



AALBORG UNIVERSITY
DENMARK

PERFORMANCE AGREEMENT

Research and Innovation Indicator 2025

(goals for 2026)

AAUBS

Agreement on the realisation of department strategies on
Collaboration, Visibility, and Openness (Part B)

Prioritised Goals for 2026

At a meeting on 5 January 2023, the Strategic Council for Research and Innovation approved the following three priority areas for realisation of the department's open science parameters. This prioritisation is in line with the goals presented in the [Agreement on Reforming Research Assessment](#) signed by Aalborg University:

AAU Research and Innovation Indicator (Part B):

- Collaboration
- Visibility
- Openness



AALBORG UNIVERSITY
DENMARK

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Agreement on realisation of goals pertaining to the AAU Research and Innovation Indicator in 2026

DEPARTMENT
AAU Business School
GOAL REALISATION
MONITORING OF RESEARCH AND INNOVATION INDICATOR GOALS
Heads of departments are responsible for the monitoring and reporting on status of progress and results that are presented to the dean's office annually. Likewise, approval of performance agreements for the AAU Research and Innovation Indicator (Part B) takes place in the dean's office. Deadline for approval is the end of December 2025. Every year in June, the VBN-team in collaboration with AAU Innovation issues a report to the department management on the department's overall performance within the indicator's three areas: Collaboration, Visibility and Openness. The department report format contains overall figures for the department as well as more group-specific data.
PERFORMANCE AGREEMENT FOR RESEARCH AND INNOVATION INDICATOR
See this guide for examples of a completed performance agreement for the research and innovation indicator (Part B): https://doi.org/10.54337/aau524581597 Collaboration Current status: Collaboration focuses on AAUBS' ability to engage in cross-disciplinary research projects with the industry and other researchers at and outside AAU. For the 2025 period, the following the following two goals have been developed with varying time horizons:



1) **Industry Collaborations:**

- a. **Green Transitions in Port of Aalborg:** Goal: Successful moving forward with the seven individual projects under the overall project's umbrella. The project's aim is to (a) generate new and innovative knowledge on green transitions and (b) develop concrete suggestions and ideas to qualify Port of Aalborg's own green transitions. The goal will be realized in 2025 to 2026.
- b. **New industry collaborations:** Based on the experience from the PoA collaboration, we aim to initiate two additional industry collaborations. The goal will be realized within the AAUBS strategy 2025-2027.

Goal progress:

1a: All seven projects are currently running, coordination meetings with the port took regularly place, projects are in direct exchange with the port, and a joint knowledge exchange meeting was organized. Further seminars will be held in late 2025. The project is currently in a transition. Specifically, while it was set up with a relatively loose governance structure, the ongoing progress requires a tighter approach.

1b: The work with Deloitte is ongoing and two researchers at AAUBS assisted a coming Deloitte PhD candidate in qualifying the research proposal. Furthermore, there are ongoing dialogues with Deloitte. Thus, even though no concrete agreement was made in 2025 the intention is still that the collaboration will lead to a joint PhD project between Deloitte and AAUBS, hopefully in 2026.

2) **Increased support from AAUBS to support international and cross-disciplinary research:**

Different initiatives, financial resources, and support will be initiated at AAUBS that support research collaboration:

- a. **Financial support for Early Career Scholars:** Financial means are set aside for ECSs besides the ordinary research support, so these colleagues have incentives to participate in international research communities. Annually, ECSs at AAUBS will be identified and encouraged to apply for AAU's Talent Development Program. The goal will be realized within the AAUBS strategy 2025-2027.
- b. **Seed-funding for colleagues who aim for international funding applications:** Financial means are set aside for colleagues at AAUBS besides the ordinary research support, so these colleagues have incentives to participate in international research communities that aim for external funding. The goal will be realized within the AAUBS strategy 2025-2027. It is the aim that within the three years 4-6 colleagues will pursue this possibility.
- c. **Mentorship based on peer-to-peer:** Resources are set aside for developing an AAUBS mentor program based on a peer-to-peer principle, where Professors act as mentors for chosen Associate Professors; Associate Professors act as mentors for chosen Assistant Professors and Assistant Professors act as mentors for chosen Ph.D.-students. The goal will be realized within the AAUBS strategy 2025-2027. It is the aim that over the three years 15 colleagues will have acted as mentor or mentee.

Goal progress:

2a: ECS support has been implemented with a general pool of 100,000 DKK and a research budget premium of 2,500 DKK annually.



2b: A Seed Funding scheme with a pool of 200 TDKK has been established. It should be noted that the AAUBS Seed Funding Scheme excludes teaching-related funding applications. In 2025 to date, two applications have been approved, and one application was declined for being teaching-related. Thus, the anticipated number of colleagues pursuing this possibility seems within reach.

2c: Given the strategic period 2025-2027, a sensible approach for this goal was decided. Specifically, it was deemed judicious to start with a pilot test, which is currently underway. In this pilot phase, three mentor-mentee pairs are taking part.

Goals for 2026:

An important part of the AAUBS 2025-2027 strategy is to nurture a strong research culture, which includes personal development of researchers (across academic seniority), working purposefully with industry collaborations, and enhancing research funding applications. To sustain this strategic thrust, most of the goals from 2025 shall be continued and present a focus area for the years to come. Specifically:

1) **Industry collaborations:**

- a. **Port of Aalborg:** Continued work in the Port of Aalborg collaboration in 2026. If possible, efforts are made to identify a follow-up project, which could be an industrial PhD or similar future collaboration.
- b. **Deloitte:** Continued goal (i.e., a joint PhD project between Deloitte and AAUBS in 2026 or 2027). Goal for 2026 is to establish an agreement with Deloitte about collaboration on both research and teaching.

2) Support from AAUBS to support international and cross-disciplinary research (goals to be continued to ensure stability across the 2025-2027 AAUBS strategy period:

- a. **Financial support for Early Career Scholars:** Financial means besides the ordinary research support; early career scholars at AAUBS will be screened and, if considered sensible, encouraged to apply for AAU's Talent Development Program.
- b. **Seed funding support for colleagues who aim for international funding applications:** Continued support through AAUBS Seed Funding Scheme. It is the aim that within the three years (2025-2027) 4-6 colleagues will pursue this possibility. The seed funding scheme may be adapted based on scholars' needs and demands.
- c. **Mentorship based on peer-to-peer:** Continued work on the peer-to-peer mentorship. Specifically, the initial pilot phase will be discussed, and it will be decided what the best way forward is. Resources will be set aside for this program as needed. It remains the aim that over the three years (2025-2027) 15 colleagues will have acted as mentor or mentee.

In addition to the above, AAUBS considers phasing out the first goal at the end of 2026 and phasing in a new goal indicator. Specifically, AAUBS will use the proportion of journal publications that have been published with international collaboration (i.e., SciVal indicator, including articles and reviews). For the 2019-2025 period, circa 67% of articles and reviews have been published in international collaboration (i.e., at least one co-author with an international affiliation). This indicator would reflect directly a main



working domain of AAUBS researchers and reduces the overlap with the impact cases in the visibility domain. Goals 2a-c are long-term focused on strengthening the publication and application culture at AAUBS. But already in 2026, we aim to see an increase in the number of applications submitted by early career scholars.

Visibility

Current status:

For the 2025 period, two goals have been identified, and their current progress is as follows:

- 1) We aim to develop **three impact cases, one regional, one national, and one international**. For 2025 the following cases have been chosen:
 - a. Research collaboration with **Port of Aalborg** based on donation to AAUBS (regional).
 - b. Research as a means for policy development with **new Danish Museum Legislation** (national).
 - c. Research collaboration with **UNESCO and the development of an UNESCO chair** (international).

Goal progress:

1a: The Port of Aalborg collaboration is ongoing. The expected finish of projects is Mid 2026, with activities lasting until end of 2026. This case will also be part of the final AACSB self-evaluation report.

1b: The work with Danish Museum Legislation is ongoing. This case will also be part of the final AACSB self-evaluation report.

1c: While at the beginning of 2025 progress was made, establishing an UNESCO chair did not materialize since the collaboration with UNESCO became obstructed due to political developments. Thus, UNESCO paused its commitment so that this effort is pending and its outcome is uncertain. Still, the work done so far, qualifies for this collaboration to be included as an impact case in the final AACSB self-evaluation report.

- 2) Develop and publish the **first annual Regional Barometer Report**. 2025 will be the start of an annual report based on quantitative and qualitative measurements of how 250+ public and private organisations in the Northern Region are working strategically with innovation, crisis management, sustainability, AI, knowledge management, entrepreneurship, equality, etc.

Goal progress:

Work on the annual Regional Barometer Report is progressing. At the present, the timeline suggest that we may be able to launch the first version in the first half of 2026, in an effort to prioritize quality and subsequent impact.

Goals for 2026:



The visibility dimension links closely to what can be described as the Third Mission of universities; that is in a broad sense the engagement with external non-academic stakeholders.¹ The aim of the visibility is to position the business school as a trusted source for knowledge, education and collaboration with primarily the local business community. Such activities can be categorized into two dimensions: (1) knowledge exchange and innovation (impact); (2) societal engagement (dissemination). For 2026, both goals will be carried forward. They speak each to one dimension. Furthermore, AACSB will be a large working area in 2026, and the Regional Barometer is set out as a longer-term effort. Thus:

- 1) We aim to continue working with **impact cases (knowledge exchange and innovation)**. These are ideally three cases at regional, national, and international level. It must be decided whether these are existing cases, new cases, or a mix. Some cases may run longer than a year and the AACSB accreditation may require some stability in 2026. At the same time, there is also a dynamic due to the industry involvement. Thus, tentatively:
 - a. Regional: Research collaboration with Port of Aalborg. Specifically, we aim to finish the current project while exploring a follow-up collaboration.
 - b. National: Continued work on the New Danish Museum Legislation.
 - c. Optional international: Research collaboration with UNESCO. Specifically, 2026 will be decisive whether this impact case can and will be continued.
- 2) **Publishing the first annual Regional Barometer** and transition to the work on the **second Regional Barometer (societal engagement)**: The second report shall incorporate lessons learned from the first report. Furthermore, a new focus topic will be selected, qualitative and quantitative measurements reviewed, and stakeholder be refined.

Two further aspects are worth mentioning. Knowledge exchange and innovation may also be assessed through, for example, industry and government placements as well as board and committee affiliations. However, such data would have to be collected manually.

Second, in addition to the above considerations, the research indicator also subsumes academic impact under visibility.² Based on Scopus data from September 30, 2025, AAUBS researchers have published 348 articles that produced a total of 5,210 citations during the 2020–2025 period. With 15.0 citations per article, AAUBS research is highly impactful (and leading among SSH departments). Furthermore, AAUBS will demonstrate academic impact through hosting the EIBA conference and co-hosting together with the AKKC the Leading Forward Conference in 2026. The conferences may feed back to the impact cases.

Openness

Current status:

The three goals had been identified for AAUBS in 2025, for which the following progress has been made:

¹ Similarly, WU Vienna: <https://www.wu.ac.at/en/the-university/about-wu/strategy/third-mission>.

² https://vbn.aau.dk/files/752147238/Guide_to_AAU_Research_Indicator.pdf, page 14.



- 1) **Reduce the unused open access potential:** The aim was to reduce the unused open access potential to less than 10% (predator journals except), given that an open access route is available at no additional costs for the department.

Goal progress:

In the latest VBN report (from Aug 2025), the data showed an unused OA value of 11% (i.e., 8 publications). A manual review of the publications indicated that one publication is now open access, so that the real number is below 10%. Furthermore, OA has been discussed within AAUBS in several formats (i.e., presentation by the OA unit to the department, discussions among research group leaders).

- 2) **AAUBS website:** Finalize the update of AAUBS' website.

Goal progress:

This initiative is in progress. Parts of AAUBS website have been updated (e.g., teaching, intranet). Nevertheless, this goal needs further work, partly because the coordination and fulfilment with AAU Communication requires more time than anticipated. As a result, AAUBS has set aside dedicated staff resources to work on this goal, which aligns with the time of 2025-2027 set for this goal in AAUBS strategy.

- 3) **VBN, ORCID, and Google Scholar profiles:** Use the MUS 2025 conversations and process developed to ensure researchers update their VBN, ORCID, and Google Scholar profiles. The goal is to ensure 90% of researchers have updated profiles in 2025.

Goal progress:

The VBN report indicated that 94 and 78 of persons affiliated with research groups have an ORCID and Google Scholar link, respectively. At AAUBS there are approximately 84 research faculty (i.e., assistant professor, postdoc, associate and teaching associate professor, professor including professor MSO). Thus, there is a satisfactory share of ORCID and Google Scholar links across the profiles. The VBN report indicated 56 profiles that have a profile description. This number is relatively low and requires further attention. The VBN, ORCID, and Google Scholar profiles were part of the MUS talks and discussed with the research group leaders.

Goals for 2026:

The above are goals do not only need fulfilment but also continued maintenance to become fully embedded within AAUBS. Therefore, the goals for 2025 will be carried forward to 2026:

- 1) **Unused open access potential:** Achieving an unused open access potential of 10% or less.
- 2) **AAUBS website:** Continued work on the update of AAUBS' website, following AAUBS' strategy for 2025-2027. Making sure that all research, educational programs and collaborations is visible on our website. Building an elaborate intranet with more information to lower the need for e-mails and questions across the business school.



- 3) **VBN, ORCID, and Google Scholar Profiles:** Progressing towards or achieving that 90% of research staff (i.e., assistant professor, postdoc, associate and teaching associate professor, professor including professor MSO) has an ORCID, a Google Scholar link, and a VBN profile description. Currently available data, however, do not provide an exact measure to this end.

APPENDICES

Overview of any appendices/attachments

1. *Name of appendix*
2. *Name of appendix*

APPROVAL

The section of the agreement concerning the performance agreement for the AAU Research and Innovation Indicator was approved at a meeting between the department management and the dean's office
Click or tap to enter a date.