

Detailed description of measures

1.3 Revision of Fulda University's Guidelines for Safeguarding Good Scientific Practice and translation in English

Revision of Fulda University's Guidelines for Safeguarding Good Scientific Practice of 22 May 2002 in terms of wording and implementation.

- Content
 - o Comparison of the wording with the role and values of Fulda University, the current legal situation and best practices of other universities of applied sciences
 - o Addition of the principles of good research information and data management to the content
- Translation in English
- Implementation
 - o Appointment of an ombudsperson

1.4 + 3.16 Appointment of an ombudsperson as a contact person in the event of scientific misconduct

Fulda University is committed to the memorandum of the Deutsche Forschungsgesellschaft (DFG) "Securing Good Scientific Practice" in the version of 3 July 2013 and intends to follow the recommendations of the General Assembly of the German Rectors' Conference (HRK) of 14 May 2013 ("Good Scientific Practice at German Universities") and appoint an ombudsperson and deputy at the University. This person will represent staff, former staff, students and former students of Fulda University in cases of suspected scientific misconduct. This makes it possible to identify deliberate or grossly negligent falsification, violation of intellectual property rights or the serious disruption of the research activities of others parties in the area of science. Co-responsibility for such misconduct may also be disclosed in this way. The President recommends appropriate candidates to the Senate. Ombudspersons should be academics who are members or staff of the University, have extensive experience in the academic field and both national and international contacts and who are not already obliged to take legal action against scientific misconduct in their official function. The ombudsperson and his/her deputy are elected by a majority of the Senate members for a three-year period.

1.5 Good scientific practice, part of further education programmes for researchers; creation of a curriculum

1. Survey of the demand for further education courses or curricula among researchers by providers of further education courses
2. Preparation of further education courses on relevant subjects
3. Creation of a forum of persons responsible for further education courses at Fulda University with the aim of offering them to specific target groups
4. Collaboration with other universities of applied sciences for the short-term appointment, long-term development of and exchanges between teaching staff
5. Creation and evaluation of further education courses

1.6 New multimedia formats (e.g. courses on e-learning platforms)

On Fulda University's e-learning platform HELP, self-learning units are offered in the form of e-learning courses on topics relating to good scientific practice, i.e. plagiarism, copyright, open access publishing, research data management, etc. These can be combined with campus-based programmes.

Additional remark October 2020:

Further AGGW and ZFH e-learning courses with the subject areas: leadership skills, university didactics, university development, methodological skills and social skills.

1.7 Research funding, part of further education programmes for doctoral students; creation of a curriculum

(Potential) professorial supervisors are either part of a permanent forum which deals with the subject of good supervision or they appoint the ombudsperson for good scientific practice to take on this additional task. Abandoned or otherwise unsuccessful doctoral projects are duly examined and, if necessary, appropriate steps taken to improve supervision. The focus here is on intensive, fair and objective supervision. A practical curriculum for doctoral candidates and supervisors over a five-year period per doctorate includes periodic and personal exchanges and support of the supervisor relationship at certain intervals by third parties, e.g. by Research & Transfer.

1.8 Research funding, part of further education programmes for researchers

With the expansion of the research service website, current and future researchers will have a better overview of the support services and research conditions offered by Fulda University. All advisory and support services and further education programmes relating to Research & Development will be collectively presented by Fulda University.

1.11 Minimisation of IT downtimes through extended monitoring

To minimise downtimes, IT Support already operates a monitoring system which monitors numerous critical network components and IT services. Given the strong growth of Fulda University and the related network infrastructure and the introduction of new IT services, the maintenance, development and optimisation of this monitoring system are of crucial importance because only in this way can the downtimes of individual network areas or IT services be promptly detected and remedied. This measure is an ongoing process.

1.13 Introduction of a current research information system (CRIS)

A research information system is a central database that systematically collates and links, in an authorised manner, information occurring during the research processes, making it available to different user and interest groups in a structured way and supporting research reporting. Connecting numerous individual sources of information and workflows, this kind of integrative system is not only a provider of information but also a work tool.

1.14 Improvement of research communication

Active and specific journalistic measures to support researchers will be compiled in an overview.

This overview will be presented in a central section of the Fulda University website. It will be defined by the services of the Press Office, Research and Transfer as well as in the context of open access.

This will allow researchers to quickly find out about available services and easily gain access to these services. Fulda University's reputation as a research institute will be promoted in this way.

1.15 Intensification of public relations work at Fulda U

Fulda University of Applied Sciences will continue to present itself to the public in future and, among other things, is examining the possibility of participating in exhibitions in collaboration with other universities in Hesse.

1.19 + 3.2 Participation in the Female Professor Programme of the Federal and Länder Governments 2018

The aim of the Federal and Länder government programme is to increase the number of women of all qualification levels in the academic system. Specifically, this means increasing the number of women in leadership positions in academia, promoting young female researchers and supporting and attracting female students to subjects in which they are underrepresented. Kick-off funding is supported for up to three initial appointments of women to professorships per university. All universities of applied sciences that have qualified as being eligible for funding on the basis of a positive evaluation of their gender equality work are entitled to apply. Funded universities of applied sciences must deliver additional equality-promoting measures. Fulda University successfully participated in the Female Professor Programme I (2008), II (2013) and III (2019), in each case receiving maximum funding. Additional university funding for measures to promote gender equality were spent on doctoral positions for outstanding young female researchers.

1.20 Repeat bid for the TOTAL E-QUALITY award 2021

The association TOTAL E-QUALITY Deutschland e. V. annually presents the TOTAL E-QUALITY award to organisations from business, science and administration as well as associations which are committed to sustainably and successfully promoting equal opportunities for women and men in careers and in science. Its focuses include promoting women in leadership positions, helping women reconcile career and family commitments, equitable recruitment and human resources development, promoting fair and non-discriminatory behaviour at the workplace and considering equal opportunities in the principles of the organisation. The basis of the application is a self-assessment tool with a table and text section, divided into various action fields. The awarded institution receives a certificate and logo which can be used for marketing and public relation purposes. Since the 2016 application period, institutions can also apply

for a "Diversity Additional Award". Fulda University was the first university of applied sciences in Hesse to apply for the TOTAL E-QUALITY award in 2009 in an endeavour to outwardly and visibly demonstrate its advocacy of equality. It received the award again in 2012 and 2015.

1.24 Revision of assessment tools for performance-related bonuses

Fulda University's directive on the "W" salary scale of 12 December 2019 regulates the principles and procedure for awarding performance-related bonuses. For performance-related bonuses not based on professorial appointment or retention negotiations, a written application from a professor is required, describing special achievements in research, teaching, continuing education, self-governance and/or the support of junior researchers. The application must be submitted on a form that contains an appropriate list of criteria. This assessment instrument will be evaluated and amended.

2.3 Greater use of job advertisement portal EURAXESS

EURAXESS is an information and advisory service and job exchange for internationally mobile researchers who come to Germany to pursue academic work or wish to move to a different country. EURAXESS offers researchers services throughout Europe. Its aim is to facilitate the international mobility of researchers and help public and private employers find researchers. Fulda University offers posts, especially professorships, that are suitable for persons from abroad or with a migration background. In this respect, it makes sense to publish job advertisements internationally and in English to increase the potential number of applicants. This is why Fulda University intends to make greater use of the job portal EURAXESS in future.

2.4 Ongoing adjustment of the Human Resources Development Concept including support/training of appointment committees by Human Resources Management

Fulda University introduced a Human Resources Development Concept in 2010 with the aim of supporting and promoting the professional development of all employees, especially senior staff, to achieve the best possible work results, meet the challenges of the future, develop perspectives and actively shape and support change processes. The Human Resources Development Concept is supplemented by the University's further education concept. Human resource development at Fulda University is based on these concepts. The concepts will continue to be regularly reviewed in terms of their relevance and, if necessary, adapted. Human Resources Management will organise and, if required, repeat targeted staff recruitment training to support selection committees.

2.5 Support of mobility through participation in ERASMUS

With Fulda University becoming increasingly international, there is growing need among staff for further and continuing education programmes, especially in the areas of interculturality and foreign languages. To improve language skills, International Office has developed an appropriate programme in collaboration with Human

Resources Management. Since January 2015, Fulda University has offered all interested members staff Erasmus funding for a five-day English language course, which can be taken as educational leave, or the opportunity to visit an Erasmus partner university in Europe. Visits to partner universities aim to promote professional exchange, for example through job shadowing or participation in workshops, staff weeks, etc.

Staff wishing to take a language course or visit a partner university can apply for a flat-rate grant in accordance with EU directives to cover the costs of travel and accommodation. Accommodation costs are based on country-specific daily rates. Travel expenses are funded on the basis of fixed rates according to the distance between the point of departure and mobility destination. Human Resources Management distributes the Erasmus+ Staff Mobility offer among all supervisors once a year, asking them to report interested members of staff. Preference should be given to staff use English in their daily work and who have not yet made use of Erasmus funding. Candidates are selected by Human Resources Management and International Office based on notifications from supervisors.

Fulda University acknowledges the value of teacher mobility for the quality of teaching and the internationalisation of the University. To support this, one- to two-week teaching visits to Erasmus partner universities are subsidised with lump sums to cover travel and accommodation expenses in the same way that staff mobility schemes are supported. Since the 2018/19 academic year, a combined staff mobility scheme (teaching and further education) has been available. In this case, the teaching workload abroad is reduced from eight to four hours a week. It is hoped that 12% of staff mobilities will be combined mobilities dedicated to the quality of teaching. Another goal is to increase the number of participating teachers. The programme will be advertised on a wider scale among new teaching recruits.

2.6 Evaluation/adjustment of postdoc concept

Universities of applied sciences in the federal state of Hesse in collaboration with the Ministry for Higher Education, Research and the Arts of Hesse (HMWK) have prepared a document on the "Guidelines of universities of applied sciences in the state of Hesse (UASs) on the appointment of academic staff below professorship level" to attract qualified staff and offer attractive employment conditions and opportunities for personal development. Based on these guidelines, Fulda University has developed and implemented initial procedures to appoint academic staff in the postdoc phase. This procedure will be evaluated and, where necessary, amended after an appropriate implementation phase.

2.7 Development of events measures for junior researchers

1. Survey of requirements (<https://nacaps-datenportal.de/>) and research into current offers for training courses for graduates with Master's degrees among doctoral students and doctoral research centres
2. Creation of a forum of persons responsible for training courses at Fulda University and in the doctoral research centres of cooperating universities with the aim of offering training schemes to employed and non-employed doctoral students, sharing information and promoting each other.

3. Close collaboration with other universities of applied sciences for the development and short-term provision of training courses, e.g. through exchanges of lecturers

3.2 + 1.19 Participation in the Female Professor Programme of the Federal and Länder Governments 2018

Description see 1.19

3.4 Support of female students with their career and personal development with the frauen@hs-fulda series of events

The **frauen@hs-fulda** series helps female students (including doctoral students) from all departments at Fulda University plan their studies and careers. The aim is to make it easier for female students to start careers by offering them targeted advisory services, information and special events. Various extra-curricular activities such as workshops and lectures on specific subjects are held every semester. Since the winter semester 2015/16, the Office of Gender Equality has been in charge of developing and organising the series of events. In total, 330 female students have taken part of in a total of 28 workshops in the past six semesters. Approximately €10,000 from funds earmarked for women's advancement are available for the frauen@Reihe series every calendar year.

3.7 Formation of a moderated network to implement the measures, including career development

1. Clarification of participants in the network, their representatives and their thematic relationship to working groups at Fulda University with similar tasks, e.g. the meeting of doctoral research centres, the doctoral scholarship award committee or the PhD Working Group
2. Clarification of the tasks of the networks e.g. in terms of career development and resulting obligations
3. Establishment of the network by the Presidium and start of the implementation of measures in the network

3.8 Review and, if necessary, adjustment of the number of available places in the respective funding lines of the Mentoring Hesse project to promote the careers of women on the basis of current demand

As already described in 1.18 and 3.3, Fulda University is involved in the collaborative Mentoring Hesse project to promote the careers of women. With the amalgamation of the four funding lines under the umbrella of Mentoring Hesse, places in all funding lines have been available to universities of applied sciences since 2017 (the funding lines Pro.Academia and ProProfessur are expected to be launched in 2020 at the earliest). Based on the financial input of the individual universities of applied sciences, the project manager, in consultation with the steering group, will define approximate numbers for places in the funding lines per university. These are only approximate values for the capacity model which may be lower or higher depending on the number of applications. The actual demand in the individual lines should be regularly compared

with available places and, if necessary, adjusted through additional financial contributions.

The four funding lines are: ProCareer.MINT, which focuses on female STEM students; ProCareer.Doc aimed at female doctoral students and postdocs of all subjects who are deciding on careers; ProAcademia which targets early postdocs and advanced female doctoral students of all subjects who are aiming to pursue an academic career; and ProProfessur for qualified women transitioning to a professorship at a university or university of applied sciences.

3.10 Information event, benchmarking and advice on career development, creation of an advisory service

1. Survey of the demand for offerings among researchers
2. Agreement about the distribution of responsibilities, who is responsible for developing, implementing and evaluating services, appointment of such a person
3. Development of permanent offerings in the area of e-learning
4. Review of the success of such offers, e.g. together with Nacaps (DZHW)

3.11 Review of equal opportunities for researchers in terms of career opportunities and, if appropriate, promotion of equal opportunities

1. Review of studies carried out in the last 10 years on equal opportunities at German universities of applied sciences
2. Review of the careers of the best 5% of female graduates in the 10 most important Master's degree programmes at Fulda University, review of communication between Fulda University and these top graduates
3. Identifiable placement of the results for researchers at Fulda University
4. Agreement on the further procedure with deans
5. Possibly an anonymous survey among researchers at Fulda University by an external party
6. Presentation of results to the Presidential Board

3.12 Development of academic advisory and support services for researchers

All doctoral candidates are actively informed about opportunities to participate in research centres and research networks. They can participate in public events and join the research centres and networks if they are academically and formally suitable.

3.13 Advice on the protection of intellectual property in the form of information events and personal consultations

1. Review of relevant material throughout Fulda University
2. Combination and amendment of materials, if necessary based on the best practices of another university of applied sciences, with the aim of being as comprehensible and accurate as possible.
3. Creation of an online service including designation of its supervisor

4. Annual offer of an information event on current legal developments and amendments, including the most important / urgent questions of researchers
5. Creation of a point-of-contact address, such as geistiges.Eigentum@hs-fulda.de for personal consultations

3.14 Development of a transfer strategy to improve, for example, the protection of intellectual property

1. Review of all transfer activities at Fulda University: R&D exhibitions, business start-up support, continuing university education, patenting and exploitation of intellectual property, etc.)
2. Prioritisation of activities by the (Extended) Presidential Board
3. Appropriate financial and personnel resources and
4. Promotion of prioritised activities inside and outside Fulda University

3.16 + 1.4 Revision and implementation of Fulda University's Guidelines on Good Scientific Practice of 22 May 2002, specifically with regard to the ombudsperson for appeals/objections

Description see 1.4

4.1 Supervision agreements should be extended and adapted in order to comply with certain standards. This applies only to students of cooperative doctoral programmes and, if applicable, other researchers not taking a doctoral degree. To encourage these persons to implement these adjustments, supervision agreements should be a prerequisite for obtaining certain benefits services at Fulda University.

1. Review possibility of making the supervision agreement in various important areas, where a supervision relationship should be effective, a prerequisite for certain benefits (e.g. reduction in teaching workload, further education courses and grants for doctoral candidates).
2. Adaptation of the legal basis in this respect to the usual procedures at Fulda University/departments.

4.3 Help postdocs publish work, obtain third-party funding and learn leadership responsibility (heading junior research groups) through career development and continuing education plans

1. Survey of ideas through interviews with experts, review of existing career plans in the US and Europe about ideal careers
2. Review of existing materials and the successful and unsuccessful career paths of Fulda University graduates ("Stories of success and failure")
3. Orientation towards the overall strategy of Fulda University or its goals
4. Agreement with the academic departments
5. Merging or redevelopment of model career plans, each of which combines categories of similar career paths

6. Provision of plans, designation of a person responsible for revision and further development

4.6 Development of concept for the establishment of junior researcher groups with regular reports in the Departments and throughout the University

1. Feasibility study including impact assessment (especially cannibalisation effects)
 - a. Development and definition of goals, tasks, size, funding, equipment, presentation and compliance of junior research groups
 - b. Development of an optimal academic and organisational link between academic activities at Fulda University and other academic institutions, if possible through the staff interactions
2. Statement of intent from the Presidential Board
3. Review of and contact with potential group members (especially doctoral candidates) and leaders (especially post-docs)
4. Development of a sustainability concept including follow-up arrangements with permanent groups, especially for leaders

4.7 The Doctoral Degrees working group specifies the supervision standards of Fulda University and makes them available to researchers and supervisors

1. Increase supervision quality at Fulda University
2. Develop supervision standards
3. Include the topic on the agenda of the Doctoral Degrees working group and Extended Presidential Board
4. Discuss desired objectives and measures
5. Implementation

4.9 Development of continuing education offers at Fulda University

Fulda University intends to further extend its continuing education programme. This includes both internal and external continuing education programmes with different formats, e.g. workshops, training courses, etc.. In the area of internal continuing education, Fulda University offers in-house courses for employees. In-house training programmes are suitable if the subject is of interest not just to individual employees but to a larger number of staff. To find out general opinions, Fulda University conducted a needs assessment (Q2 2019) and based on the outcome expanded its internal recurrent trainings. In the area of external continuing education, Humans Resources Management helps find courses on specific subjects and advises on choice of appropriate providers.

Additional remark October 2020:

The following courses are offered in the following subject areas: 8 - 12 participants per course

Social and methodological skills 5 courses per year 2020/21 and 2021/22

Leadership and management 2 courses per year 2020/21 and 2021/22

Interculturality / Internationality / Language 2 courses per year 2020/21 and 2021/2022

Personnel selection 1 course per year 2020/21 and 2021/2022

Health 2 courses per year 2020/2021 and 2021/2022

IT courses 5 courses per year 2020/2021 and 2021/2022

4.10 Preparation of a selection of career development and continuing education plans for junior researchers (doctoral candidates, research associates, postdocs) with specific measures, schedules, and regular reports on their implementation for deans

1. Survey of ideas through interviews with experts, review of existing career plans in the US and Europe about ideal careers
2. Examination of existing materials and the successful and unsuccessful career paths of Fulda University graduates ("Stories of success and failure")
3. Orientation towards the overall strategy of Fulda University or its goals
4. Agreement with the academic departments
5. Merging or redevelopment of model career plans, each of which combines categories of similar career paths
6. Provision of the plans, designation of a person responsible for revision and further development
7. If applicable, follow-up of careers by Nacap, for example (DZHW)

4.11 Creation of central offers for the career and development plans of researchers; if applicable, this task could be taken on by representatives of junior researchers in the departments

1. Concentration on professional success after achievement of an academic training goal
2. Creation of centralised advisory services to help researchers choose, change and implement career plans
3. Analysis of the labour market at one central point and guarantee of labour market transparency for researchers regarding opportunities, risks, requirements and developments, including the path to success
 - a. in the academic field
 - b. in business
 - c. in other areas of the job market
4. Link offer not to a person but to a function
5. Possibly purely virtual offerings

4.12 Offering regular internal training at Fulda University, implementation of needs analyses in the form of surveys on necessary continuing education offers

Based on Fulda University's aim to extend its internal continuing education programme, the University offers regular internal training courses. Training courses should be offered as often as possible and on a recurring basis, and not just periodically. Regular training on IT systems is particularly appropriate to help staff remain proficient and consolidate their theoretical knowledge. There are plans, for example, to offer monthly Excel courses in cooperation with Planning and Controlling. Human Resources Development prepares a six-monthly internal training programme, which offers staff a selection of possible topics and dates. The range of internal continuing education courses is based on demand. To ensure that staff are trained in a targeted, demand-oriented way, Fulda University conducted a needs analysis in the second quarter of 2019. The needs analysis was carried out in the form of an online questionnaire which employees were able to complete quickly and easily. The collected results were included in plans for in-house training courses and for the programme plans of the Continuing Education Working Group (AGWW) and the Zentrale Fortbildung Hessen (ZFH).

4.14 One focus of a central graduate support programme is on preparing graduates for a successful career by means of information days, contact forums and individual counselling

1. Concentration on the time after the academic training goal has been achieved, especially after completion of the doctoral degree
2. Making the job market transparent for researchers
3. Definition of professional success and establishment of this goal in the culture of Fulda University
4. Ongoing analysis of at least 10 jobs per department and subject area and general professional area in terms of requirements profile, oldest job advertisement should be no more than five years old, description of the most important requirements
5. Early adjustment of graduate training schemes to fill the gap between requirement profiles and training profiles of researchers with the aim of closing the gap
6. If possible, virtual services, external advisers, no dependence on staff at Fulda University
7. Creation of a protected online exchange on Fulda University websites where graduates can present themselves

4.15 Offer of internal courses on the subject of "Open Science" (open access, open data, open innovation)

"Open Science" aims to offer researchers and the general public free access to peer-reviewed academic publications, research data and other scientific output as quickly as possible and in an open and non-discriminatory way. It also aims to facilitate the use and re-use of research outputs. Open access will help improve research quality, avoid unnecessary duplication, expedite scientific progress, eliminate fraud in science and generally promote growth and innovation.

Under this measure, researchers are informed about the strategies to use to distribute publications and manage research data. They are advised, in particular, about managing their intellectual property rights to guarantee free access to their publications, and about acquiring sound expertise in data management planning and the use of digital infrastructures which support access to and preservation of research data.

4.16 Review of the possibility of introducing a person who guarantees that all researchers can benefit from supervisory services, possibly in the form of the pro-dean

1. Establish criteria to determine whether introducing a person would be beneficial (in terms of improving supervision and ultimately guaranteeing more successful doctoral projects)
2. Needs analyses among doctoral candidates and postdocs
3. Where relevant, review of whether an officer for junior researchers in the departments can assume this task
4. Where relevant, review where the person should be employed, their powers, relief from other duties and potential effectiveness
5. Where appropriate, agreement among those responsible on an incentive mechanism which the person can use to guarantee sufficient supervision services
6. Where appropriate, evaluation of the person's level of efficiency with appropriate consequences

4.17 Offer of further education measures for supervisors and mentors of junior researchers

Human Resources Management will organise an in-house training course for supervisors and mentors of junior researchers based on a seminar conducted by AGWW in 2016. This course is aimed at academics who are responsible for supervising doctoral theses. The seminar will focus on the effective design of the working relationship using supportive tools from coaching, mentoring and modern leadership practice. The content of the seminar is as follows: participants will examine motivators and inner stimuli and find out how they can establish a firm foundation for a successful cooperation. They learn to demand results and provide feedback. They also learn how to deal with emotions, stress and fears during discussion and how to increase their personal responsibility. They practice identifying destructive conversation processes and bringing about a change of levels during discussions.