

AUDIT OF HANKEN SCHOOL OF ECONOMICS

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2.2 Research, development and innovation activities with impact

- HEI's self-assessment

Openness in science and research

Hanken has signed the [Declaration for Open Science and Research \(Finland\) 2020-2025](#) and is committed to following the strategic principles, objectives, and action plans outlined in the different national policies made under the Declaration.

Hanken's [Guidelines for Open Science and Research](#) adopted by the Research Council, guide the implementation and allocation of responsibilities within the School. Hanken Library, together with Research services, Marketing and communication service, IT services, Teaching Lab and legal advisors, provide services and support for open science including maintaining information and instructions online, for example, in the LibGuides on [Open Science](#), [Open access](#), [Research data management \(RDM\)](#), [Copyright guide](#) and [Open educational resources \(OERs\)](#), and offering training, guidance and assistance, for example, in Moodle courses on RDM and open science for PhD students and workshops for researchers.

The main objectives of Hanken's open science strategies, services and practices are to advance open access to research outputs including scientific publications, research data and methods, transparent and responsible assessment of research, as well as open education. Hanken offers researchers different options to publish open access free of charge and promotes responsible research evaluation. Researchers are encouraged and instructed to use Fairdata Qvain metadata

tool to describe and publish (meta)data.

Research communication

Hanken publishes research news on its website and shares them on social media channels. Researchers are offered training in media relations and encouraged to communicate their research to media and in their own social media networks. The annual Hanken Magazine presents research conducted at Hanken. An example of research-related presentations and disseminations organised is Hanken Research Days, a yearly conference open to the public. For dissertations and dissemination events, a press release is typically sent out in three languages (Finnish, Swedish, English).

Hanken uses a company to access a register of journalists and a platform for sending press releases. The company offers media monitoring in both traditional and social media. Media hits are shared on Hanken's own channels and in alumni networks.

Societal engagement, impact of research and research activities

Hanken applies an Area of Strength policy in research. An area of strength is defined as an area where the research conducted is of an internationally competitive level. The areas are prioritised in research investments. The current areas were chosen based on an external research evaluation (EoR) in 2018. The next assessment, including self-evaluations by the departments and an evaluation by an external expert panel, is conducted in 2023.

Executive education is one of the means for communicating research findings to the corporate world. Teaching in executive education also exposes the faculty to topical questions in the business world which in turn enhances the corporate relevance of the degree programmes and research. Several faculty members are active in the Executive MBA programme. There are, however, ample opportunities to engage more faculty members in Hanken&SSE Executive Education beyond the EMBA programme.

Monitoring societal engagement and impact is demanding as the scope of impact is wide and the impact often evolves over time. The researchers' awareness of the importance of communicating research results to society is constantly growing as societal impact has to be addressed in funding applications. Hanken's research database HARIS, where researchers submit data on research publications, projects, and other activities, is a potentially useful tool for monitoring activities and outcome related to societal impact. There is room for improvement both in existing processes, such as the possibility to link publications to the UN SDGs (in 2021, 37 % of all publications and 45 % of peer reviewed scientific publications were tagged), and in monitoring outcome for easy access in the public domain.

Responsible conduct of research

Hanken's Guidelines for Open Science and Research has the objective to protect academic freedom, promote open science and increase researchers' opportunities to distribute and utilise research-based knowledge. Hanken is committed to protecting academic freedom and the intellectual property rights of researchers.

Hanken adheres to good scientific practices and code of conduct for research integrity specified by the [Finnish National Board on Research Integrity \(TENK\)](#) and [the National recommendation on good practice in researcher evaluation](#). Hanken's Committee on Research Ethics promotes the responsible conduct of research and addresses research practices that deviate from their guidelines. The PhD programme includes a compulsory course in Research Ethics. Research ethics is introduced from the first introductory course of the BSc studies, and the students must pass a self-test on research ethics before writing their bachelor's or master's thesis. The Disciplinary Board deals with academic dishonesty in study attainments in accordance with the [Action Plan Against Academic Dishonesty](#).

Strengths

Open access to scholarly publications

HARIS database is a good tool for monitoring societal impact

Support and information on research funding opportunities

Good connections with Hanken alumni and donors who are leaders in the corporate world and non-business organisations

Enhancement areas

Open access to research data

Enhance HARIS database to add additional information for publications, funding and societal impact activities for easy access and understanding in the public domain

More collaborative research projects with corporations involved

2.2 Research, development and innovation activities with impact

- Assessment of the audit team

Hanken's research has a versatile societal impact and contributes to reforming the corporate world and society

Hanken's research, development and innovation activities contribute to reforming society and the corporate world. This is not least mirrored in the key research areas of strength and high

potential, which also translate into an impressive number of scientific contributions. The audit interviews revealed that Hanken and its researchers are well connected, and that the university has expert roles and collaborations in many different areas of society. Most of the researchers provided a clear understanding and various examples of the societal impact of research. These included for instance law-making, working with public sector organisations, consulting policymakers nationally and internationally, participating in national committees and working groups, doing capacity building for NGO's in emergency areas, company projects and collaborations, and working on research topics that are current and meet the needs of society and the corporate world. While in general societal engagement and impact was seen as valuable and important by interviewees, in some of the interviews the view of it was somewhat traditional and more output-oriented instead of being a two-way stream benefitting all parties involved and with a strategic role and goals.

Hanken follows an Area of Strength policy in its research and not only areas of strength, but also emerging areas of high potential are identified. The areas of strength are reviewed regularly, based on an external evaluation by an international expert panel. Hanken has very high-profile researchers in the area of sustainability and a relatively large share of the university's research output is focused on this area, which is a strength. High ambition is reflected in how the UN Sustainable Development Goals (SDGs) are linked to research, faculty and research areas, and the overall number of people doing something related to SDGs. This shows the focus on the strategic goal. What is often missing are clearly defined objectives and, in some cases, even a reluctance to set specific targets for societal impact or sustainability. The risk here is that even a good effort and approach is to some extent too reactive. In any case, Hanken seeks to reform and improve society in different ways and examines societally significant issues from different angles.

The Hanken Business Lab has clear objectives for societal impact. It not only aims to generate new business but also serves as a non-profit production studio. The audit team commends this approach. Hanken also has other initiatives that emphasise cooperation with NGOs. Executive Education, for its part, is a channel for disseminating the latest, impactful research knowledge to those already in work life.

Hanken should focus on setting clearer goals, KPIs and data-driven development of the societal impact of research

Hanken communicates its research findings to the media and measures hits in both traditional and social media. Communication should take a strong proactive and data-driven approach, testing different formats and approaches. It emerged from an audit interview that Hanken is very much present in the Swedish-language media and not in the Finnish-language media, even though there is relevance in a broader context and thus potential that has not yet been capitalised. Some of Hanken's research has a global reach also in terms of international media, and it was recognised in interviews that Hanken is not well enough known in Finland for all the good things they do. Overall, Hanken would benefit from better capturing and communicating its

societal impact.

Hanken's research database HARIS collects information on research publications, projects and other activities. An effort is made to link publications to the SDGs, but this does not necessarily produce or improve societal impact, although it does give an idea of which SDG the research is more or less linked to. Based on the interviews, Hanken has not set clear goals for societal impact beyond the general goal of having an impact. Gathering information from research is positive, but how the information is used and how the societal impact is developed and increased is also important. Some of the faculty also felt that there is a growing amount of data collected from them on societal impact, but it is not always clear whether and how data is utilised. The audit team recommends that Hanken focuses on setting clear goals and KPIs and data-driven development of its societal impact of research. This would better enable the university to follow its own ambition and measure the change, but also make it clearer for the faculty for which purposes data is collected.

Hanken has systematic procedures for ensuring the responsible conduct of research, including Hanken's Committee on Research Ethics, a Disciplinary Board as well as self-tests on research ethics on the bachelor's and master's levels and a compulsory course in research ethics as part of the PhD programme. The audit interviews did not reveal any weaknesses related to responsible conduct of research and research ethics.

The self-assessment report states that Hanken has signed the Declaration for Open Science and Research (Finland) 2020-2025 and has Guidelines for Open Science and Research to guide the implementation and allocation of responsibilities within the university. The audit interviews confirm that the university has goals, services and practices in place to advance open science. All research articles are expected to be uploaded openly for everyone to access, and data is also opened when possible.