
EKONOMIC

11. School of Economics and Management (E)

Panel and Unit of Assessment (UoA) overview

TOTAL NO PANELS: 2	TOTAL NO UoAs: 6
SUBJECT PANEL NAME	UoA NAME
Business Administration, Business Law and Informatics	Business Administration
	Informatics
	Business Law
Economic History, Economics and Statistics	Economics
	Economic History
	Statistics

Foreword by the faculty leadership

The Lund University School of Economics and Management was assigned two panels for the RQ20 project. The basic structure of the panels was suggested quite early by the disciplinary composition of the School. One panel centered around the broad and somewhat unwieldy area of business, including the business administration department with a number of sub-areas, including marketing, organization and entrepreneurship, and business law and information systems with distinctively different disciplinary roots but an applied orientation towards business. The other panel centered around economics and quantitative social science, with the departments of economics, economic history and statistics covering different parts and angles of this ground.

In forming Units of Assessment, the disciplinary basis and the disciplinary distinctiveness of the departments was the over-arching principle. Such considerations led immediately to a department-wise formation of UoA's except for the largest department, business administration, and the smallest one, statistics. In final considerations, the fact that research matters in terms such as PhD program, funding etc, to a large extent are managed at the department level in business administration led us to define the department as a single UoA. In the case of statistics, it was deemed desirable to obtain advice on how to best develop the subject matter of statistics in relation to other bridgeheads of statistical/quantitative research at the School and throughout the University.

External panel reports

Business Administration, Business Law and Informatics

Panel Overview

This panel consists of one large unit of assessment, Business Administration, and two relatively small ones, Business Law, and, Informatics.

At the faculty level, the School of Economics and Management recognizes the power inherent in the pursuit of bottom-up initiatives by individual researchers, whose curiosity and dedication are fundamental to knowledge creation. The organization of research is therefore fundamentally decentralized. The

School does, nevertheless, pursue strategic initiatives to initiate and support research activities, primarily by means of ear-marked co-funding of external grants and support of recruitment efforts.

The School, moreover, supports research and collaborative activities in partnerships with the corporate world and the public sector, most notably by the network of companies that engage at the School level through the School's Partnership Foundation. Moreover, the proliferation of the School as a highly-regarded business school by means of international accreditation, ranking and the maintenance of an attractive educational offering is an important foundation for attractiveness for faculty.

The Department of Business Administration is organized in four sub-units: Accounting and Finance; Strategy and Entrepreneurship; Marketing; and, Organization. All areas are quite teaching-intensive. The department has distinct research strengths in Organization and Marketing, and strong collaborative interfaces in the corporate world, not least in the area of Strategy and Entrepreneurship.

Research in Business law contributes to the theoretical framework and understanding of legal issues relating to domains and markets of particular importance for social welfare, such as business, innovation, entrepreneurship, labour, taxes and contracts. As a consequence, the domains of interest to Business law are also of interest to a number of other social science disciplines. Among them are inter alia economics, business administration and political science.

The Department of Informatics researches and teaches design, implementation and the effects of Information Systems (IS), that is viewed as the bridge between technology and human activities. As an academic discipline, information systems (which in a Swedish context also is called Informatics) is defined "as the effective design, delivery, use and impact of information [and communication] technologies in organizations and society". The current and future research at the department can be described as focusing on Designing Digitalisation, i.e. the current digital transformation of society, human activities, and how we contribute to this transformation as designers and developers.

External panel report

Executive summary

LUSEM's departments of Business Administration, Business Law, and Informatics are different – staff, funding teaching burden and standing in research. LUSEM is part of an elite university, which is important symbolically for staff and students. There is no doubt that in principle, research is the motor behind activities. Yet, there is much deliberation about the constraints imposed by teaching. It is as if, as an administrative entity, LUSEM is a teaching institution that has an addendum of research.

A recurring theme during the interviews was what the panel interpreted as the *tension between age and time.* We observed with some surprise that, in a world that is changing fast, there appears to be no sense of urgency at LUSEM. At a general level our recommendations address this tension and possible resolutions, in three recommendations.

Research and education. First, the elitist research culture of an old university is in some tension with the Swedish university system, which favours education over research. A frequent concern with our informants was too little time and money for research, particularly for young faculty. The panel recommends that the top management puts this issue on their top agenda, and initiate structural measures and incentives to improve the balance between education and research.

Academic silos. Second, the tradition of high-profiled individual researchers maintains the strong university brand and position, but can hinder academic renewal. We observed academic silos in all the departments, and between them. We live in a time of climate change, COVID-19, and digitalisation, which all require interdisciplinary research, and we observed little language of cross- disciplinary reflection in terms of theory development and integration. We therefore recommend that the business school develops a strategy for interdisciplinary research.

Governance. Third, the panel observed a tension between a traditional academic freedom and managerial practices. The governance model of Lund and LUSEM was not clear; it appeared that managers tend to coordinate day-to-day activities, while individuals do the strategic choices. We think that, in particular to develop the younger academic staff and groups, it would help to formalize a governance model, which clarifies the responsibilities of managers and different levels.

Introduction

This panel, which engages with three of LUSEM's groups: Business Administration, Business Law and Informatics, consists of the following members:

Professor Bendik Bygstad, University of Oslo (informatics)
Professor Ulrike Mayrhofer, Université Côte d'Azur (business administration)
Professor Jan Mouritsen, Copenhagen Business School (business administration) (convener)
Professor Siri Terjesen, Florida Atlantic University (business administration)
Professor Thomas Wilhelmsson, University of Helsinki (business law)

The panel has experience in undertaking external evaluations and all members have or have had managerial positions in a university even to the level of rector, and in a variety of different types of schools. The panel is knowledgeable about business schools, and it recognises that there is a variety of business schools and universities across the world, with no one best model.

The RQ20 raises the question about precondition for quality, and is thus a process of elevation more than a process of evaluation, although these are hardly independent of one other. However, in the spirit of precondition, the panel's aim is to inquire into the ways that LUSEM prepares for quality.

What is a precondition? We suggest a precondition concerns activities that can be increased or decreased by means of money, time, attention, and/or effort; the increase/ decrease of these activities carries with it an increase/decrease in an effect that can be understood as a quality.

The panel's brief mentions three types of preconditions: leadership, collegiate culture and quality ecosystem. 'Leadership' asks how staff becomes followers of ideas and/or of people; 'collegiate culture' asks how staff interact with each other and generate knowledge and coordination; and the 'quality ecosystem' mobilises qualities that staff pursue in the course of their research and teaching qualities. For all these preconditions, the question is not only whether they work (evaluation) but also how they work and which possibilities there might be for them to work differently (elevation).

The panel undertook work under the particularly novel condition of the corona situation where we had to use Zoom as the main means for communication. We have never before acted as a unit across spaces as we had to do here. This has hampered the length of time we could spend together, and therefore, it may be that certain issues have been discussed less than we would have liked. We did not, for example have time and opportunity to discuss all the detailed questions asked in the brief to the panel in detail neither amongst ourselves not with respondents to the group interviews. Therefore, there may be lacunae.

We attempted to mitigate this problem by taking the idea that this is a process of elevation more than of evaluation seriously and attempted to introduce a measure of learning into the process. We asked all panels to share with us what they learnt from the interviews and how they might have found new things to write in their self-evaluation reports. We had two items of feedback – one by one person and one by a group.

We also tried to mitigate this risk by notetaking. We were fortunate that one member of the panel had immaculate capabilities in note taking. This helped us maintain a record of even quite subtle interactions during group interviews.

Last, we complied the report around the three departments which are quite different. Then we added a few general reflections to these three accounts.

General observations

In our discussions with panels, a general theme of a tension between *age* and *time* surfaced repeatedly. The self-evaluation reports often note that LUSEM is part of an old university and that this is an advantage for the identity of faculty. On the other hand, staff pay attention to time as a fraction of employment such as the 80% rule[741] by which time becomes a barrier to research. This distinction does not say everything about the preconditions for quality, but it does open for some aspects of them.

Regarding *age*: LUSEM is part of an old university. One interpretation of this is that Lund University has a grand history, which translates into an elite notion of knowledge production. This air of elite is generally accepted and quickly translates into being a research-oriented university.

Research is identity and quality.

Age also translates into administrative procedure in the sense that much responsibility is placed on individual faculty to perform as a successful academic with research money, international collaboration, and publications. The rendering of the role as a successful academic and her relationship with the school generally, is not easy to untangle. There seems to be tacit knowledge organising the responsibilities among staff. It is not so clear, for example, which language or set of concepts there is to talk about organisational and collective preconditions. There is clearly a tension with conditions in the Swedish university system, which seems to favour teaching resources but has little to say about research that to some extent is performed under the limitations provided by private and public research councils. This reduces the time horizon of research activities, and makes research short term with a lot of uncertainty and ambiguity, it is argued by staff.

This is probably not a good situation for a university that considers itself elite, which is a university that insists on a continuous inflow of research money. In LUSEM, this task belongs primarily to researchers. The university system seems not to be highly involved in this. The notion of elite favours a romantic notion of the researcher, but the question is whether this pays too little attention to the point that current universities are organisations that presumably have to not only delegate to faculty but also coordinate precondition and teaching arrangements that seem to prevail in a matrix type structure. The language of coordination is difficult in the presumption of elite university that pertains to LUSEM.

Regarding *time*: LUSEM seemingly runs by state regulation: 80% teaching for certain positions and 50% teaching for others. This rule is the key precondition. This administrative rule is used when faculty account for the constraints to their activities. Teaching is the main drive of activity, and time constrains the ambition to develop more research. Everyone utters that research is a raison d'etre of the university (as in elite) but it is also clear that teaching (80%) is an absolute barrier in discussion about the burden put onto faulty and it is a main argument for having difficulty with raising external funding. In Human Relations terms, which claims that activity depends on motivation, skill, and opportunity, when faculty mobilises time as a constraint it blames opportunity. Faculty and management seemingly do not blame motivation (everyone wants to do research) nor skill (everyone can do research) even if there is significant differences in research efforts across the school!

74 This rule says that 80% of time is for teaching and 20% is for research. The bureaucratic rule is a 70/10/20 rule, but this version did not seem to matter in our interviews.

When time is not considered a constraint but a measure of quality, faculty realises that it is impossible to think time literally. Therefore, it is even easy to spend time in excess of what is required by the percentage of weekly time for the sake of the wellbeing of the institution. This happens in successful research groups where time is not a strong issue because of inflow of research money. It also happens when individuals rationalise their teaching efforts. As it is happens, when 80% of time is spent it is easy to spend even more time on teaching for the benefit of the student.

Rather than making time a constraint in this situation, it (presumably the 20% that can be extended beyond the arithmetic of the standard week) becomes a resource liberally distributed to add to the 80%. Students get more. This is a quality here.

Whether students want more, or rather want better, is debatable, however. In the ethos of the old elite university, research is a motor for everything that happens. Even here, much time spent on research is an advantage for students. Students may not want quantities of teaching; they may want quality teaching in the sense of research based teaching. Therefore, there may be an inverse relationship between teaching and quality! Perhaps the best way to put quality into the frame of activity is to constrain it. Perhaps, compared with other, younger non-elite universities the problem is to find ways of rejecting the 80/20 rule, which also applies there. Accepting the 80/20 rule would make LUSEM similar to other non-elite schools. This probably requires more attention to preconditions that currently, as we propose, operate through tacit knowledge. Perhaps making language and concepts about LUSEM more precise and oriented to all the things for which time becomes *placeholder*, would make it more possible to think about qualities at more places in departments and at management levels of LUSEM.

This might respond to a general strategic question that seems not be strongly articulated at LUSEM: Do we compete with younger, non-elite universities? If the institutional requirement of 80/20 pertains to all Swedish universities, abiding with it and allowing it to be a central argument about opportunity, also makes all universities the same. Elite status disappears. Perhaps the main advantage of a more detailed language about what happens and what faculty and students may need and want would be a mechanism that would relativize and change the discourse established by Swedish state institutions. Otherwise, is not so easy to see how the ethos of ‘old’ will become a resource and objective of LUSEM activities.

This ranting leads to the following set of general recommendations:

1. Reduce the Teaching/research ratio. Consider the following propositions:
   - A. Take time from teaching and spend it on research. Students want research based teaching rather than time in front of teachers.
   - B. Teach courses that has a research content.
   - C. Propose that all teaching syllabi has three kinds of materials: (a) a textbook (if applicable), (b) research papers discussing the applicability of the textbook materials, and (c) research papers that identify critical issues in the themes taught (probably not first year). When students read research, so do teachers.
2. Develop research culture. Bring out ideas from drawers.
   - D. Create a million kroner rule: all good ideas will be granted a million kroner for research development by the dean.
   - E. Departments develop a ranked list of research themes justified by current developments in the academic fields. Making research possibilities clearer and present is useful for researchers.
   - F. Consider whether it is useful to think in terms of research groups more than in terms of the strong individual researcher.

3. Develop research entities.
   G. The Swedish system of promotion may encourage universities to spend all money on internal promotions. Consider how it may be possible to increase external inputs - not only promote from within but also make LUSEM a place where different ideas meet though external recruitment.
   H. Seek to leverage the use of part time professors and make their involvement with the development of the departments clearer. Make their contribution clearer in terms of teaching and research. Assume that a part time professor is allocated to one or more research projects and make the person both a supervisor and a co-author in the project.
   I. Make more use of engaging with other universities. This includes sabbaticals.
   J. Attempt to deal with the (possibly small) risk that tenured people are interested in dissemination and relations to external stakeholders while junior researchers' focus on research to become tenured. This makes it difficult to be a young researcher and creates a two-tier system of researchers. Interestingly, as a consequence of this observation, only the young would appeal to the symbolism of age as elite in this situation. Reduce the distinction between research and outreach.
   K. Efforts that make collaboration more real are an advantage. Such projects are emerging, but they are not the rule or norm in all places. This is a way to leverage theoretical and empirical collaboration.
   L. Centres may be given an expiration date – say 5 years. At a certain point, it may be reasonable to expect that the good ideas developed though centres can be incorporated in departments. Otherwise, it may be that new centres with new research agendas will not emerge.
4. A little bit on evaluation[75]
   M. It is clear that LUSEM has world-class professors and areas of expertise. For example, the actives around critical management studies makes LUSEM world famous. With this set-up, that includes not only much research money but also an integrated interaction with research people around the world who work with LUSEM in a productive capacity, it may be possible to let the strategy grow from within including the networks. The primarily risk may be that this strategy currently is based on the performance of not so many people.
   N. It is also clear that others see themselves as not performing well. For example, 'strategy' and 'accounting and finance' note the lack of senior researchers to be able to execute on a strong research strategy. This may be right, and it accentuates the usefulness of a more comprehensive search process, which includes the potential of external recruitments at the professorial level.
   O. #b may also apply to Law and Informatics. However, as they have many research links outside LUSEM, it should be made clearer how investments in these departments add competence in addition to handling the obvious teaching tasks that exist. We acknowledge as welcome these departments at LUSEM but also note their inability to explain to other departments why they are here - or rather why do other departments not listen to them apart from in coordination on tasks related to teaching?

75 It seems to be difficult at LUSEM to discuss elevation, which is the problem that we read into our task. The self- evaluation reports are typically about evaluation and the questions asked to the departments are often located in the language of evaluation. Some tension makes evaluation a stronger element in the self-evaluation reports. We have not been provided enough data to make a proper analysis of relative strengths, though, and this would be consistent with the elevation ambition.

The Departments

Informatics

Leadership

Priority setting, including goals for external research funding

The Department of Informatics is a small department, with one professor, three associate professors, five assistant professors, one PhD student, and two lecturers. There is a heavy load of teaching. The department received EU-FP7 project funding for S-HELP (3 600 000 SEK) and Supporting LIFE (3 200 200 SEK).

The research field of the department is Information Systems. During the period 2014-19 there was no established strategy for the department, and research has been conducted based on individual interests and external grants. This situation has changed with a new management team, and a new strategy is now emerging, focusing on designing digitalization, particularly within eHealth. The ambition is to be recognized as a leading information systems department.

The eHealth strategy is justified by arguing (i) it is building on the internal resources, by combining existing strengths in areas such as IT security and industry outreach, and (ii) that eHealth is an area of increasing impact and growth internationally. According to the department manager and professor, the strategy is strongly supported by the business school. There is some co-operation with other parts of the business school, one example is a project with Dept of Business Administration on artificial intelligence.

The eHealth field may be a good choice, but also presents some challenges for a small department; it will take time to establish, and is quite competitive, as there are many other IS departments that have long experience in the field. To succeed, a number of resources should be mobilized. We discuss these in our recommendations.

Recruitment, promotion and succession

From 2014 to 2020 the department has renewed and promoted key academic staff. The department has a tradition of recruiting prominent visiting professors. This has resulted in several publications, but it is not clear how the external professors fit into the new strategy.

Publication patterns

From 2014 to 2018, the Department of Informatics published 38 journal articles. The quality is generally good, but research appears unfocused; publications deal with quite different topics, and are published in various journals and conferences. Four “basket” papers were published in 2014-18. However, all of these were authored by well-established external adjunct professors, and only one of them were co-authored by full-time Lund researcher. It is not clear how these efforts contribute to internal academic development.

The balance between activities in research, education and external engagement

As the teaching load is heavy, the managers express that both grants and more time are needed to conduct more research.

Collegial culture

The panel notes that the new management team is people-oriented and aims to developing a co-operative culture.

Opportunities for early-career researchers to develop their originality and independence

There are large opportunities for research in digitalization, but junior faculty has only 20% available for research. The department is an active part of the national Swedish research school of management and IT. There is a tradition of individual choice of research topics and approaches, which may have been counterproductive for the development of the group.

Sustainability and renewal of research strengths
Previous lack of strategy makes it challenging to build a sustainable platform for research. In our recommendations below we discuss possible measures.

Academic networks and collaborations outside the unit
Researchers from the department have worked with the visiting professors, and are active partners in Swedish research networks.

Quality in applications and publications
As to the publications, see above. The department has received two grants (see above), and aims at a more systematic process in writing new ones.

Quality ecosystem
Generally, the quality ecosystem seems to work well for education, but is underdeveloped for research.

Research strengths and how these are reflected in the educational portfolio
The department delivers Bachelor and Master courses in Information Systems, and the broad research interests of the staff are well utilized in education.

How external research collaborations (with e.g. industry, governments and states, county councils, municipalities and non-governmental organisations) influence the quality of research

The department has 54 partner companies, which are mainly used for educational purposes.

Recommendations
The panel believes that the new management has taken some right steps, i.e. creating a strategic focus, and aiming for a more people-oriented and co-operative culture. This can work as a platform for further development. However, with a weak starting point and scarce resources, it will be crucial to take effective measures in the short/medium-term. Some possible ways forward are:

First, the eHealth strategy should be elaborated and assessed, and (if found feasible) made into a medium-term (3-5 years) action plan. This should include recruitment, incentives for staff, external research and industry partners, and grant application capacity. It is crucial to connect to strong external research partners.

Second, the department should establish and develop more cooperation with other department of the business school. The Information Systems field shares many topic and methods with business schools, and the strength of other departments should be leveraged.

Third, the quality ecosystem for research should be strengthened, with clearer roles and aims for the management, establishment of research teams, and arenas for capacity improvement.

Management and Business

Leadership

Priority setting, including goals for external research funding
The Department of Business Administration is considerably larger than other LUSEM departments, with 175 employees including 130 academic staff (faculty and doctoral students). The department is organized into four research groups: (1) Marketing; (2) Organisation; (3) Strategy, Entrepreneurship and Research Policy; and (4) Accounting and Finance; and also hosts several centers including the Sten K Johnson Centre for Entrepreneurship, Centre for Retail Research, and LUSEM Sustainability Research Network. The department's total annual research budget was 59.7 MSEK in 2014 and 55.5 MSEK in 2018, which corresponds to a decrease of 7.6%.

The department unit is managed by a collegially elected head of department, four deputy heads (who are appointed by the department head and in charge of a research group), the head of undergraduate and postgraduate studies, and the head of administration. There is also a head of research and research education (who is not part of the leadership team).

Resource allocation for research is under the responsibility of the department head, but is mainly controlled by individual researchers who receive funding: 55% is directly allocated to researchers through the competitive grant system. Co-funding arrangements exist and allow combining project and institutional funding. Project funding is primarily investigator driven.

The department's leadership can allocate resources for co-funding project research and doctoral students, travel, and other research-related expenses for staff who do not have project funding. New faculty members receive institutional funding for research, which can be increased through project funding.

Except for thematic strategic investments such as Agenda 2030, research agendas are mainly driven by individual researchers and research groups. Each research group can organise its research activities and the degree of coordination varies across groups.

Researchers are expected to respond to two sources of steering signals: LUSEM and university leadership and the general research funding climate. LUSEM leadership's steering signals focus on accreditation and hygiene factors, namely on internationalisation and gender equality. The university's current priorities concern grand challenges and interdisciplinarity research, with some additional focus on research infrastructure.

Recruitment, promotion and succession

The general framework for staff recruitment is that for the Swedish Civil Service. The primary HR concerns are gender equality, internationalisation, and tenure track positions for junior faculty.

Despite efforts to offer more structured career paths and tenure track positions for junior scholars, junior scholars mention uncertainty concerning their career perspectives and a lack of transparency concerning promotion.

Publication patterns

Lund University is one of Scandinavia's oldest research universities, and faculty staff enjoys a high degree of research autonomy. There is no policy to focus on specific publication outlets, but the department follows the general trend of favoring journal rather than book publications.

For promotions, and more specifically for Associate Professorships, the focus is on high-quality journal publications. The department recognizes a diversity of research publications.

For the review period, the number of journal publications increased significantly from 2014 to 2015, but declined between 2015 and 2018. Similarly, top cited outlets and book chapters/entries increased between 2014 and 2016, but decreased between 2016 and 2018.

The department has the ambition to achieve world class excellence, but is aware that this process may take time and should not deteriorate the research climate. The objective is to help faculty to publish in high quality outlets and use this criteria for new recruitments.

The balance between activities in research, education and external engagement

The relationship between activities in research, education, and external engagement varies across individuals and research groups. The teaching-research ratio appears to be critical (this is often the case in departments of business administration), especially for those groups with lower research intensity (strategy; accounting and finance).

The overarching research strategy

Defined in 2015, the department's research strategy focuses on three pillars: research; education and societal engagement. The objective is to promote quality in both teaching and research. The department also intends to develop executive education.

Strengths	Weaknesses
• Swedish system of Civil Service • Research tradition and HR policy at Lund University • Size of department • Ambition to achieve world class excellence • Diversity of staff profiles and research groups • Recognition of diversity of research publications • Elaboration of a research strategy in 2015	• Broad research strategy without clear objectives • Lack of strategy and coordination for external research funding at the department level • Leadership team has limited control on research funding • Decrease of annual research budget • Uncertain career perspectives for junior faculty • Lack of transparency concerning promotion • Decline in the number of journal publications and chapters between 2015/2016 and 2018 • Critical teaching-research ratio, namely for groups with lower research intensity

Collegial culture

Opportunities for early-career researchers to develop their originality and independence

The department has two types of junior scholars with intensive research positions (60-80% research time annually): two-year postdocs and 8 tenure track assistant professors. The ambition is to provide structured career paths and transparency about promotion. For the appointments to Associate Professors and Professors, journal publications are increasingly taken into consideration, but the department also values interdisciplinary research. This explains the importance of book publications. The quality of publications is not taken into account for the promotion to Associate Professor.

Sustainability and renewal of research strengths

Business administration is a field offering numerous project funding opportunities which are seized by individual researchers and research groups who received important funds from state funded research councils and private foundations. However, there are no incentives to raise and manage funds at the department level, which creates different conditions for researchers and groups who receive funds and those who do not. The strategy and accounting and finance groups face difficulties in attracting senior research scholars with high quality publications, and they are inviting guest professors to develop research.

Academic networks and collaborations outside the unit

Researchers at the department participate in different academic networks and have engaged in local, national, and international collaborations. They participate in the strategic research areas (SFOs) and Centres of Excellence of Lund University, and they are also active in cross faculty research collaboration promoted by the university.

Diversity, integrity and ethics

The department applies measures taken by LUSEM and Lund University to promote integrity and ethics in education and research and it participates actively in such initiatives. LUSEM plans to establish an ethics committee to provide support to researchers. The department believes that it is essential to embed good practice in the everyday routine of conducting research. The research committee of the leadership team promotes good research practices and a respectful work climate.

Quality in applications and publications

The department provides administrative support for research projects and workshops and it benefits from the central services of Lund University for large national and EU programs. This administrative support appears to be appreciated by researchers. Research groups organise workshops and seminars to support publishing activities, and several initiatives at the faculty and university levels support doctoral students. The department is also managing the transition to open access and open data, and will take specific measures to build awareness among researchers and help them follow this transition.

Strengths	Weaknesses
• Importance of interdisciplinary research and associated diversity of publications • Numerous funding opportunities are seized by individual researchers and research groups • Active participation in cross faculty research collaboration promoted by Lund University • Active participation in the promotion of integrity and ethics by LUSEM and Lund University • Administrative support at the department and university levels for research activities	• Quality of publications is not considered for promotion to Associate Professor • No incentive to raise and manage funds at the department level

Quality ecosystem:

Research strengths and how these are reflected in the educational portfolio

Most research strengths are reflected in educational programs, except for three areas in public management: research policy, city, and health care management. The department has the plan to develop a master's programme in Public Management, which could benefit from strong networks built with municipalities in the South of Sweden. The department also has the Sten K Johnson Centre for Entrepreneurship Research, which promotes advanced research in entrepreneurship and educates future entrepreneurs.

How external research collaborations (with e.g. industry, governments and states, county councils, municipalities and non-governmental organisations) influence the quality of research

Individual researchers and research groups have a wide range of relationships linked to their research projects. For the 2014-2018 period, there were more than 200 ongoing collaborations and 25% of them involved jointly funded projects. The collaborations take place at the local, national, and international levels. For example, research policy scholars contribute to national and European policies, namely on research funding and innovation. Researchers believe that external collaborations contribute to the quality of their research, even if they are time-consuming.

How the unit deals with integrity and ethics, including potential conflicts of interest, in relation to collaboration

Most external collaborations are driven by individual researchers and are shaped by trust and history, thus limiting conflicts. However, the built relationships are difficult to sustain when key researchers leave the department.

How the unit uses and capitalizes on available research infrastructure, in Lund and elsewhere

The department capitalizes on available research infrastructure at Lund University and participates actively in initiatives taken at the university level.

If the unit is aligned with any of the University's strategic research areas (SFOs) or any other strong and broad research area, how opportunities from such connections are utilised.

Management and Business researchers participate in several strategic research areas (SFOs) and Centres of Excellence developed by Lund University, e.g. CIRCLE; LU Water and LUCSUS. They also participate in several initiatives promoting cross faculty research collaboration. For example, researchers from the department lead the areas Big Science and Society and Enhanced Value Relevance and Credibility of Sustainable Information. They are also involved in two Advanced Study Groups at the Pufendorf Institute: ASG DEMIIS and Resourcification.

Strengths	Weaknesses
• Most research strengths are reflected in educational programs • Potential for new programs in public management and entrepreneurship • Wide range of external research collaborations improves quality of research • Long-standing external relationships by individual researchers are built on trust • Research infrastructure provided by Lund University • Participation in strategic research initiatives taken by Lund University	• Faculty staff lacks time and resources for doing research • Excellence in research relies on few faculty members • Lack of dissemination of knowledge about how to manage external research collaborations at the research groups and department levels • External relationships are not managed at the research groups and department levels

Recommendations

Recommendations for leadership:

In the short- and medium terms (1-5 years), the leadership team needs to build a research strategy based on clear objectives, the definition of resources allocated to achieve them, and KPIs (key performance indicators). To be successful, this effort should associate individual researchers and research groups to the definition of the strategy.

The department needs to develop stronger research collaboration between individual researchers and research groups. For example, the leadership team could take the initiative to organise an annual (or biannual) workshop to build a stronger research culture at the department level and to share ongoing projects and best practices

Furthermore, the leadership team should develop a strong strategy and coordination for external research funding that could be managed at the department level. This would allow a better control of the research budget evolution.

The head of research and research education should become part of the leadership team.

The department should also take measures to improve career perspectives for junior faculty and improve transparency concerning promotion criteria.

The teaching-research ratio needs to be improved to provide more time for researchers and groups with lower research intensity.

In the long term (5-10 years), the research strategy should aim for world-class excellence to be able to compete with major Nordic universities.

Recommendations for collegial culture:

In the short- and medium terms (1-5 years), it is necessary to improve the collegial culture and to develop incentives at the department level for high quality publications and fundraising.

The criteria for promotion should be clarified and it is necessary to integrate the quality publications for promotion to Associate Professor.

In the long term (5-10 years), it seems essential to offer attractive career paths to younger scholars to dissuade them from moving to other universities.

Recommendations for quality ecosystem:

In the short- and medium terms (1-5 years), the leadership team should attach particular importance to the time and resources that can be dedicated to research at the individual level. This should allow the department to develop a stronger research culture that is shared by the research staff.

External relationships should be managed at research group and department levels. Research groups and the department could improve the dissemination of knowledge about how to manage such collaborations more efficiently.

In the long term (5-10 years), the department should maintain the close collaboration established at the university level and participate in the elaboration of new initiatives taken by Lund University.

Department of Business Law

Leadership:

Priority setting etc.

The Department of Business Law is a small department. Its total staff consists of 30 persons, among them 1 professor, 2 senior professors, 2 visiting professors and 5 associate professors. The research revenues are also small. Government funding from the University was only SEK 4 179 000, and external funding SEK 3 245 000.

In this small environment it is natural that the organization of the department is flat. There was an obvious cooperative spirit prevailing among those the panel met. A strong strategic leadership seemed less important than collegial discussions and individual action.

The obvious example is the fact that the department has worked three years on a strategic plan for 30 persons, without being able to finish it before the research assessment. The plan was forecasted to be adopted in May.[76]

There seem to be important strategic issues related to the role of the department that would require a more clear strategic approach. It would be useful if the department could draw a clearer picture of their role as a law department in the business school, at a university that also hosts a faculty of law. The representatives of the department did emphasise that they discuss these issues continuously: how should they profile themselves in relation to the business school and the law faculty?

However, the examples used when discussing this issue were mainly related to teaching. Obviously it is a different task to teach becoming lawyers than economists and representatives from other disciplines. However, the profile in research was not equally clear.

In research there is cooperation with the Faculty of law, in particular in the joint cooperation centre ACLU. That is of course a good thing. But what obviously could be developed more is the research cooperation within the business school. This could and should be the approach that clearly distinguishes the department from the Faculty of law.

Some interesting cooperation projects were mentioned, but the cooperation could be much stronger. There was not so much inter-disciplinary and cross-disciplinary research done as one could expect. And even though the department has listed interdisciplinarity as an opportunity, it seems that much of the research done is a rather traditional "clarification of law in force", as stated in the self- assessment.

However, the development ofthe opportunity to cooperate within the business school to a greater extent also requires interest from the other departments of the business school. It was at least indicated in the discussion that "both sides" could improve their efforts in this direction.

Recruitment etc.

The panel notes the ambition of the department to increase internationalisation through the use of renowned foreign scholars in part-time positions. This policy should continue.

Attempts to recruit in law and economics has failed. Such kinds of recruitments could support a more interdisciplinary profile of the department.

Publication patterns

As the department has a large field of teaching with few persons, the teaching burden is relatively high. The research output cannot be expected to grow very much without more resources.

Some improvements have been made during the last five years. The panel notes the rising publication pattern of the department. However, it seems that the rise mostly is done by less ranked contributions.

76 It was adopted on May 13th.

Looking at the points according to the Norwegian list and the peer reviewed publications the curves for the last three years are flat. The explanation given is that some of the publications are book chapters and quite many are in Swedish (even though Swedish journals can be peer reviewed as well).

Even though the panel acknowledges the role of Swedish lawyers to contribute to the development of the Swedish legal system, it questions the balance. The service function for Swedish law does not prevent the researcher from also contributing to the European and international debate in his or her area. In fact, such contributions are important as an external quality control mechanism.

Balance

As noted already, the teaching load of the department is quite heavy. Therefore the resources available for research are scarce. As to external engagement, such activities are typical for legal units, and the department seems to fulfil its task very well in this respect. The activity in several expert associations is good, and the researchers have been used as experts both by the European Commission, OECD and the Nordic council.

Collegial culture

The flat culture, and the cooperation with the faculty of law offer good opportunities for young researchers to develop their originality and independence.

Quality in applications and publications

As to the publications, see above. As to applications, the panel notes with approval that the department has taken measures to encourage the compilation of applications for research grants and to improve their quality. The introduction of special “application weeks” is a good initiative in this respect.

Networks and collaborations

See above.

Quality ecosystem

Research strengths and educational portfolio

The research is focused on various sectors of business law (broadly defined), which is the natural focus of a law unit in a business school. Tax law, intellectual property law, labour law and European law as well as contract law are obvious areas to cultivate in this context. The broad educational approach needed by a business school necessarily implies a high educational burden and an educational portfolio that is broader than the focus of research.

The themes addressed by the researchers at the department include very topical and modern ones, such as AI.

External research collaborations

The collaborative activities of the department with business and other outside actors are active. This certainly improves the educational offer, but is certainly also contributing to focus the research on topical issues.

Recommendations:

Leadership:

There should be a clearer strategic focus on the development of research. A research strategy emphasising and making visible the research strengths of the department would support the development of quality of research, funding and networking. It would help focusing research on topical issues with particular relevance for the business school.

The department should emphasise its role as a part of the business school, by increasing research cooperation with other departments of the business school. Generally the less silos that are built within the business school, the better.

Natural places for accidental meetings between researchers from different disciplines should be developed, in order to suppress the research silos.

Publication patterns:
Even though the department has an obvious task of supporting and analysing the Swedish legal system in Swedish, this does not hinder participation in the international debate as well, through well-renowned journals and publishers. The department might adjust its publication strategy in this respect.

5.0 Feedback from departments.
In an email of June 5th, the departmetns have made the following comments:

Fact check Department of Business Administration

There are some factual errors in the description of the management of the department. These errors were in the original evaluation. We present below a correction

The leadership of the department is divided into two structures: a board and a management team. The board is chaired by the Head of Department and includes collegially elected representatives of faculty and student representatives. The management team consists of the Head of Department, four deputy heads, the head of undergraduate and postgraduate studies, the head of student administration and the head of research and research education.

In several places in the report the 80/20 divide is referred to.

A lectureship at the department of Business Administration is 70% teaching, 10% administration and 20% research.

The head of research and research education should become part of the leadership team.

The quality of publications is not taken into account for the promotion to Associate Professor.

The Department uses the Norwegian List Kristin as its main quality criteria for Associate Professor evaluations. No distinction is made between Kristin level 1 and Kristin level 2 publications.

We are thankful for this input. We are not sure that it matters much for our conclusions, and we think that our observations are good expression of what we learned. It may be that we were told things that are not in the guidelines for operations at LUSEM but we consider this a potential finding rather than a non-fact. It may be that facts in guidelines are not facts 'on the ground' so rather than changing our report, we direct attention to the question how may it be that we are left with other impressions?

Economic History, Economics and Statistics

Panel overview

This panel consists of two relatively large units of assessment, Economics and Economic History, and a small one, Statistics.

At the faculty level, the School of Economics and Management recognizes the power inherent in the pursuit of bottom-up initiatives by individual researchers, whose curiosity and dedication are fundamental to knowledge creation. The organization of research is therefore fundamentally decentralized. The School does, nevertheless, pursue strategic initiatives to initiate and support research activities, primarily by means of ear-marked co-funding of external grants and support of recruitment efforts.

The School, moreover, supports research and collaborative activities in partnerships with the corporate world and the public sector, most notably by the network of companies that engage at the School level through the School's Partnership Foundation. Moreover, the proliferation of the School as a highly-regarded business school by means of international accreditation, ranking and the maintenance of an attractive educational offering is an important foundation for attractiveness for faculty.

The Economics Department is relatively teaching intensive, and covers a number of research areas. Recent developments have seen a strong effort to improve research performance in terms of quality, with the leading international rankings of journals and departments as the main indicators. As part of this commitment, the department has focused its recruitment efforts on junior faculty, sought at the main international conferences.

In Economic History, the leading recent development is growth in terms of externally funded research. The department has developed from narrowly focusing on economic history towards a broad department in social science and applied economics, with specializations such as growth, technological change, and inequality; economic demography; development of the Global South; and, sustainability transformations. The research production of the department has developed strongly in recent years.

The Statistics Department is small with a heavy teaching commitment, and it has been a priority in recent years to put some of the recent developments in statistics – in areas such as statistical data mining, methods of artificial intelligence or modern numerical methods of data analysis – to fruition in the educational offering.

External panel report

Panel 1: Economics, Economic History, and Statistics

In the introduction, we lay out the composition of the Panel, and a brief overview and assessment of background materials, interviews and meetings.

The Panel consisted of five members:

Prof. in Economics Kjell G. Salvanes, Panel Chair, Norwegian School of Economics

Emeritus Prof. in Economics David Greenaway, Nottingham University

Prof. in Economic History Anne McCants, MIT

Prof. in Economics Carolyn Moehling, Rutgers University

Prof. in Statistics Qiwei Yao, London School of Economics

Mode of operation

The Panel had access to self-evaluations from the three Departments as well bibliometric information. All three self-assessments were informative regarding the current status of the Departments, recent changes and clear and honest regarding strengths and weakness, as well as challenges. In addition, the Panel asked for more information regarding teaching duties for the different faculty positions, and information on placement of PhDs over the last years.

The Panel had meetings prior to the interviews, and discussed a tentative plan for how to conduct interviews based on our reading of the background material. The Chair also had meetings with the Chair of Panel 2 of the Schools of Economics and Management, and with the administration at LUSEM. Interviews with the Departments, Research Centers and the LUSEM leadership took place from May 5th through May 8th. We had meetings with all Departments, their leadership, and different representative groups from PhDs to full professors, as well as meetings in common with Panel 2, interviewing LUSUM leadership and the three Research Centers. The interviews were very helpful and we received clear and candid answers to all our questions regarding all areas important for research. The panels had meetings after the week of interviews discussing our general impression and planning next stages.

Department of Economics

Leadership

Over the past decade Economics at Lund has undergone a major transformation, driven by a collective ambition to improve research productivity, and enhance international visibility and standing. The foundation of this strategy is a collective commitment to publication of outputs in internationally highly ranked peer reviewed journals. Research strategy is therefore geared to building the pipeline of papers in such journals. To ensure sustainability, this strategy underpins recruitment activity (which is increasingly international in its reach), progression of tenure track positions (with very explicit publication metrics), and research grant procurement (to facilitate maximisation of time available for research).

Our discussions with both senior and junior faculty confirmed this approach to strategy commands very broad support. Senior staff welcome the freedom and flexibility that comes with success in securing external grants; junior staff were highly supportive of the absolute clarity of tenure criteria in setting expectations for career progression.

There is clear evidence the strategy has been successful. Publications in leading journals have steadily increased in number, and the proportion in the internationally most highly regarded journals has grown. Both are clearly on an impressive upward trajectory. Moreover, as the Department's Self-evaluation demonstrates, this also translates into substantially improved performance relative to Lund's peers in Sweden and the Nordic countries more widely over the last five years. The Department should be commended highly for this success of its strategy.

Economics is an extremely well resourced Department, with resources devolved from the University and School complemented by success in winning competitive external reserach funding. Among other things this means: research leave is relatively straightforward to secure; there is a very active visiting scholar programme; and very positive spillovers to the Doctoral Training Programme. It also facilitates allocation of resources across the Department's five research groups (in the form of placement of Post Docs and PhD students). Finally, it means faculty members are well supported to participate in high level international conferences and symposia.

The Department's PhD programme is very impressive. It is a fully funded five year programme, with an expectation that students will spend a period (normally a semester) at a non-Swedish University (and this too is fully funded). Students are closely integrated with Departmental seminar programmes, and Departmental leaders and supervisors ensure they have excellent access to visiting scholars. They are also encouraged to link with one of the Department's five Research Groups. Moreover they are mentored ahead of job market presentations and interviews. All of this is actively overseen by a full Professor in the role of Director of Studies. The data we saw on placement of graduating PhDs reflects extremely well on the overall quality of the programme.

Although Economics is a constituent Department of LUSEM, the role of the Faculty overall appears limited to disbursing block grant resources allocated by Government to the University and formulaically devolved, and then accounting for their disbursement. There appear to be very few instruments available for influencing Departmental strategy and performance, and promoting collaboration across the School's constituent Departments.

Collegial culture

Our impression from talking to faculty members at all levels is of a very postive climate of collaboration and opneness to research interests among colleages. In general, we have an impression of an environment that is both very ambitious and collegial. Moreover, the strategic decisions taken a few years ago of a more ambitious plan of recruitment from the international market, and in many ways streamling the Department with more focus on publishing in top journal etc, has not been traded off against the postive and encouraging reserach environment. Also with an international focus both in terms of recrutiment and research collaberation, the department is becoming more diverse and more international. However, we did hear hints from more junior faculty that the complex structure of faculty positions, where some junior faculty for all practical puproses are in a streamlined tenure track system, with clear and reasonable hurdles to pass to become tenured, while others are dependent on external funding, and can end up basically as teachers. Although we are fully aware this is fashioned by national funding strategy and not a local decision, we want to stress that this is a very unusual system, and may be counter productive. It seems to creating a hiearchy in the Department(s) that was abandoned in most other countries a long time ago.

Recruitement is an important part of renewing any research environment and may be also creating and sustaining research groups. Both by talking to faculty members and especially to junior members, this as been a highly successful strategy. International recruitment by attracting young faculty from a more diverse pool of applicants than the home market, has rejuvenated the Department. It is a major effort for a department to do this, and it has paid off. Some areas have not been successful, like macroeconomics, however, by stressing the connection to other very successful fields like labor economics in a broad sense, together with the strenght of the data infrastucture, this should be possible. However, we are unimpressed by the gender balance in the Department at all levels actually. There has been some improvements at the junior level, but it is far from a desired level. We are also not so convinced by the recruitment strategy to improve gender balance.

A third aspect we noted is a very active and clear mentoring system for PhD candidates. The system is well described in their own report, and was well explained to us by the faculty leaders. It is a flexible system where students can talk to all faculty before choosing a research field, and with clear mile stones in the process towards a dissertation. Problems were also solved along the way with a senior faculty member dedicated to this job. The mentoring system appears to be a combination of formal and informal, which appears to work well in a small to medium sized program.

Quality infrastructure

The Department has a long tradition of being connected to the international research community in the different fields. The Panel's impression is that these networks have been strenghtened over recent years, and been extended to more recently successful research groups. A combination of being more visual internationally in terms of publications in top journals, worshop particiaption and arranging international workshops, has been essential to accomplish this. PhD students and young faculty are then engaged in these networks, and even spend shorter or longer time in highly engaging research departments which both benefits them and the department. Most research groups emphasised the development of international networks in the Panel discussions.

Lund is also strongly connected in the Swedish reseach community with collaberations and shorter and longer stays at other departments in Sweden. Several of the researchers are also involved in policy work, either by being memebers of "expert committees" for the Governemnt, or writing policy reports. This type of work is time consuming and has to be traded off against a focus on research, but appropriately balanced this is also an important input to the Department since udnerstanding and analyzing polices is at the core of economics.

In sum, the Department is well and maybe increasingly so, engaged in the international reasearch community with visibility in important journals, attending and arranging workshops and conferences. Junior scholars and PhD students especially benefit from being a part of these networks. Moreover, the strong connections the Department has to the rest of the Swedish research community and to the policy world, is both beneficial for the Department as a whole, and particularly in terms of placement of candidates and post docs.

Strengths:

- Notwithstanding the suggestion in the Self-evaluation that the Department is sub-optimal in scale, Economics at Lund is in fact relatively large. This is a strength in terms of the range of research conducted and number of PhD students that can be recruited, as well as the teaching programmes that can be supported.
- There is evidence that the Department is very collegial, which is reflected in strong morale that almost certainly impacts favourably on research productivity. The senior faculty are clearly committed to sustaining collegiality.
- Junior faculty have enviable access to resources (including the time of senior faculty) and a wide range of opportunities for international engagement.
- The Doctoral Training Programme is well conceived, well resourced, and clearly adds significant value to the Department's PhD students.
- There is strong connectivity between the Department's scholars and the wider international academy, underpinned by both outward and inward mobility, and involvement in major international conferences.
- The Department has strong positive momentum, and there can be a reasonable expectation that its performance in terms of published outputs will continue to improve.
- The departement has a good placement record of it's candidates where many have where placed at high or top universities in Scandinavia such as University of Copenhagen, Copenhagen Business School and Uppsala University, and high level places outside such as University of York. Many of the candidates also where placed at in high level public policy units in Sweden, in OECD etc.

Weaknesses:

- Evidence of cross disciplinary collaboration and research is limited, with the notable exception of Health Economics. Given the breadth of the Department, and assets in the University more broadly, there may be opportunities that are being missed. That said, it seems as though discussions on a new initiative built around Artificial Intelligence / Business Analytics are well advanced.
- The Self-evaluation acknowledges that diversity in general, and gender balance in particular, is an issue. The Department is clearly thinking deeply about this challenge, but it does appear to be changing slowly. The strategy here has not been very creative. Other similar departments in Sweden and the Nordic countries with more or less the same composion of fields, has been nuch more successful. There is much room for improvement.
- The prime motive for securing research funding seems to be for teaching buy out rather than building reserach infrasructure (such as major databases, or other public goods). There is also a risk this creates a culture of teaching being a burden, rather than a core activity.
- The size of the Department allows it to support five research groups. Notwithstanding that, there appears to be a deficit in human capital in Macroeconomics. Since this is an important element of 'the core' imaginative solutions need to be found.
- The hierarchical faculty structure, full professors vs university teachers and complex structure for recruitement positions with several paths for tenure.

Recommendations:

- The strategy for gender balance has so far not been successful. Some of the strategies used successfully by other places include oversampling women for interviews since we know women are scarce in economics Another option is to develop a strategy for joint hires.
- The complex funding situation for new postions risks creating an old fashinoed hierarchy of positions, and does not appear to be a selling point in hiring. The constant work applying for money, even within the School and Unviersity, appears to lead a suboptimal use for time for faculty members. Our suggestion is that LUSEM rethink the funding that they can control and work for a different funding model in general for Departments.
- As the Self-assessment report admits (the quite substantial sized Department in international terms) is not well balanced and lacks critical competences in some areas like macroeconomics. Our suggestion is to aim at recruting a groups of young assistant professors in macro who are complementary to other groups. The natural choice is the labor group or applied micro group with their extensive comptence in the use of and access to micro data for workers and firms. A macro group focussed on the labor market should be viable and also differentiate the Department from other strong macro groups in Sweden such as IEES in Stockholm.
- This diversity makes it difficult to define what is a "quality" publication. The department leadership should develop a flexible quality assessment process that accounts for the diversity of research within the department. The goal should be to encourage researchers, particularly junior researchers, to aim for the high-impact journals most appropriate for their research agenda.
- The Department should support endeavours to build reserach collaborations with other Departments, both within the School and University more broadly. The emerging initiative in artificial intelligence / data analytics looks very promising.

Department of Economic History

Leadership

The overarching research strategy of the Department is to be *open and inclusive,* and it is anchored in three key concepts: *relevance, internationalisation*, and building *research infrastructure*. The Department leadership has sought to let a thousand flowers bloom. The result is a very productive, creative, and diverse research portfolio.

The Department performs well on the two standard measures of research productivity – external grant funding and publications. The Department has been very successful in obtaining external grants (SEK 260 million from 2014-2018). Most impressive, this success has been very broad-based with 23 different scholars being awarded grants of more than SEK 2 million. The Department has also had great success in securing grants for post-docs. The publication record is equally impressive. The number of publications doubled over the period 2014 to 2018. The list of journals is notable for its breadth. Only about two-thirds of the papers were published in journals classified within the disciplines of economic history, economics, history or demography. This is a direct result of the open and inclusive approach of the Department. Scholars are encouraged to pursue their intellectual interests even if those fall outside the traditional boundaries of economic history.

The merger of the Centre for Economic Demography (CED) into the Department since 2018 has further contributed to the unusually broad research scope of the group, as the Demography group brings with it a number of deep ties to research (and researchers) grounded in disciplines outside of the School of Economics and Management, most importantly public health and medicine. One concern though is that the placement of the CED in the Economic History Department will lead to a narrowing of the research and scholars affiliated with the CED. Although economic historians made up the largest group within the CED before the merger, most of the associated scholars are not economic historians.

Although the department compares favorably with its peers in terms of the overall number of publications, it has a smaller share of publications in the top economic history journals. This in part reflects the diversity of research in the department. For many of the department's scholars, the top economic history journals would not be the appropriate targets. This diversity makes it difficult to define what is a "quality" publication. The department leadership should develop a flexible quality assessment process that accounts for the diversity of research within the department. The goal should be to encourage researchers, particularly junior researchers, to aim for the high-impact journals most appropriate for their research agenda.

The Department's open and inclusive strategy has allowed it to recruit a diverse group of scholars. The Department has doubled in size since the last evaluation in 2014. This rapid expansion has allowed for the disproportionate recruitment of scholars who have traditionally been more marginal in academic research, and especially in economic history. The overall academic staff are 42% female, as well as hailing from dozens of countries beyond Sweden and northern Europe. Both the gender balance and the internationalization of the staff reflect the serious commitment over the last review period to recruitment strategies that are open and inclusive. In particular, the willingness to include a very broad range of research topics under the umbrella of the Department's mission opens a space for hiring more broadly too.

The growth in the Department size has had many positive effects, but it also poses some challenges. Two threats seem most critical: 1) limited availability of outside funding to support further expansion of PhD, postdoctoral, and tenure-line research allocations in the absence of projected growth in student enrollments that would require higher teaching allocations; and 2) limited capacity of senior research staff and tenured professors to mentor an increasingly disproportionate number of junior researchers. Indeed, to this second point, several senior faculty indicated that it was difficult to even know who was in the Department given both the turnover of junior researchers and the large number of them at any one time.

Strengths:

- Research strategy of being open and inclusive has led to dynamic and diverse research environment.
- Department has been able to recruit and retain a diverse and impressively productive group of scholars, who clearly enjoy working in such a vibrant environment.
- Department has been extremely successful in obtaining external grants.
- Department has a strong publication record, both in terms of numbers and breadth.

Weaknesses

- Success in obtaining external grants has led to a large Department size; this size would not be sustainable if there was a change in the funding environment.
- Due to size of staff and constraints on teaching, postdocs and graduate students have limited opportunities to teach.
- Postdocs and graduate students have unclear and uncertain paths to permanent employment. Department will not be able to offer all postdocs permanent positions.
- Recent (2 years) merger with CED still in early stages, not clear whether it will lead to narrowing of the mission of the Centre.

- The department has been able to place the majority of their candidates at good universities mostly in Sweden and Europe although very few are placed at the top universities in economic history. Moreover, one third have been recrutied locally a Lund University. This is may be not a bad thing since it reflects an active research environment in the Department, but it may also reflect a weakness since the candidates are not view as attractive at the top economic history universities in Europe.

Strength and weakness?

- Department may need to reconsider its identity and place within Lund. It is more than just an economic history department. Should that fact be acknowledged openly, or even celebrated?

Collegial culture

It should be said at the outset that the broad collegiality of the Department was evident in every aspect of the review process, from initial documentation and in each of the interview panels. We heard generally positive reports about the climate of collaboration, encouragement, and openness to diverse areas of research interest and points of view from every level of the academic hierarchy. We were also impressed with the gender balance and increasingly international orientation of the Department.

A repeated theme of the meeting with the junior staff was the flexibility they enjoyed in pursuing areas of research of particular interest to them. They engage in research collaborations with a wide range of scholars from within the Department, from other programs at Lund University, across Swedish universities, and also around the world. The diversity of funding agencies to which they have successfully applied and the broad range of publication venues are both testament to this flexibility. There is very much a sense of 'let 1000 flowers bloom' that is core to what the junior staff in particular expressed as critical to their enthusiasm for working in Economic History at Lund. Obviously, the limited opportunities for advancement at Lund itself is an issue of concern to them, especially because they find the working environment so collegial and conducive to their academic productivity.

In general, the academic staff at every level, but particularly the junior scholars, benefit from the embeddedness of the university in the larger social structures of Swedish life. These make the precarious positions of the postdocs much less challenging than they might be otherwise. Nonetheless, some of the postdocs questioned the Department's strategy to have so many young scholars in what are only temporary positions. They also noted that although they sensed the senior faculty wanted to advise and mentor them, the senior faculty have little knowledge of the employment opportunities outside of academia.

The large number of young scholars on short-term appointments also poses other threats to collegiality. As noted above, one senior scholar expressed it being difficult to get to know all of the new scholars in the Department. A number of the senior faculty also commented on the decline in attendance at the weekly department seminars on Wednesdays. The sense was that as the Department size grew, many faculty did not think that their attendance was necessary at those seminars, nor would the absence of any one person be noticed. Nonetheless, the collective effect has been to lower the sense of collegial expectations across the group as a whole.

No one raised any issues of concern about integrity or a failure for the Department to behave ethically. This may be a failure of reporting (perhaps especially in the Zoom world where this might be more difficult). Nonetheless, it was striking given the more typical prevalence of such concerns in almost every work environment.

Strengths:

- Dynamic research environment that supports broad range of scholars and projects and fosters cross-pollination of ideas and methods.
- Junior researchers and doctoral students feel supported in pursuing their research interests and encouraged to attend and present at international conferences.

Weaknesses:

- Rapid growth in Department size may limit the interactions among different groups of scholars and, in particular, limit the mentoring of junior scholars.
- Constant pressure to obtain external funding (for themselves, or to support juniors whom they are mentoring) causing stress for at least some senior faculty.

Quality ecosystem

The department has a broad teaching portfolio including a recently launched undergraduate program taught in English. The doctoral program is very strong and is well-integrated into the research agenda of the Department. Many of the postdocs and junior faculty received their doctorates from the Department. The senior faculty of the Department see this as a strength as it allows them to recruit strong doctoral students from Sweden and elsewhere and has contributed to the diversity of their research staff.

Department faculty are also engaged in a wide range of external research collaborations and in public engagement. This relates directly to the department's emphasis on relevance, internationalisation, and building research infrastructure.

Strengths:

- Department has a significant presence in the University, the profession, and the public sphere.
- Department is internationally recognized for its productive environment, and is considered a highly desirable place for economic historians and historical demographers to visit, either in its lecture series or as visiting scholars.
- Years of prodigious research effort has resulted in the compilation of a number of widely used databases that are managed within the Department, a resource of great scholarly and public utility.

Weaknesses:

- The rapid growth of the Department is showing signs of stress for both senior faculty who must manage it, and junior research staff whose place in the system is not secure.
- The aforementioned large database infrastructure must be maintained, requiring both steady funding and knowledgeable personnel. This is a high fixed cost to the Department, but one for which funding is harder to secure than for new projects.

Recommendations:

- The Department needs to assess critically its optimal size. This conversation needs to involve all members of the department from the doctoral students to the full professors. Careful consideration must be given to the costs and benefits of expanding the Department further, or perhaps even to reducing its size in the future.
- The Department should evaluate critically how the merger with the CED has affected the research environment. Has it fostered more or less collaboration with faculty outside the CED? How has the

merger affected the faculty from outside the Economic History Department who are associated with the CED? Are they still as engaged with the CED? Have the joint grant applications increased or decreased?

- The Department might usefully make an assessment of its current resource allocation to the maintenance and personnel support associated with the use of its publically-accessible databases with an eye toward developing a long-run strategic plan for that support into the future.

Department of Statistics at LUSEM

The Department of Statistics has three Professors, 1 Senior Lecturer, 1 tenure-track Associate Senior Lecturer, and three PhD students. In addition, two Visiting Professors are employed on a 20% basis. The current HoD is an Emeritus Professor in Economics and former head of the Department of Economics, and is acting on a temporary basis.

The Panel commended the Department on the production of an informative self-evaluation document (SED) which is clear on what the Department is currently doing, provides an honest appraisal on its strengths and weaknesses. The Panel met the Department Management Team on 5 May and the joint faculty on 7 May. Those two meetings were informative and most questions from the Panel were answered in a candid manner.

One criticism of the SED is that it does not set out a sufficiently ambitious strategic plan for the future of the Department, with a medium and long-term horizon. It does not have a detailed plan to develop new initiatives related to data science which is becoming increasingly important and relevant in this information age.

One overarching observation from the Panel is the small size of the Department, which inevitably hinders some aspects of operations in the Department, and potentially more seriously, hampers the otherwise exciting development in both research and teaching in relation to the opportunity and the challenge related to data science.

Leadership

Institutional research funding is used to support the positions for three professors, two PhD students and a tenure track associate senior lecturer. The funding from three external grants was used to hire several postdoctoral positions in 2014-2018. The third PhD student is funded by a joint research grant with EM Lyon Business School. While the incentives (such as buying-out from teaching) for obtaining external grants are clearly defined, it seems that opportunities for obtaining external statistics grants are fewer than those for economics, economic history or business administration as the success rates are "often under 10%" (according to the SED).

The low teaching load for the tenure track associate senior lecturer position is attractive, enabling the position holder to flourish in research. He further benefits from the collaboration with a visiting professor in the Department. In contrast, the heavy teaching load for senior lecturers impacts negatively for career progression, especially without external grands.

Future recruitment in the Department rests on the replacement for retirements; apparently, there will be a few retirements in the foreseeable future. The Department aims to recruit in the areas of machine learning, artificial intelligence and business analytics, and is aware of the fierce competition for the talents in those areas as most statistics departments across the global are doing the same.

This is a teaching-heavy Department with the 70% of total income from teaching. Despite this, the faculty members managed to be research active and produced a large number of research papers in the review period, including 18 in Class II and 57 in Class I, according to the Norwegian Register Classification System.

Given the small size, the Department adopted a "bottom-up" research strategy, relying on the conscientious individual effort. Also to be commended is the effort in developing new courses in machine learning and artificial intelligence, which will constitute an integral part of the new masters program on business analytics currently under construction in Department of Economics.

The number of PhD students in the Department is small. This makes the provision of adequate courses almost impossible. There is also a lack of structure in some aspects of the PhD program.

The increasing demand for quantitative analytic expertise and skills from almost all sectors of society provides an opportunity (and challenge) for statistics to expand. The Panel felt strongly that building a prominent, strong, coherent presence in data science was of critical importance to LUSEM and the University, and the Department should be one of the major players in this endeavor. The initiatives on developing a presence in data science at the University level might have already been taken by other departments to date. The Panel was concerned that the Department might be missing the boat on data science if it does not move quickly and decisively enough. In addition to contributing to the business analytics program from Economics, there is still a large room to explore in developing new data science related courses and programs for students with different background and different career orientations. Furthermore the research programs with a strong data science flavour are also more competitive for external research funding. The Department should also consider the possibility of joining forces with relevant departments such as IT, Engineering, Mathematics for developing joint new initiatives.

Collegial culture

There is only one tenure-track faculty in the Department at present. He expressed satisfaction with the research environment which gave him time and resource to develop his research agenda.

Though there is no formal mentoring system in place, the small size of the Department makes the communication and exchanges among colleagues easy and effective. Both junior faculty and PhD students are satisfied with the support and advice received from senior faculty and administration support. All past post-docs in the Department have secured permanent positions in Sweden and abroad immediately after they left the Department.

The Panel was impressed by the unanimous contentment (from professors to PhD students) on financial support for attending conferences, visits for collaboration, and other research related expenses.

International links and networks are largely based on individual collaboration with researchers across the globe. The two visiting professors have also brought in new opportunities for collaboration and networking.

Unfortunately, statistics is still a male dominated subject. All permanent members of the Department are male. It is noted that the two visiting professors appointed by the Department are both female.

Quality Ecosystem

The Department has made a determined effort to develop expertise in machine learning, though the endeavor so far seems to rest on a few individuals. This also facilitates the development of new courses in machine learning and data mining.

The Department participated in some external research collaborations addressing some societal challenges.

Recommendation

- The Department should construct a Strategic Plan to articulate a clear, coherent and ambitious plan for its future over the next 5-10 years, in the context of developments across LUSEM and the University and in the wider statistical landscape. There should be particular focus on leading statistical development in data science. The plan should demonstrate joined-up thinking with regard to developing new teaching and research programs, building on the Department's own strength as well as strengths and expertise from relevant departments such as IT, Engineering and Mathematics.

- The University and LUSEM should strongly consider encouraging and supporting the Department to take an active role in setting up a common data science strategy with the other departments in the University. The University should consider how best to provide this, e.g. through providing specific guidance on what resourcing and support can be made available, on receipt of a coherent and ambitious plan to lead in this area.
- In relation to one and two above, the Department should set up a clear plan for recruiting in next 5 years through the channel of tenure track associate senior lecturers, as the low teaching load and the generous research funding will make the positions attractive.
- The Department needs to make the PhD program more structured, and should continue to explore the possibility of establishing a national statistical PhD consortium, similar to the existing "National Doctoral School on Management and IT". Within the University, it can also join forces with PhD programs in econometrics and mathematical statistics.

Recommendations for the LUSEM.

Many of the recommendations given for the three departments cannot be solved by the departments themselves since coordination is needed. We list some of the main recommendations which we think essentially has to be solve by LUSEM in cooperation with the departments:

- The strategy for gender balance in the Economics department, has so far not been successful. Some of the strategies used successfully by other places include oversampling women for interviews since we know women are scarce in economics Another option is to develop a strategy for joint hires. These alternative strategies needs support and cooperation from LUSEM.
- The complex funding situation for new postions risks creating an old fashinoed hierarchy of positions, and does not appear to be a selling point in hiring. The constant work applying for money, even within the School and Unviersity, appears to lead a suboptimal use for time for faculty members. Our suggestion is that LUSEM rethink the funding that they can control and work for a different funding model in general for Departments.
- The Economics department should support endeavours to build reserach collaborations with other Departments, both within the School and University more broadly. The emerging initiative in artificial intelligence / data analytics looks very promising. These challenges clearly requires a coordinated plan at the LUSEM level.
- The Department of Economic History needs to assess critically its optimal size. This conversation needs to involve all members of the department from the doctoral students to the full professors, and the LUSEM centrally should be innvolved in this discussion. Careful consideration must be given to the costs and benefits of expanding the Department further, or perhaps even to reducing its size in the future.
- The Department of Economic History in cooperation with LUSEM should evaluate critically how the merger with the CED has affected the research environment. Has it fostered more or less collaboration with faculty outside the CED? How has the merger affected the faculty from outside the Economic History Department who are associated with the CED? Are they still as engaged with the CED? Have the joint grant applications increased or decreased?

- The Department of Statistics should construct a Strategic Plan to articulate a clear, coherent and ambitious plan for its future over the next 5-10 years, in the context of developments across LUSEM and the University and in the wider statistical landscape. There should be particular focus on leading statistical development in data science. The plan should demonstrate joined-up thinking with regard to developing new teaching and research programs, building on the Department's own strength as well as strengths and expertise from relevant departments such as IT, Engineering and Mathematics. The department as it is now is simply too small.
- The University and LUSEM should strongly consider encouraging and supporting the Department to take an active role in setting up a common data science strategy with the other departments in the University. The University should consider how best to provide this, e.g. through providing specific guidance on what resourcing and support can be made available, on receipt of a coherent and ambitious plan to lead in this area.
- In relation to one and two above, the Department together with LUSEM should set up a clear plan for recruiting in next 5 years through the channel of tenure track associate senior lecturers, as the low teaching load and the generous research funding will make the positions attractive.