

Aalto University Research Assessment Exercise 2009

TERMS OF REFERENCE FOR RESEARCH ASSESSMENT PANELS



This document defines the Terms of Reference for Panels. This document should be read in conjunction with the instructions that guide the Units of Assessment in preparing their assessment material.

These Terms of Reference were accepted by the Aalto University Foundation Board on 19 December 2008.

The Unit of Assessment refers to an academic department, self-standing research institute or equivalent whose research is to be assessed in the Research Assessment Exercise. Each Panel will assess several Units of Assessment. The list of Panels and their Units of Assessment are listed in Appendix 1.

1. Background

The Helsinki School of Economics (HSE), the Helsinki University of Technology (TKK) and the University of Art and Design Helsinki (TaiK) are in the process of merging into a new Aalto University. According to its Charter of Foundation, “the special national mission” of the Aalto University is “to sustain Finland’s success and contribute to Finnish society, its economy, technology, art, art and design, internationalisation and competitiveness, and to promote the welfare of humankind and the environment”. The animating idea behind the merger is to create a world-class research university that forms “an autonomous multidisciplinary art and science community which operates in the fields of technology, economics, and art and design and in fields closely related to them” and works “in interaction with the rest of society and the international scientific and artistic communities, and promotes the societal impact of research and artistic activities”. The Aalto University shall commence its activities in August 2009 and the three founding universities HSE, TKK and TaiK shall cease to exist as separate universities by 1 January 2010.

According to the Charter of Foundation, the Aalto University's activities are based on top-level research. Thus, the success of the Aalto University requires that it is a recognised and acclaimed actor in the field of international academic research. This can be achieved only by ensuring that the research of the Aalto University reaches an internationally acknowledged top quality level and by ensuring that the university management knows both in which research areas the Aalto University achieves the best results or has the potential to reach the highest international level and in which areas additional support is needed. Similarly, it is of utmost importance to be aware of the possible structural obstacles in the research environment that might inhibit Aalto University's advancement to the highest international level.

To meet these demands the three founding Schools of the Aalto University organise a comprehensive international Research Assessment Exercise to examine how the research of the Aalto University compares with the very best of international research in each of Aalto University's research fields, and which kind of research environment Aalto University's Units can offer for researchers. The Research Assessment Exercise will be a key instrument in realising the ambition of establishing the Aalto University as a world-class university. Moreover, experiences from similar assessments across the globe testify that the assessments themselves have the potential (a) to stimulate the universities into managing their research more effectively and (b) to lead to a notable increase in world-class research activities.

The Assessment and its organisation are funded by the Helsinki School of Economics, the Helsinki University of Technology and the University of Art and Design Helsinki. The finances are coordinated by the Helsinki University of Technology, which will pay an expert fee to Panel Chairs and Panel Members as well as reimburse all the travel and accommodation expenses relating to the Site Visit Week and the Chairs' post-assessment meeting.

2. Utilisation of the Assessment Results

The Assessment Exercise will provide the Aalto University with essential information and recommendations regarding the strengths, potential and obstacles in research activities. The exercise will form the reference point for the future research assessments of the Aalto University.

The Aalto University will use the results and recommendations of the Assessment Exercise as well as the self-assessments of the Units in the processes of defining the Aalto University's research strategy and developing its research practices, including the strategic allocation of research funds.

3. Organisation

The Rectors of the three universities commenced the preparation of the Assessment Exercise in early 2008. The Board of the Aalto University Foundation confirmed the execution of the Assessment in their meeting on 19th September 2008 and appointed a Steering Committee to manage the Assessment, a Working Group to support the execution of the Assessment and a Project Manager to coordinate the Assessment Exercise. The Assessment Organisation is introduced in the Appendix 2.

4. Objectives of the Assessment Exercise

The Research Assessment Exercise is carried out as a peer-review process by external, international Assessment Panels of independent high-level experts. In assessing the Units the Panels utilise (a) interviews conducted during the Site Visit Week and (b) background material consisting of the self-assessment of the Units of Assessment and a collection of bibliometric data and other indicators of the quality and impact of scientific research collected in advance from the Units of Assessment.

The Assessment Exercise has the following objectives:

1. To assess the quality and potential of research of the Aalto University Units of Assessment with regard to the international level
2. To assess the scientific and societal impact of Aalto University's research.
3. To offer the Units of Assessment the opportunity to receive high-level, international feedback on their research achievements, future plans and potential, research environment and research processes. The Assessment Panels are expected to advise the Units in outlining a roadmap from the present quality level to the high international level and thereby to develop their research practices.
4. To identify which Units are already at the high international level, where the most promising potential for research excellence lies and which units require additional support.
5. To stimulate and encourage world-class research in the Units of Assessment.
6. To reflect and develop the assessment process itself. The Assessment is expected to collect and disseminate experiences from the assessment process for future assessments. In particular, the Assessment Panels are expected to reflect the suitability of the Assessment Criteria, including the bibliometric and other numeric indicators, for each Unit of Assessment

5. Assessment Criteria

The Unit of Assessment is a department, independent research institute or equivalent (Appendix 1). Although the Panels are not evaluating individuals as such, the Units of Assessment consist of individuals and the Panels are asked to evaluate the research profiles of the Units, including how evenly balanced the division of high-class research labour is at the Units. Each Assessment Panel should reach a collective decision based on the Panel discussions, interviews and all the material made available to the Assessment Panel.

The Assessment Period is the period from 1 January 2003 to 31 December 2008. The research described in the assessment materials relate to this period only. Moreover, the Units of Assessment are allowed to submit evidence of research achievements by only those individuals who belonged to the Research Active Staff at the Unit in question on the Census Date of 1st October 2008, regardless of whether these individuals had joined the Unit before or during the Assessment Period and regardless of whether the research submitted had been carried out at the Unit or elsewhere.

The Panels are asked to present:

- (i) a general statement concerning the focus, structure and performance of the Unit of Assessment
- (ii) a statement concerning how the research of Units of Assessment reflects the research strategy of the home university
- (iii) a numerical rating and a written statement of the quality of the research of the Unit of Assessment (guidelines available at Section 5.1 below)
- (iv) a numerical rating and a written statement of the impact of the research of the Unit of Assessment on the international scientific community (5.2)
- (v) a numerical rating and a written statement of the societal impact of the research of the Unit of Assessment (5.3)
- (vi) a numerical rating and a written statement of the strengths and weaknesses of the research environment at the Unit of Assessment (5.4)
- (vii) a numerical rating and a written statement of the future potential of the Unit of Assessment (5.5)
- (viii) recommendations for the future (see Section 6 below)

The numerical rating scale applied in the Assessment is the following (detailed instructions for applying the scale to the different aspects (ii)-(vi) of the Assessment are given in Sections 5.1-5.5 below):

- 5** Outstanding International Level
- 4** Very Good International Level
- 3** Good International Level
- 2** Fair International Level
- 1** Emerging International Level

For the purposes of defining quality levels, “international” is a quality benchmark. The Panels must not equate “international” with work on international themes; rather, here “international” indicates that the Units of Assessment are to be compared internationally to established research units in the same field of research. For example, the quality of the interaction between the research of a unit and the society (i.e. the societal impact) may be assessed to belong to the Outstanding International Level even when the interaction takes place mainly at the national or even local level, if this is the case also in the best international units in the same field of research.

At Finnish universities, doctoral students traditionally contribute in a significant manner to the research activities. Thus, the research activities of doctoral students are included in the Research Assessment Exercise. However, doctoral training as such does not belong to the Research Assessment Exercise; it will be assessed in a separate Aalto University Teaching Assessment Exercise to be carried out in the future.

5.1 Scientific Quality of the Unit’s Research

The Assessment Panels are asked to rate numerically the scientific quality of the research of the Units of Assessment on a scale from 1 to 5 and to motivate the numerical rating in written statements. The written statements and numerical ratings form together the quality rating of the Unit of Assessment. The quality rating should be based on the material submitted by the Assessment Organisation and on interviews conducted during the Site Visit Week.

The Assessment Panels will have the opportunity to request more material before or during the Site Visit Week. All research, whether basic or applied, should be given equal weight.

In some fields it may be appropriate to publish rather extensively in Finnish and/or Swedish, which are the official languages of Finland. The language of publications should not have a negative effect on the rating as such: also publications in Finnish or Swedish may be substantially at the Outstanding International Level.

The numerical rating scale:

- 5 Outstanding International Level.** In terms of quality of research, the Unit is comparable to the best international units in the same field of research. This requires quality which is world-leading in terms of originality, significance and rigour. Work at this level ought to be a primary point of reference in its field, i.e., a contribution which the leading actors in that field ought to be aware of. Unit graded as 5 will need to be exceptional in research quality, but the Panels should consider 5 to be a realistic and attainable grade.
- 4 Very Good International Level.** The Unit’s research exhibits quality that is internationally excellent in terms of originality, significance and rigour. Work at this level is thus apt to arouse serious interest within the international academic community and which in principle could, if offered, be published by the leading international publishers or in the leading international journals with the most

rigorous editorial standard (but irrespective of where, or in what language, it has actually been published).

- 3 **Good International Level.** The Unit's research is of undisputed relevance for the international academic community. Work at this level could be published by well-known international publishers or in well-known international journals (but irrespective of where, or in what language, it has actually been published).
- 2 **Fair International Level.** The Unit's research is of possible relevance for the international academic community. Research outputs at this level could be published abroad, by well-known national publishers or in well-known national journals.
- 1 **Emerging International Level.** The research outputs of the Unit include new scientific knowledge only sporadically. This can be the case e.g. if the research profile of the Unit is clearly national in the sense that the Unit does not seek to contribute to the debates of the international scientific community but rather concentrates on introducing international research trends into Finland.

5.2 Scientific Impact of the Unit's Research

The Assessment Panels are asked to rate numerically the impact of the research of the Units of Assessment on the international scientific community on a scale from 1 to 5 and to motivate the numerical rating in written statements. The rating and assessment should be based on the material submitted by the Assessment Organisation and on interviews conducted during the Site Visit Week.

The numerical rating scale:

- 5 **Outstanding International Level.** The Unit's research outputs are published in the best forums in the field and have a notable impact on the development of the field. The members of the Unit occupy important positions in the most influential academic and professional associations in the field, are sought-after experts in tenure committees, chair appointments, research assessments etc. and are regularly invited to speak at the most significant conferences in the field. The doctoral graduates of the Unit are routinely hired by the leading universities across the globe. The Unit participates actively in international research networks and projects. The Unit is successful in securing external research funding e.g. from the Academy of Finland and, possibly, hosts national and international centres of research excellence. Relative to its size, the Unit's impact on its field of research is comparable to the impact of the leading international departments.
- 4 **Very Good International Level.** The Unit is acknowledged internationally as a leading unit in its field and a valued partner in international research projects and networks.
- 3 **Good International Level.** The Unit has a solid position in the international scientific community as a respected and well-known centre of expertise.
- 2 **Fair International Level.** The Unit is still in the process of establishing its position in the international scientific community as a recognised actor in its field; its impact on the international community is irregular.

- 1 Emerging International Level.** The Unit's publication strategy and scientific impact is aimed mainly at the national scientific community.

5.3 Societal Impact of the Unit's Research

The Assessment Panels are asked to rate numerically the societal impact of the research of the Units of Assessment – understood as the interaction between research and society – on a scale from 1 to 5 and to motivate the numerical rating in written statements. The rating and assessment should be based on the material submitted by the Assessment Organisation and on interviews conducted during the Site Visit Week.

The relevant indicators include expert tasks, popularised works, media visibility, external funding relating to research cooperation with non-academic institutions (especially TEKES and EU funding), cooperation with the public and private sector outside the academia, patents, start-up companies etc.

This is a research assessment exercise and thus the societal impact of teaching as well as the societal impact of the production of Bachelor- and Master-level graduates falls out of the scope of this assessment. Similarly, the connection between the research and teaching of the Units belongs to the Aalto University Teaching Assessment Exercise to be carried out in the future as a separate exercise.

In this assessment “international” is a quality benchmark referring to the level of interaction expected of academic units in the international scientific community. Thus, even the Outstanding International Level does not necessarily require that the interaction takes place primarily internationally rather than nationally, although the Panels are welcome to comment on this aspect as well.

The numerical rating scale:

- 5 Outstanding International Level.** Engagement with the society is ubiquitous in the research activities of the Unit. The research at the Unit is highly relevant for the needs of the public and/or private sector making the Unit an exceedingly valued research partner in R&D projects also outside the academia. The members of the Unit are sought-after experts in the public and private sector, and the Unit is a key agent in the development of the society at large. The interaction between the Unit's research and the society is comparable to that of the leading international departments in the field of research of the Unit.
- 4 Very Good International Level.** In international comparison within the Unit's field of research, the cooperation between the Unit's research and the society stands out as exceptionally dynamic and wide-ranging.
- 3 Good International Level.** In international comparison within the Unit's field of research, the cooperation between the Unit's research and society is at the level expected of established academic units in the same field.
- 2 Fair International Level.** According to the international criteria within the field of research of the Unit, the interaction with the society plays a somewhat undersized role in the research activities of the Unit.

- 1 Emerging International Level.** In comparison to other units in the same research field across the world, the Unit's research is at a stage where it is still seeking ways to interact with the surrounding society.

5.4 Research Environment at the Unit of Assessment

The Assessment Panels are asked to rate numerically the general research environment at the Units of Assessment on a scale from 1 to 5 and to motivate the numerical rating in written statements. The rating and assessment should be based on the material submitted by the Assessment Organisation and on interviews conducted during the Site Visit Week.

In this section the Panels will assess issues such as research leadership, long-term strategic planning of the Unit's research, including human resources strategy and the focus of research, as well as issues such as the availability and quality of support services, research infrastructure, databanks, technical staff, the teaching load of research active staff, the student/staff ratio etc. In this section the Panels are asked to adopt a particularly constructive perspective: Which aspects of the Unit's research environment are assets that should be further strengthened? Are there structural obstacles that prevent the Unit from realising its full potential for international excellence in research? Although the Panels are not evaluating individuals as such, the Panels are asked to assess also the research profiles of the Units, including how evenly balanced the division of high-class research labour is at the Units.

The numerical rating scale:

- 5 Outstanding International Level.** The research environment of the Unit is fully comparable to the best international units in the field in terms of research management, strategy, environment and infrastructure.
- 4 Very Good International Level.** In international comparison the Unit is able to offer an excellent research environment for high-class international researchers in the field of research of the Unit.
- 3 Good International Level.** The Unit is able to offer a research environment comparable to established academic institutions in the field across the world.
- 2 Fair International Level.** The research environment at the Unit is still developing towards the level expected from a reputable unit in the international scientific community in the Unit's field of research.
- 1 Emerging International Level.** The Unit is still developing an internationally comparable research environment.

5.5 Future Potential of the Unit of Assessment

The Assessment Panels are asked to rate numerically the future research potential of the Units of Assessment on a scale from 1 to 5 and to motivate the numerical rating in written statements. The rating and assessment should be based on the material submitted by the Assessment Organisation and on interviews conducted during the Site Visit Week.

While it is of course impossible to assess the future, the Panels may wish to focus on such indicators of future research potential as the Unit's vision and plans for the future, how realistically the Unit sees its strengths and weaknesses, opportunities and threats, and whether the Unit has a carefully contemplated plan for managing such factors. Also issues such as the age and career profile of the research active staff, the size of the unit as well as the ability to attract high-quality international doctoral students and researchers may play a role here. Similarly, important indicators of future research potential may include the ability to secure competitive funding, the capacity to focus the Unit's research on topical issues, the existence of promising international collaboration networks etc.

The Panels are in particular asked to identify the emerging academic leadership and to assess the Units' plans on how to make the most of the new interdisciplinary possibilities formed by the creation of the Aalto University.

In summary, the future potential of a Unit includes (a) the potential of the researchers in the dynamic international competition, (b) the potential of the research environment to provide support for the chosen research topics, (c) the potential of the chosen research objectives and research topics to make an impact at the international level on the scientific community and society at large and (d) the potential of emerging research fields.

The numerical rating scale:

- 5 **Outstanding.** The Unit has the potential to be a flagship of the research of Aalto University. The Panel expects that within the next 5-10 years the Unit will produce international breakthroughs in its field of research and attract leading scholars and very promising doctoral students to work at the Unit. The Unit has the potential to reach in the foreseeable future the level of excellence comparable to the most notable units in the world in the Unit's field of research.
- 4 **Very Good.** The Unit has the potential to establish itself as a well-known and respected actor in its field of research in the international scientific community. Within the next 5-10 years, the Unit can be expected to have reached the Very Good International Level in the quality and impact of its research and to be a much-valued partner in international research networks.
- 3 **Good.** Within the next 5-10 years, the Unit has the potential to secure a position in the international scientific community as a solid performer and a trusted partner in international research networks.
- 2 **Fair.** The Unit has the potential to be a noted local actor in its field of research that is internationally expected to make occasional contributions to the activities of the international scientific community.
- 1 **Weak.** The Unit must work hard to be able to establish itself as an internationally recognised unit in its field of research within the foreseeable future.

6. Recommendations for the Future

The Assessment Panels are asked to provide recommendations on the future development of the Units of Assessment. The Panels will need to consider that the recommendations are focused on the Unit, not on the research groups or single researchers.

The Assessment Panels are expected to support the Units in outlining a roadmap from the present quality level to the excellent international level and thereby to develop the research practices of the Units of Assessment. The Panels may also wish to comment on the Units' prospects of innovative cooperation within the new Aalto University.

For example, the Assessment Panel may provide recommendations on:

- Research - both single disciplinary and interdisciplinary research (with a particular emphasis on the potential for innovative interdisciplinary research in the context of the Aalto University)
- Development of research environment and infrastructure, including strategic guidance of research
- Research active staff, including the division of research labour within the Unit and its personnel strategies
- The role of doctoral/post-doctoral training in research
- Other issues.

Key issues to be addressed are:

- The main strengths and weaknesses of the Unit.
- The opportunities and challenges of the Unit.
- How should the Unit improve its performance to carry out its research better?

7. Tasks, Responsibilities and Working Arrangements of the Panels

7.1 Assessment Report

The Panels are asked to produce a separate Assessment Report on each Unit of Assessment. An Assessment Report should consist of

- (a) a general statement concerning the focus, structure and performance of the Unit of Assessment,
- (b) a statement concerning how the research of Units of Assessment reflects the research strategy of the home university
- (c) numerical ratings and written statements concerning the quality of research (5.1 above), the scientific impact of research (5.2), the societal impact of research (5.3), the quality of research environment (5.4) and the future potential of research (5.5) at the Unit of Assessment and
- (d) the Panel's recommendations for the future.

The Panels should reach a consensus based on Panels' discussions. The Panels should ensure that the Assessment Report takes into account all the material available to them, including all the assessment documents, self-assessments, site visits and interviews. Each Assessment Panel is expected to finish the penultimate drafts of the Panel's Assessment Reports during the Site Visit Week in Finland. The Assessment Reports are to be written on the Assessment Form, provided by the Assessment Organisation.

Each Assessment Panel is appointed a Chair to direct the Panel's work. It is the Chair's responsibility to ensure that the Panel produces its reports on time. The Chairs will have the opportunity to discuss the penultimate drafts together in a post-assessment meeting in Finland, after which each Chair will have two weeks for finalising the Panel's Final Assessment Reports.

The Project Manager will compile the Final Report of the whole Assessment such that the finalised reports of the Assessment Panels are included in the Final Report without any changes in the substance of the reports. The Final Report including the Assessment Reports will be published both in printed and electronic form by the Aalto University.

7.2 Desk Work and the Site Visit Week

Panel Members base their assessment on desk work at their home institutions before the site visits and on interviews during the Site Visit Week in Finland.

Desk work is carried out prior to the Site Visit Week and is based on

- facts concerning the research active staff of the Units of Assessment
- facts concerning the funding of the Units of Assessment
- facts concerning the research output of the researchers in the Units of Assessment
- the self-assessment documents of the Units of Assessment

- background information about the Finnish higher education system and the three universities.

All the materials will be provided to the Panel Members by the Assessment Organisation approximately five weeks before the Site Visits.

During the Site Visit Week in Finland the Panel Members can

- discuss in person with other Panel Members
- interview researchers representing various phases of the research career
- get acquainted with the Units of Assessment
- meet representatives of the universities' management.

The specific timetables for the Site Visit Week will be provided by the Assessment Organisation.

7.3 Confidentiality

The Panel Members agree to refrain from making use and/or divulging to third parties any non-public material, facts, information, documents or other matters brought to the attention of Panel Members during the Research Assessment Exercise. The materials included in the Assessment Reports as well as all the ratings are strictly confidential until the publication of the Final Report that summarises all the results. The Final Report is the main instrument for communicating the results of the Assessment Exercise.

7.4 Conflict of Interest

The Panel Members are required to sign a declaration of the lack of conflict of interest. For example, the Panel Members must not be engaged in joint research projects with the researchers or Units they assess, have joint publications with them, be engaged in other assessments (such as EU-application assessments) with them (either as an assessor or an assessee) etc. A Panel Member is disqualified if his/her impartiality is endangered. If a Panel Member is contacted by a member of the Units of Assessment, the Panel Member should discuss the issue with the Assessment Organisation immediately.

Appendix 1: Panels

Each Panel shall assess a number of Units of Assessment (departments, self-standing research institutes or equivalent) and write a report on each Unit of Assessment. A Panel shall consist of a Chairperson + approximately 5-7 Panel Members.

Panel 1: Chemical Technology and Materials

- T1010 Department of Biotechnology and Chemical Technology, TKK
- T1020 Department of Chemistry, TKK
- T1030 Department of Material Science and Engineering, TKK
- T1040 Department of Forest Products Technology, TKK

Panel 2: Electronics and Electrical Engineering

- T4020 Department of Electronics, TKK
- T4040 Department of Radio Science and Engineering, TKK
- T4050 Department of Signal Processing and Acoustics, TKK
- T4060 Department of Electrical Engineering, TKK
- T4080 Metsähovi Radio Observatory, TKK

Panel 3: Mathematics and Physics

- T3010 Department of Biomedical Engineering and Computational Science, TKK
- T3020 Department of Mathematics and System Analysis, TKK
- T3040 Department of Applied Physics, TKK
- T4030 Department of Micro and Nanosciences, TKK
- T5300 Low Temperature Laboratory, TKK

Panel 4: Computer Science and Information Technology

- T3030 Department of Media Technology, TKK
- T3050 Department of Computer Science and Engineering, TKK
- T3060 Department of Information and Computer Science, TKK
- T4070 Department of Communications and Networking, TKK
- T6300 Helsinki Institute for Information Technology (HIIT), TKK

Panel 5: Mechanical Engineering and Automation

- T2020 Department of Energy Technology, TKK
- T2030 Department of Engineering Design and Production, TKK
- T2040 Department of Applied Mechanics, TKK
- T4010 Department of Automation and Systems Technology, TKK

Panel 6: Civil Engineering and Urban and Regional Studies

- T2050 Department of Surveying
- T2060 Department of Structural Engineering and Building Technology, TKK
- T2070 Department of Civil and Environmental Engineering, TKK
- T2080 The Lahti Center, TKK
- T2090 Centre for Urban and Regional Studies, TKK

Panel 7: Business Technology, Economics and Finance

- Department of Accounting and Finance, HSE
- Department of Business Technology, HSE
- Department of Economics, HSE

Panel 8: Marketing, Management and Applied Business Research

- T3070 Department of Industrial Engineering and Management, TKK
- T3080 BIT Research Centre, TKK
- Department of Languages and Communication, HSE
- Department of Marketing and Management, HSE
- Center for Knowledge and Innovation Research (CKIR), HSE
- Center for Markets in Transition (CEMAT), HSE

Panel 9: Architecture, Design, Media and Art Research

- T2010 Department of Architecture, TKK
- Designium, TaiK
- Future Home Institute, TaiK
- School of Art and Media, Pori, TaiK
- School of Art Education, TaiK
- School of Design, TaiK
- School of Media Lab, TaiK
- School of Motion Picture, Television and Production Design, TaiK
- School of Visual Culture, TaiK

Appendix 2: Assessment Organisation

Steering Committee:

Professor Marja Makarow, Board of the Aalto University Foundation, Chair
Professor Jarl-Thure Eriksson, Tampere University of Technology
Dr. Mikko Kosonen, President of the Finnish Innovation Fund Sitra
Professor Arto Mustajoki, University of Helsinki

Special Advisor: Professor Tuula Teeri, Vice Rector, KTH Royal Institute of Technology Stockholm (until 31 March 2009), President of the Aalto University, 1 April 2009 onwards.

Working Group:

Vice-Rector Outi Krause, TKK, Chair
Professor Yves Doz, HSE & INSEAD, Special Advisor
Professor Matti Keloharju, HSE
Professor Pekka Korhonen, HSE
Vice-Rector Pekka Korvenmaa, TaiK
Professor Yrjänä Levanto, TaiK
Professor Mikko Paalanen, TKK

Project Manager, Secretary for the Steering Committee and the Working Group:

Dr. Antti Saaristo, HSE

Aalto University Research Assessment Coordinator:

Ms. Katri Lehtovaara, TKK

School-level Research Assessment Coordinators:

HSE: Ms. Selja Susiluoto
TaiK: Ms. Pia Sivenius
TKK: Ms. Anita Rautamäki