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Evaluation as a determinant of changes in recruitment and career advancements: cases from Italy, France and Spain

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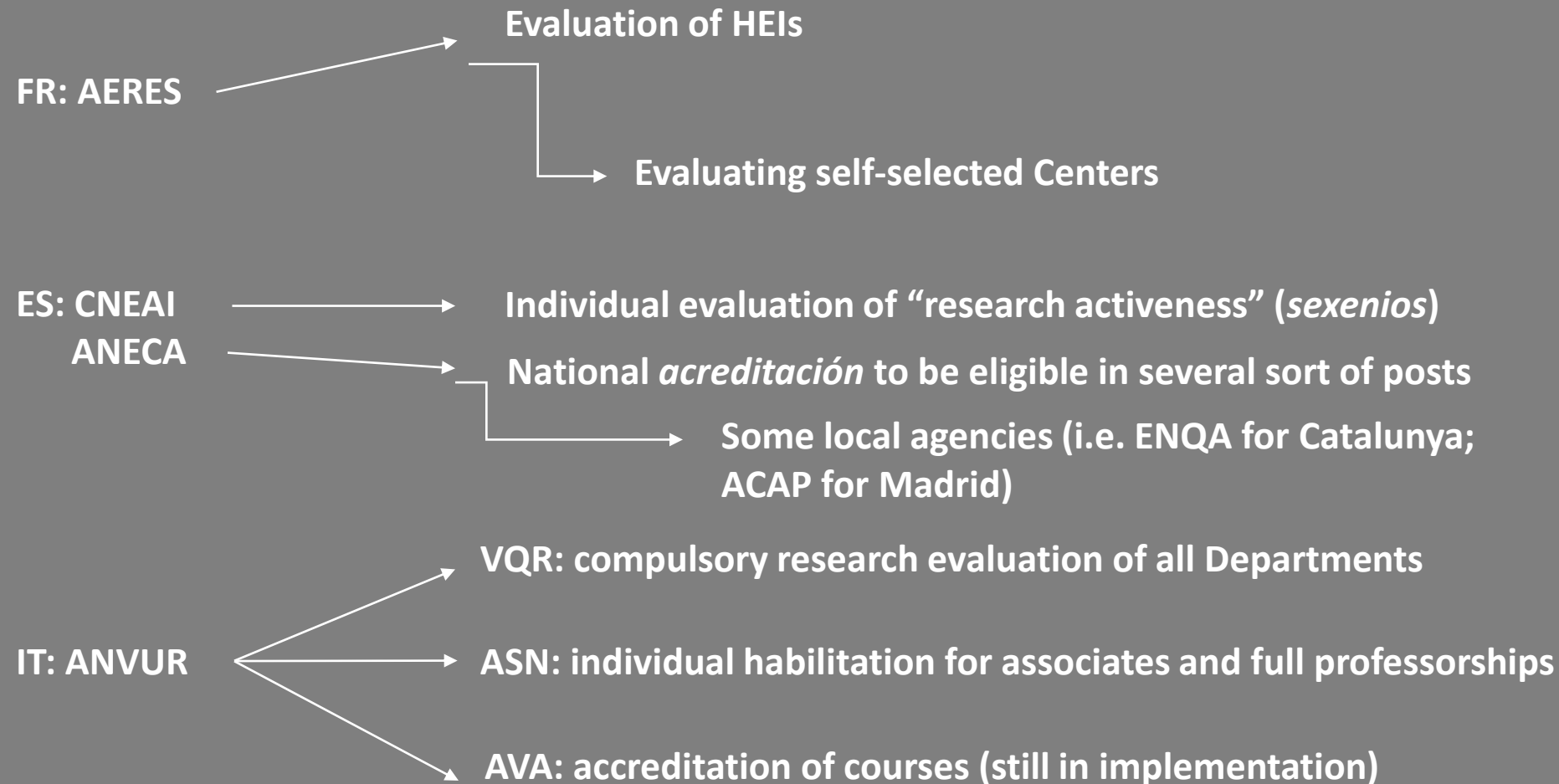
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General framework

- Three Napoleonic Countries entering the NPM paradigm. The common legacy:
 - All assume basically the best person for the post according to objective procedures through public competition
 - Promotions are more likely to follow seniority criteria rather than performance indices
 - Similar mix of internal and external labor market in academia
- Different routes, rationales and paces toward the Evaluative States
 - FR: LRU/Péresse (2007) strong push of institutional autonomy
 - ES: LOU (2001) sharp acceleration on NPM principles (followed by LOMLOU in 2007)
 - IT: Gelmini (2010) introduction of NPM as a bargained process with rectors (CRUI)
- Different stratification processes
 - FR: excellence projects and collaborations among teams of teams
 - ES: fraction between the strong regions and the weak ones
 - IT: still scattered diffusion of good standing, with predominance of northern (VQR 2013)
- Different rules for promotions and recruitment
 - FR: from collegiality (*commission de spécialistes*) to managerialism (*comité de sélection*)
 - ES: *abilitación/acreditación* and double regional system (since 2001/2007)
 - IT: ASN and local competitions (since 2013; in implementation)

Introduction of
some *up or out*
principle?

Which are the actors? The Agencies managing the tools



Main Hypothesis

- We assume that beneath different contexts with different evaluative tools, scholars – both individually, in groups and at institutional level – react to the introduction of NPM inspired tools in order to don't be affected negatively in their careers and their pupils' recruitment.
- So forth, evaluation (especially evaluation of research) should trigger, even though indirectly, changes regarding:
 - Mobility trajectories, affecting the inbreeding patterns
 - Modes of publishing:
 - Number of outputs
 - Sort of outputs
 - Introduction of (collective) strategies
 - Governance practices in bestowing posts

How evaluation is seen from an organizational point of view

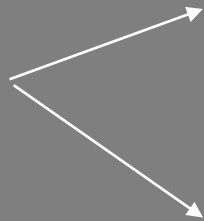
Nation	Nickname	Age	Size	Strong points	Geography	Strategy
ES1	Excellent	Recent	Large	National positioning	Spanish Ivy League	Find new resources
ES2	Practical	Old	Large	International fund raising	Spanish Ivy League	Development through fund raising
FR1	Engaged	Recent	Medium	New vision	Île-de-France	Cope with competition
FR2	Popular	Recent	Large	Regional enrollment	Outside Île-de-France	Manage the merging
IT1	Conservative	Old	Large	Specific excellence	North West	Reduce collegialism
IT2	Ambitious	Recent	Medium	Strong commitment	North East	Push top-down management

Scheme of the interviewed

HEI	#Tot	%Female	Juniors	Seniors	Hard Sciences	Social Sciences	Arts & Humanities
ES1	19	0.47	7	12	7	6	6
ES2	8	0.25	2	6	5	2	1
FR1	13	0.46	6	7	4	2	7
FR2	6	0.33	3	3	4	2	0
IT1	24	0.32	11	13	11	5	8
IT2	22	0.36	10	12	6	10	8

How national HE systems and HE Institutions reacted to new rules

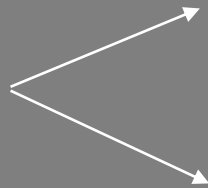
FR: to rebel and then play by the rules



**FR1 engages the new competition to be part of excellent circles
autonomy at institutional level**

**FR2 searches the geographical monopoly of students
autonomy at centers level (MM)**

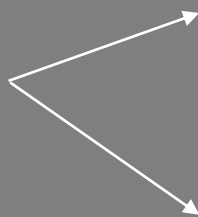
ES: to accept the Prince's will and to run



**ES1 is committed to reinforce their standing at national level
autonomy at group level**

**ES2 has to maintain a balance between public fund raising and bonds with private firms
autonomy at MM level, but ruled by institution that manage the raised funds**

IT: to postpone and to play down the NPM



**IT1 has to manage the misbalances between strong and weak disciplines
weak central governance through evaluation (transition toward institutional autonomy?)**

**IT2 wants to reinforce the third mission to avoid competition with close HEIs
(not yet accomplished) autonomy at institutional level**

Some preliminary conclusions

The effect of research evaluation not always produces changes in recruitment and promotion patterns

- a) public financial availability still plays a crucial role (the Evaluative State rules as it manages resources)
- b) practices can be enacted to bypass some NPM features
- c) Evaluation of Research becomes a key role as far as stratification and prestige processes are enacted

Major changes concern especially “mid disciplines” (SS). In general, the mean of evaluation becomes promptly an end. The “to publish or perish” gets this declination (especially for promotions):

- a) WoS & JCR instead of national reviews,
- b) articles instead of books,
- c) inter-groups projects instead of solitary/local works,
- d) work group instead of single signed works
- e) some “taylorization” of scientific production
- f) strong emphasis over quality and prestige of projects that award recognition

Recruitment is strongly intertwined with stratification paths

- a) self inbreeding is strongly in disrepute (legally and rhetorically) but the same attention is paid to try to inbreed
- b) anti-parochialisms policies are effective if weak groups who recruit weak candidates are formally labeled as weak

A final global picture

- **Mobility trajectories, affecting the inbreeding patterns**
- **In FR1 and ES1 there are some evidence of changes in favor of mobility (i.e. post-docs), even though the main pattern remain to inbreed one's people. FR2 looks less affected, while mobility in ES2 has some issues of external market due to applied disciplines. IT1 and IT2 has no effect on mobility by evaluation**
- **Modes of publishing:**
 - **Number of outputs; Sort of outputs; Introduction of (collective) strategies**
 - **All these points are clear and manifest in all contexts and disciplines**
- **Governance practices in bestowing posts**
- **Evidence show that this is not true (or not yet), especially in Italy**
- ***Stratification processes and prestige signaling, enacted directly or indirectly from evaluation, look to be the main factors to change careers***