

Annual plan 2019-2021

Centre for Educational Measurement (CEMO)

INTRODUCTION

CEMO's annual plan for the period 2019-2021 is based on the strategic plans of the University of Oslo and the Faculty of Educational Sciences. It further develops CEMO's annual plan for the period 2016-2018, and includes elements that have been discussed at internal CEMO seminars, when the FREMO research group and the Master program were established and that can be regarded as outcomes of the external evaluation was carried out in 2018.

The annual plan has a three-year perspective and will serve as a tool for shaping and implementing CEMO's activities until 2021 (with adjustments on the fly if necessary). Clear indicators of success shall help in evaluating the short- and long-term objectives. In the future, CEMO's annual reports will relate back to the objectives outlined in the present annual plan and evaluate to what extent these have been met.

The center's main objective in the period up to 2021 is to become the leading Nordic and European center in educational measurement, assessment and psychometrics. To achieve this objective, the center will carry out high-quality research, teaching, and outreach, promote interdisciplinary national and international collaboration, support career development and provide a good working environment. This annual plan documents what this entails in detail.

The annual plan is divided into the following main areas:

1. Research
2. Teaching
3. Outreach
4. Administration

The plan has been discussed with all CEMO employees, adopted by the CEMO board and discussed with CEMO's International Advisory Board.

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1) Research

Main goal: CEMO's research profile is sharpened and strengthened nationally and internationally.

Framework at UiO/UV: UiO aims to promote groundbreaking research and be an attractive international partner.

Activity 1.1

The research group FREMO contributes to shaping CEMO's research profile and provides support for the PhD candidates.

Expected results at the end of 2021

The profile of the FREMO research group is clearly recognizable.

Indicator: CEMO activities are clearly related to the four pillars mentioned in the research group application: Modern test design, Statistical methods for innovative assessments, International large-scale assessments, Educational assessments in the Norwegian context.

Regular cooperation within the four pillars strengthens research quality and leads to synergy effects.

Indicator: Procedures for feedback to articles and grant applications have been established, co-publishing and joint applications for external funds have been submitted.

The FREMO research seminar supports the PhD candidates in the first two years.

Indicator: Positive feedback from PhD candidates and supervisors.

The Tuesday seminar supports the PhD candidates in the last two years.

Indicator: Good feedback from PhD candidates and supervisors.

The FREMO conference has become a brand.

Indicator: Number of participants > 80, decent number and high quality of presentations after a rigorous peer-review process, large number and good quality of submissions, renowned keynote speakers.

Expected results at the end of 2019

- The profile of the FREMO research group has been established through its web pages and first activities have made visible each of the four pillars.
- Collaboration within the four pillars has started.
- The research seminar for PhD candidates in the first two years has started.
- PhD candidates in the last two years have presented at the Tuesday seminar.
- The theme of the FREMO conference 2020 has been decided.
- Planning for the FREMO conference 2020 has started and shows that it is possible to attract renowned keynote speakers.

Responsibility:

All permanent academic team members, with special responsibility of the FREMO research group leader to coordinate, evaluate and initiate activities.

Activity 1.2

Publishing nationally, in the Nordic countries and internationally makes CEMO visible and documents high research quality.

Expected results at the end of 2021

Several articles in leading international journals with a CEMO team member as first author that have the potential to be of agenda-setting nature.

Indicator: Five articles in Q1 SSCI journals in relevant subject categories (e.g., "Psychological Methods", "Educational Evaluation and Policy Analysis").

High percentage of publication points from core journals in our area, f.ex. level 2 journals or journals with IF > 1.

Indicator: Percentage of corresponding PP is at least 75%.¹

Articles in relevant Norwegian and Nordic journals/anthologies.

Indicator: Several articles in journals such as Acta Didactica or anthologies, such as Northern Lights.

Substantial number of publication points.

Indicator: Average number of PP per scientific FTEs (includes all PhD candidates and postdoctoral fellows) is at least 3.0.

CEMO follows the Open Access policy implemented at UiO.

Indicator: Several articles have been published in reputable Gold Open Access journals.

Expected results at the end of 2019

- Number of average publication points per scientific FTEs is above 2.5.
- Percentage of publication points from level 2 journals or journals with IF > 1 is at least 65%.
- At least one article in a leading (SSCI Q1) international journal with a CEMO employed as first author.
- At least one article has been published in a relevant Norwegian or Nordic journal/anthology.
- CEMO has identified Gold Open Access journals that fit the center profile.
- CEMO complies with UiO's OA principles.

Responsibility:

All academic team members

¹ Several core journals (e.g., Large Scale Assessments in Education) are not classified as level-2 journals in Norway, nor do they have an impact factor > 1), but they are of great relevance in our area, so we still recommend publishing in these.

Activity 1.3

Applications for external funding of academic positions (especially PhDs) strengthen the robustness of CEMO and contribute to high-level research.

Expected results at the end of 2021

Participation in individual prestigious and profitable EU applications

Indicator: One ERC application has been submitted.

Or as an alternative: Participation in major prestigious and profitable NFR applications in case of calls coming out during the period

Indicator in this case: An application for SFF or Toppforsk has been submitted.

Continuous success with NFR and EU H2020 projects

Indicator: All permanent academic team members strive for having at least one externally funded project at all times.

Expected results at the end of 2019

- CEMO has developed supportive measures for those who are considering applying for NFR funds (e.g., administrative support, scientific assistants, feedback routine).
- One CEMO researcher has developed a career plan for an ERC application and receives support for that (e.g., reduced teaching load during the application period, scientific assistant/PhD, course participation, feedback routine).
- One CEMO researcher has developed an idea for an SFF/Toppforsk application, follows this up through workshops with potential collaborators and receives support during the application process.
- One NFR application in addition to the current projects has been granted.

Responsibility:

All permanent academic team members

Activity 1.4

International collaboration strengthens the research quality of CEMO, visibility of the center and supports the PhD candidates' work.

Expected results at the end of 2021

CEMO researchers are internationally recognized for high quality research.

Indicator: One CEMO researcher has received an important research award, has been elected as the head of a core research organization or is the chief editor of a core journal (alternatively several researchers have received smaller awards or duties).

The Gustafsson-Skrondal scholarship is an internationally recognized and attractive scholarship.

Indicator: Number of excellent applicants > 10.

CEMO is an attractive host for guest researchers with their own funding.

Indicator: The center receives several high-quality applications for research stays each year.

Collaboration with international research units is visible through joint symposia at conferences and publications.

Indicator: CEMO has at least one joint symposium and a special issue in a recognized journal together with international collaborators.

Collaboration with international research units also involves PhDs.

Indicator: Several PhDs have been on exchange outside Norway.

CEMO's International Advisory Board contributes with important feedback.

Indicator: Top researchers in the field accept the invitation to participate.

All CEMO announcements attract highly qualified international applicants.

Indicator: The applicants for all advertised positions are so good that the center is able to fill all positions.

Expected results at the end of 2019

- A new International Advisory board has been appointed.
- CEMO has developed a concept for the Gustafsson-Skrondal scholarship.

Responsibility:

CEMO director

2) Teaching

Main goal: CEMO offers high-quality teaching, attracts national and international applicants for its Master program and has a good learning environment.

Framework at UiO/UV: UiO will offer research-based education at a high international level, with close links to the foremost of research-based knowledge. The UV Faculty will strengthen the quality of education by supporting the development of new teaching practices based on research on teaching and learning in higher education, and which actively utilizes the opportunities that new technology provides.

Expected results at the end of 2021

The center has clarified which resources are available in the long run to contribute to teaching beyond the Master program, namely at the bachelor level or to stakeholders and internationally.

Expected results at the end of 2019

- Clarified distribution of teaching responsibilities within CEMO.
- Aligned procedures concerning the planning, execution, and evaluation of courses within the Master program.
- A system for evaluating all CEMO teaching has been developed that is in line with the UiO's quality system and meets in addition the centre's need for information about teaching quality.

Responsibility:

CEMO director together with study coordinator

Activity 2.1

The Master of Science program in "Assessment, Measurement and Evaluation" strengthens measurement competence nationally, in the Nordic countries and internationally.

Expected results at the end of 2021

The Master program is established and well-known.

Indicator: The number of eligible applicants who could be offered a study place is > 40 and 30 applicants accept the offer.

The Master program strengthens measurement competence in Norway and in the Nordic countries.

Indicator: Half of the applicants who accept a study place have applied from a Nordic country.

The Master program has good throughput.

Indicator: Drop-out rate is <35%.

The profile of the Master program meets societal and academic needs.

Indicator: The content of the program matches the new title.

The teaching quality meets participants' expectations.

Indicator: Positive evaluations from the students with scores above the scale average in all respects.

Expected results at the end of 2019

- New admission criteria for the 2020 cohort have been developed.
- The number of applicants for start-up in autumn 2019 was large enough to fill all study places.

Responsibility:

All team members involved in teaching, with a special responsibility of the study coordinator

Activity 2.2

The PhD candidates receive a comprehensive education program that contributes to the development of a joint understanding of the field and to individual development of measurement expertise.

Expected results at the end of 2021

The PhD candidates largely follow a common course program (about 20 credits in the common part).

Indicator: All new PhD candidates at CEMO participate in the FREMO research seminar, the courses Data Science, Principles of Measurement, and Measurement Models/SEM/MLM from the Master program in addition to the compulsory components of the PhD program at the Faculty of Education.

Expected results at the end of 2019

- The FREMO research seminar has been established in collaboration with other research groups at the Faculty of Education.
- Offers have been established (at CEMO or in collaboration with other units at UiO) related to generic skills for PhD candidates in their last two years (scientific writing, career guidance and dissemination).

Responsibility

Research coordinator at CEMO

3) Outreach

Main goal: CEMO's research results are well known in the Norwegian society

Framework at UiO/UV: An important social mission for UiO is to contribute to research-based knowledge characterizing society and meeting the great societal challenges of our time. The UV faculty's social involvement involves responding to important societal challenges in the short and long term. This means that research must be made available to the research community, professional users (school sector, school leaders, policy field/state administration, teachers, clinicians), as well as to the general public.

Activity 3.1

Increased cooperation nationally and in the Nordic countries makes CEMO visible in Norway and the Nordic countries and strengthens the measurement quality in the field of practice

Expected results at the end of 2021

Good contact with Udir, the national centers responsible for the national tests and other practitioners in the field of educational measurements.

Indicator: CEMO researchers are regularly invited by these actors to contribute with expert knowledge and advice.

Good contact with research units and universities in Norway and the Nordic countries with relation to national and international measurements.

Indicator: The new network in NERA includes measurement groups from all Nordic countries that meet regularly and have joint activities at the NERA conference, as well as other Nordic networking activities.

Expected results at the end of 2019

- A national (or Nordic) Board has been established at CEMO.
- A NERA network of educational measurement has been established.

Responsibility

CEMO's co-director

Activity 3.2

Increased external communication contributes to increased measurement competence in the education sector, the field of practice and the public.

Expected results at the end of 2021

High communication activity in a wide range of communication channels.

Indicator: CEMO publishes regularly news on Facebook, Twitter and the centre's website.

The number of Facebook followers has increased.

The PhD candidates have presented their research to an audience outside of academia.

Indicator: Every PhD candidate has had at least one post on CEMO's media outlets, forskning.no or similar dissemination channels.

CEMO team members have contributed to measurement-related teaching at other places with textbooks or smaller publications targeting non-academics.

Indicator: Publications written by CEMO team members are used as curriculum in teacher education or other study programs.

Expected results at the end of 2019

- CEMO has established an outreach coordinator.
- CEMO and the center's research is well known outside the UiO.
- Several research articles have been presented on CEMO's website.
- All PhD students present their research in an easily accessible way on CEMO websites.
- CEMO has had at least one post on forskning.no.

Responsibility

Outreach coordinator at CEMO

4) Administration

Main goal: CEMO offers its employees a stable and good working environment.

Framework at UiO/UV: UiO must manage its total resources so that they support the core activity. The UV Faculty continues its long-term work in developing a well-functioning organization. The goal is to secure a working environment that provides the foundation for high quality in all activities, well-being and creativity among employees and students.

Activity 4.0

CEMO will be established as a permanent unit at the Faculty of Educational Sciences with good and productive relationships with the other three units.

Expected results at the end of 2021

CEMO is a level 3 center at the Faculty of Educational Sciences with secure basic funding at the current size (see employment plan: 5 positions for permanent academic team members on the senior level, 1 position for a postdoctoral fellow, 3 positions for PhDs, 3 positions for permanent administrative team members).

Indicator: The faculty board has made a corresponding formal decision.

CEMO has good and productive relationships with ILS, IPED and ISP.

Indicator: There are well-established arenas for regular collaboration on research, teaching and outreach, visible in joint supervision of PhD candidates, research projects and articles.

Expected results at the end of 2019

- The employment plan for CEMO is secured by the centre's budget and published on the website.
- The fifth professor position has been filled.
- The new budget model at the Faculty of Education reflects CEMO's needs.
- There is collaboration with at least one department at the faculty regarding research (e.g., joint projects or articles).
- There is collaboration with at least one department at the faculty regarding teaching (e.g., joint supervision of PhD candidates or Master students).

Responsibility

CEMO Director

Activity 4.1

Recruiting at CEMO is effective and helps attract highly qualified researchers.

Expected results at the end of 2021

CEMO can fill all positions with highly qualified applicants within short time.

Indicator: Recruitment processes are completed within one year.

- Discussion about the profile of an announcement of a position starts well in advance of the actual publishing.
- Posting of positions is announced through various international channels that reach out to the best qualified candidates.

Expected results at the end of 2019

- The center has developed a time schedule for effective recruitment processes that clarifies the process from the announcement to an employment.
- The processing of recruitments is effective without unnecessary time delays on the centre's side (CEMO board, TU, job offer).
- Applicants receive quick feedback on the status of the process (thank you for the application, explanation of the process, information on outcome).
- The division of responsibility between CEMO and the Faculty of Education as well as CEMO internally is clear.
- The responsibility for the text of announcements has either been moved to CEMO or a routine has been introduced that we can have a final check if everything is correct.
- New employees receive support through the UiO centrally and the CEMO administration for important practical needs (e.g., related to finding residence, tax cards, bank accounts).

Responsibility

CEMO's senior advisor

Activity 4.2

Sufficient language skills in Norwegian or a Nordic language among CEMO's academic team members

Expected results at the end of 2021

All permanent academic team members and all Postdoctoral fellows and PhD candidates with an interest in remaining in Norway, have Norwegian knowledge equivalent to level B2.

Indicator: Several academic team members are represented in committees within or outside UiO that require language skills in Norwegian.

Indicator: PhD candidates/Postdoctoral fellows who do not have Norwegian as their mother tongue, apply for and be offered positions in Norway or the Nordic countries.

Expected results at the end of 2019

- Increased awareness of language challenges when it comes to career opportunities in Norway and the Nordic countries for PhD candidates and Postdoctoral fellows.
- Funding of Norwegian language classes is offered to all academic team members who do not have Norwegian or a similar language as their mother tongue.

Responsibility

Director

Activity 4.3

PhD candidates and postdoctoral fellows at CEMO receive good career guidance.

Expected results at the end of 2021

A range of job opportunities for CEMO researchers is available nationally or internationally.

Indicator: Postdoctoral fellows and PhD candidates receive job offers on appropriate levels nationally or internationally when their contracts expire.

PhD candidates and Postdoctoral fellows at CEMO have the opportunity to develop important generic competencies.

Indicator: Everyone has participated in outreach activities and presented at the Tuesday seminar.

Postdoctoral fellows get the opportunity to develop project management skills.

International mobility has been strengthened.

Indicator: Several Postdoctoral fellows and PhDs have been abroad, their stay was very well prepared and productive.

Expected results at the end of 2019

- CEMO's mentoring program for Postdoctoral fellows has been re-established and expanded.
- Every academic team member had at least one feedback meeting with the centre director or the co-director.
- The PhD candidates in the third and fourth year have presented at the Tuesday seminar, the PhD candidates in the first or second year have presented at the FREMO research seminar.
- The need for a stay abroad has been identified.

Responsibility

Director, co-director, the FREMO research group leader, and the postdoc coordinator

Activity 4.4

CEMO is a dynamic and inclusive organization.

Expected results at the end of 2021

All employees work towards common goals.

Indicator: Good participation in all CEMO activities.

All employees are involved in basic decisions and have a chance to be heard.

Indicator: Annual team seminar outside UiO take place where long-term objectives and activities are discussed.

Expected results at the end of 2019

- CEMO has carried out a team seminar outside UiO.
- In addition, at least two team meetings have taken place at the centre.

Responsibility:

CEMO's senior advisor

Activity 4.5

CEMO has good information flow and the employees know where to find relevant information on the centre's websites.

Expected results at the end of 2021

All employees know where to find relevant information on the websites.

Indicator: The CEMO internal websites are actively used.

Indicator: The employees know the website of the "Speak up" system and the GDPR.

Expected results at the end of 2019

The internal websites for CEMO have been updated

Indicator: The web pages have relevant and up-to-date information with a list of the contact persons within different areas, routine descriptions/links to relevant pages regarding GDPR and other practical information (archiving etc.).

Responsibility

CEMO's senior advisor and web editor

Activity 4.6

CEMO has a good human resource management where challenges are actively addressed.

Expected results at the end of 2021

All team members focus on and contribute to the development of a good working environment.

Indicator: Good participation in CEMO's social events.

Indicator: An inclusive culture with joint lunch exists.

Indicator: All team members help to keep the kitchen in order.

Indicator: High participation in the ARK survey (if reintroduced).

All employees have a good physical working environment

Indicator: At least one group session with an occupational therapist has taken place who looks at work habits.

CEMO facilitates a safe working environment.

Indicators: Fire protection officers have completed compulsory courses and all employees have reviewed the fire protection instructions.

Indicator: At least one team member has attended first aid courses that include the use of a defibrillator.

Indicator: At least one employee has participated in the PLIVO course.

Expected results at the end of 2019

All employees focus on and contribute to the development of a good working environment

Indicator: Good participation in CEMO's social events such as monthly waffle day, summer and Christmas parties.

The CEMO leader team has updated expertise in human resource management.

Indicator: At least one member of the leader team has completed UiO's HSE training.

New employees experience good reception at the center.

Indicator: Good routines for receiving new employees.

Indicator: Written routine descriptions with information letters for new employees exist.

Responsibility

CEMO's senior advisor