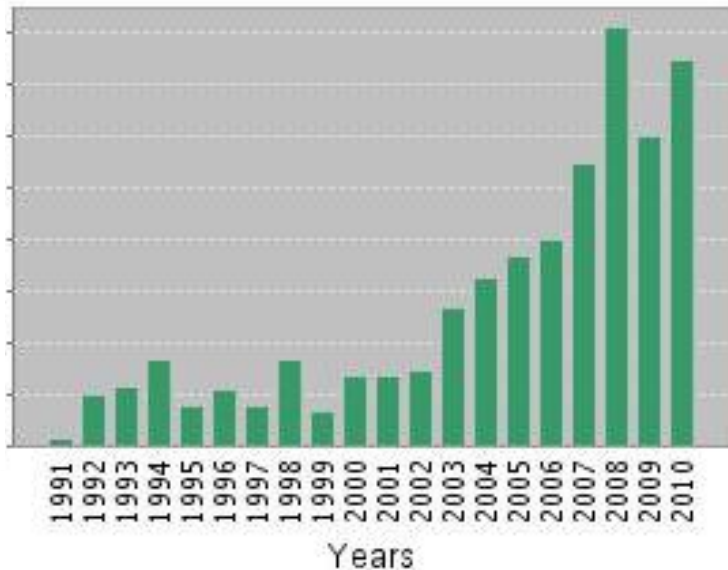




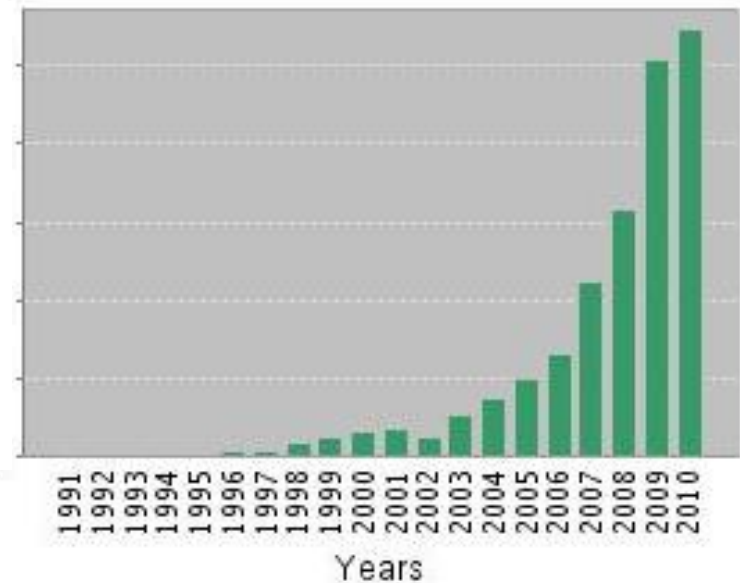
Development of key indicators: International publications/WoS

WoS publications and citations (1991-Nov 9th, 2010)

Published Items in Each Year



Citations in Each Year

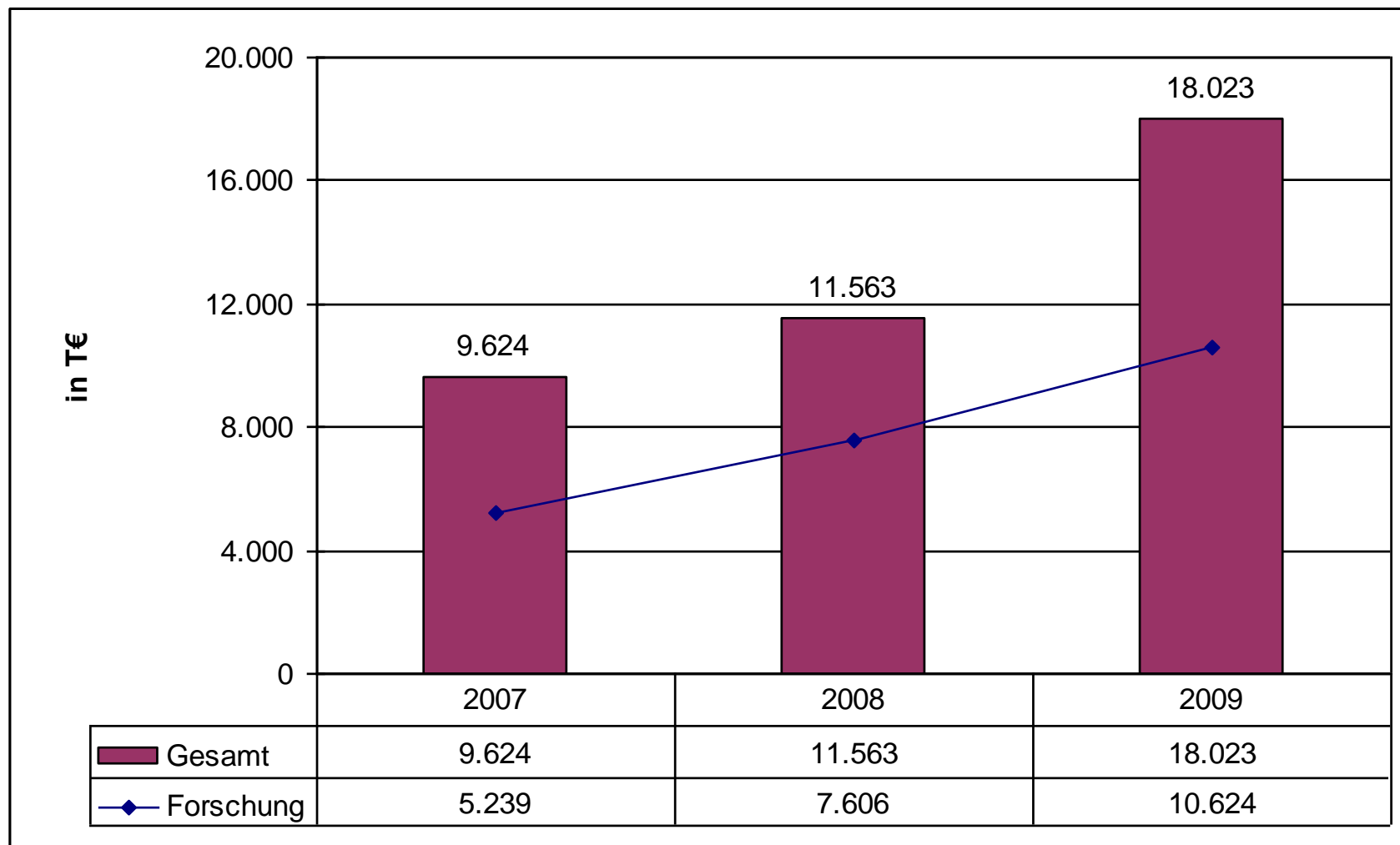


Source: ISI Web of Science (<http://apps.isiknowledge.com>)



Development of key indicators: Fundraising

Grants received (total budget)





Drivers for development

- More time for research
 - Gradual relaxation after 2nd study reform
 - Structures for administrative support of researchers
- Allocation of funding and support for research achievements
 - performance based funding
 - performance bonds (both individual and for internal grants)

Midterm:

- Appointment of 60 new professorships until 2012
 - Additional raise in performance expected





Thank you

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