

## Detailed description of actions

### 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

### 1.7 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.

### 1.13 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.

### 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.

### 2.6 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.

### **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

### **3.13 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](mailto:geistiges.Eigentum@hs-fulda.de) for personal consultations

**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.

**4.6 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

**4.10 Preparation of a selection of career development and continuing education plans for junior researchers (doctoral candidates, research associates, post-docs) 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

#### **4.14 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 counseling**

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

#### **4.16 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

### **39. Short-format continuing education programmes with advice on the subject of science communication for all researchers at Fulda University**

Policy-making is informed to an increasing extent by scientific findings. Evidence-based, authentic science communication that is not influenced by commercial interests is therefore becoming more and more important. Scientists are required to explain their work in a way that is understandable for non-expert audiences and inspire their target group's confidence in science – whether through traditional media or social media channels. Those who decide to become active in this field require skills that go beyond the usual scientific repertoire. How can I present my content in a comprehensible way? How do I get involved in social media? How can I work successfully with journalists? An initial, low-threshold range of continuing education programmes should be offered to scientists to improve the quality of science communication, attract new science communicators and identify further training requirements. Implementation of the measure depends on whether funding can be found.

### **40. Introduction of an applicant tracking tool at Fulda University**

Fulda University intends to introduce an applicant tracking system. This system will be used for professorial appointment procedures and for the appointment of employees who are subject to wage negotiations and trainees. The measure aims to develop an attractive application portal that presents the respective procedures in a clear manner. One advantage of the measure is that all the persons and committees involved in the procedure can process applications together on the same platform. Moreover, documentation of all points of contact with the applicants and persons involved in the process improves transparency and communication. Depending on the system, an initial analysis of the applicant's qualification profile can be carried out electronically. The continuous analysis and evaluation of staff selection procedures by the system helps identify optimisation potential.

### **41. Implementation of a website on continuing education programmes at Fulda University (HK) (overview and subpages)**

Fulda University will create a user-friendly, easily accessible overview page on training opportunities for researchers. It will include further qualification courses at Fulda University and in the doctoral research centres of cooperating universities, especially courses for employed and non-employed doctoral students, postdocs, research associates and supervising professors.

### **42. Participation in the Female Professor Programme IV**

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 top academic positions, 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 deemed eligible for funding on the basis of a positive evaluation of their gender equality work are entitled to apply. The funded universities must implement 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 went to doctoral positions for outstanding young female researchers.



#### **43. Mentoring Hesse: Actively targeting outstanding young female researchers**

In the first phase of the Charter & Code, Fulda University set itself the goal of reviewing and, if necessary, adjusting the number of places available in all four funding lines of the Mentoring Hesse programme. Owing to the high demand, the number of places in the ProCareer.MINT programme was increased from six to a total of eight from 2021. Two places are available in the ProCareer.Doc funding line, and one is available in the academic lines ProAcademia (0.6) and ProProfessur (0.4). In the 2022 round, all four lines started simultaneously for the first time. The number of female applicants was satisfying in all four lines and this should remain high in forthcoming rounds thanks to a targeted approach and appropriate promotional measures. Mentoring Hesse is an appropriate means of supporting outstanding women in their professional and personal development. One example of the programme's success is a former mentee of the ProAcademia line, who has been a professor at Fulda University since the winter semester 2021. Strategic career planning with the help of funding lines is beneficial, especially for outstanding young female researchers aiming to take up professorships at universities of applied sciences.

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 in the career decision-making phase; 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.

#### **44. Individual opportunities and career counselling for junior researchers in all their diversity (ProGEPP)**

Individual opportunities and career counselling services for junior researchers in all their diversity are offered by the Equality and Diversity Office as part of the Programme for the Recruitment and Development of Professorial Staff (ProGEPP). The opportunities and career counselling services are aimed at doctoral students and postdocs, but also alumni with doctoral degrees and Master's students in advanced stages of their programmes at Fulda University, and they are designed as an ongoing support service throughout the qualification process that always considers and affirmatively includes individual backgrounds in career planning. Another special feature of the highly individualised opportunities and career counselling services is that an initial interview is offered to all junior researchers.

Programmes

#### **45. Support programme for junior researchers in all their diversity (ProGEPP)**

The Support Programme for Junior Researchers in All Their Diversity is a measure that was initiated by the Equality and Diversity Office and is organised as part of the Programme for the Recruitment and Development of Professorial Staff (ProGEPP). The programme aims to support all junior researchers from all the subject areas represented at Fulda University with multidisciplinary and soft skill events and it consists of three elements: multidisciplinary workshops in the area of academic support (e.g. on publishing work, academic writing, networking) help junior researchers plan their qualification phase. The soft skills Support Specials address cross-cutting topics (e.g. in the form of self-care and reflection trainings) and encourage junior researchers to develop greater autonomy and confidence in the qualification phases. Networking opportunities (e.g. "Meet & Feed Your Paper-Friday") encourage junior researchers to inspire

each other and open up new perspectives. To promote equal opportunities, the courses are offered primarily as online events and in English.

#### **46. Offers for junior researchers with caring responsibilities (ProGEPP)**

New career paths for junior researchers at universities of applied sciences will create new challenges in terms of reconciling career and caring responsibilities in the coming years, since the qualification period often coincides with the time when researchers start a family. It is clear that women tend to reduce their focus on an academic career because of family commitments or are overlooked by management in skill promotion and career development programmes.

To help junior researchers develop their careers, a variety of measures are offered as part of the federal and *Länder* government programme "FH-Personal". These include events on time and self-management for the successful completion of the qualification phase, taking into account the maternity protection period and parental leave, development of realistic reconciliation models, workshops on the subject of family life and academic careers, and (individualised) support for dual career families. The new action programme for the family-friendly university audit defines various measures relating to academic careers and caring responsibilities.

#### **47. Training series "Awareness of Discrimination and Bullying in Teaching"**

To increase diversity-awareness in teaching, classes have been designed in such a way as to be as inclusive and respectful as possible. The multi-day workshop series "Awareness of Discrimination and Bullying in Teaching" provides a theoretical foundation on the risks of discrimination and bullying in teaching and encourages reflection and the (further) development of individual didactic approaches. Professors and teaching staff are given the opportunity to engage in an interdisciplinary exchange about the challenges and opportunities of discrimination-critical teaching. In individual sessions, they can test their own teaching practice in terms of discrimination risks and discuss how to deal with discrimination and bullying.

#### **48. Further training on interculturality/cultural reflexivity in academic careers**

The action-based workshop on culturally reflective behaviour in academic careers takes place as part of the support programme for junior researchers. It appeals to junior researchers from all subject areas represented at Fulda University to develop their intercultural skills, especially for academic careers. The workshop will help make researchers more aware of their culturally heterogeneous working and research environment and encourage participants to develop a "reflective attitude to culture and power" as researchers. Both junior researchers familiar with the German higher education system and those who have come to Fulda University with an international background are explicitly addressed.

#### **49. Smart workflow/checklist for the appointment of international researchers incl. all required documents**

This measure relates to internal procedures from the start of the recruitment process for international researchers. Which documents are needed in English? Are some documents needed regularly? Which examinations may have to be taken? The workflow for the implementation of the measure consists of the following chronological points:

1. Coordination with HR Management to find out which documents are needed in the recruitment procedure. A distinction is made here between:

- temporary appointment of a visiting/interim professor
- professorial appointment
- 2. Decision on who will write the documents, e.g. documents of the University or third parties (financial administration or social security)
- 3. Decision on whether the required documents can be translated or whether translations already exist.
- 4. Obtaining permission to commission translation.  
If permission to commission a translation is not given, a handout can be prepared to help international researchers complete the German-language document.
- 5. Commissioning of translation
- 6. Preparation of handouts
- 7. Creation of a checklist for internal purposes or a list of the documents that are required and need to be submitted, categorised according to the type of temporary employment/professorial appointment, responsible institution, translation or handout, etc.
- 8. Preparation of an email informing the international researcher(s) in advance which documents may have to be submitted, brought to Germany or translated (e.g. assessment of university degrees, marriage certificate, etc.).
- 9. Several pilot runs to check practical feasibility
- 10. Evaluation of the recruitment procedures that are carried out bilingually and, if necessary, optimisation

Responsibilities and timeframes must be defined.

## **50. Active recruitment of researchers through participation in international fairs**

Participation in international fairs helps attract international researchers. To systematically pursue marketing and recruitment activities at such events, relevant fairs in Germany, other European countries and the rest of the world must first be identified. Participation in these events is of interest both to advisers in International Office, but possibly also to other departments, e.g. Research and Transfer or PM. To prepare for a professional exhibition presence, existing information material (e.g. leaflets and presentation videos) should be reviewed and updated if necessary, and English versions produced. Fulda University's network of international partner universities will also be strategically used as a disseminator of information.

## **51. Onboarding process for international researchers**

This measure aims to support international instructors and researchers who come from a non-German university setting and may not be familiar with the German language and/or the German university system in the onboarding process. Intensive support is required here, and this should be initiated well before the position is taken up, e.g. when researchers apply for a work or residence permit.

Existing onboarding processes are adapted to the requirements of international candidates. It must be ensured, for example, that the international researcher is introduced to relevant members of their department on their first day of work, a workplace has been set up, logins and licences work, the researcher receives a staff card, etc. Furthermore, the adapted onboarding procedure is recorded in a checklist in which the responsibilities are also clearly defined and assigned to the Dean's Office, Human Resources Management and International Office.

This guarantees that international instructors and researchers are not disadvantaged as a result of language barriers or cultural differences.

## **52. Targeted advertising of job offers through international channels/networks**

To make job postings for professorships or PhD positions at the University more visible internationally, advertisements in international application portals, (academic) networks and at partner universities must be identified and used more widely. It is important to establish beforehand whether the ad should be written in English.

The University-wide use of other suitable, target group-specific job portals in print and online media as well as social media channels should be examined.

The competences and responsibilities of IO and PM in the recruitment process must be clearly divided and communicated.

Finally, professors from Fulda University can also be used as disseminators of current vacancies when they attend (specialist) congresses and conferences.