

Professor Ellen Hazelkorn, BA (Hons), PhD

Professor Ellen Hazelkorn is Joint Managing Partner, BH Associates education consultants, and Joint Editor, Policy Reviews in Higher Education.

Ellen is a member of the Coordinating Council for Higher Education of Portugal, the EU Higher Education for Smart Specialisation (HESS) Advisory Group (2022-2023), and the Committee for Strategic Advice, EURASHE – the European Association of Institutions in Higher Education (2022). She was a member of the Commission for the College of the Future (UK, 2019-2022); and the Quality Board for Icelandic Higher Education (2017-2023). Ellen was policy advisor to, and board member of, the Higher Education Authority (Ireland) (2011-2017), and to the Programme for Institutional Management of Higher Education, OECD (2001-2010).

She is a Member of the Advisory Board and Affiliate Faculty, Centre for International Higher Education (CIHE), Boston College, USA, and the Research Management Committee and Advisory Board of Centre for Global Higher Education (CGHE), Oxford.

She has worked with international organisations and governments for over 20 years, including the European Commission and the EU Joint Research Council, OECD, World Bank, UNESCO, U.S. National Academy of Sciences, U.S. Government Accountability Office [GAO]) as well as the different governments/government agencies in (inter alia) Australia, China, Finland, Georgia, Ireland, Iceland, Israel, Lebanon, Netherlands, and Russia, Spain, St Kitts-Nevis, United Kingdom, the United States, UAE and Wales. She regularly undertakes strategic and research evaluations for European and national research/scientific councils and universities.

She was Vice President, Dublin Institute of Technology (now TU Dublin) (1995-2008) – including as VP for Research and Enterprise, and Founding Dean of the Graduate Research School, and as Founding Dean, Faculty of Applied Arts. She was founding Director, Higher Education Policy Research Unit (HEPRU), 2008-2020.

Ellen was President of EAIR (European Society for Higher Education), 2013-2016. She was a NAFSA Senior Fellow, NAFSA: Association of International Educators, 2018-2019 and awarded the Tony Adams Award for Excellence in Research, European Association for International Education (EAIE), 2018. Ellen's [podcast](#) on university rankings was EAIE's top-rated podcast for 2022.

Ellen was awarded a BA and PhD from the University of Wisconsin, Madison, and the University of Kent, UK, respectively. She has a Certificate from the Institute for Educational Management, Harvard University, USA, and was elected to the Phi Kappa Phi Honour Society.

Professor Hazelkorn has, inter alia, led and/or provided advice: Mid-Term Review of the Further Education and Training Strategy, Ireland (2023); Progressing a Unified Tertiary System for Learning, Skills and Knowledge (Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) (Ireland, 2021-24); Review of Access and Disability Policies, Atlantic Technological University (Ireland, 2022-); UNESCO Lead, Develop 5-year Higher Education Policy and Action Plan for Lebanon (Ministry of Education & Higher Education/UNESCO, 2021); UNESCO Lead, *Review and Enhancement of the Accreditation System of St Kitts-Nevis* (Ministry of Education and UNESCO, 2021-2023); UNESCO Lead/Coordinator, phase 1, UNESCO project to develop higher technical education in six African countries (2021-2025); Develop New Model for Higher Education Financing (World Bank, Georgia, 2021); Provide Academic Leadership to Waterford Institute of Technology and Institute of Technology Carlow for Designation as a Technological University (Ireland, 2020-2022); Provide Academic Leadership to the Cork Institute of Technology and Institute of Technology Tralee for Designation as a Technological University (Ireland, 2019-2020); Design Research Evaluation and Performance Framework for the Dublin Institute of Advanced Studies (DIAS) (Ireland, 2018-2019); Review Panel, European University Initiative (EU, 2019, 2022); Strategic Review of Options for a Future National Approach to Journal

Subscriptions and Open Access (Higher Education Authority, Ireland, 2018-2019); Review and Expert Advice/Policy Options to Support Welsh Universities Deliver Civic Mission (Wales, 2018); Design new organizational structure, assessment of staffing needs, and review of programme relevance with respect to future skills needs in the region (Sorbonne University Abu Dhabi, 2018); Risk Analysis Technological University of the South East (Ireland, 2018); Review Case for Tertiary Education Provision in Southeast Ireland (Kilkenny County Council, Ireland, 2018); Mid-Term Review of the Further Education and Training Strategy (Department of Education & Skills, Ireland, 2017-2018); *Higher Education: Expert Views of U.S. Accreditation* (Government Accountability Office, USA, 2017-2018); Expert Consultant, Review Post-Compulsory Education in Wales (Department for Education and Skills, Welsh Government, 2015-2016); Chairperson, International Panel, Review of Finnish Higher Education System, Ministry of Education and Culture, Finland (2015); Expert Consultant, ISAT Alliance (Karelia University of Applied Sciences and Savonia University of Applied Sciences), (2013-2014); Evaluation of UAE Rankings System (UAE Ministry of Education, 2015); Review of Dutch Higher Education, Ministry of Education (2010); OECD Reviews of Victoria, Australia (2009), Catalonia, Spain (2010) and Wroclaw, Poland (2012); German Excellence Initiative, German Science Council (2012, 2019); Review of Faculty for the Future Programme, Schlumberger, Paris (2011).

As consultant to the OECD, Ellen initiated and led two projects: 1) *Processes and Strategies for Growing Research at New and Emerging HEIs* leading to publication of [*Developing Research in New Institutions*](#) (OECD, 2005). 2) League Tables and Ranking Systems: Assessing Their Influence on Institutional Decision-Making and Government Policymaking.

Ellen was Chairperson/Lead Author, [*Science for Responsible Citizenship*](#), EU Expert Group on Science Education (2014) and Rapporteur/Lead Author, [*Assessing Europe's University-based Research*](#), EU Expert Group on Assessing University-Based Research (2009).

Regarding quality assurance and accreditation, Ellen was a member of the Quality Board for Higher Education in Iceland for 6 years. She has chaired: Quality Audit, University of Graz (Austria 2020-2021); Quality Audit, University of Oulu (Finland 2017-2018); Quality Audit, Jyväskylä University of Applied Sciences (JAMK) (Finland 2012-2013). For ENQA, she has reviewed QAA – Quality Assurance Agency, UK (2018) and BAC – British Accreditation Council, UK (2019; progress review 2023). She was a member: Review Team, Teaching and Learning, Aalto University (Finland December 2020), and chaired the Teaching Evaluation, School of Art and Design, Aalto University (Finland 2011).

She is UNESCO Lead, *Review and Enhancement of the Accreditation System of St Kitts-Nevis* (Ministry of Education/UNESCO, 2020-2023). She has conducted a Review and Provided Advice on Quality Assurance and Institutional Accreditation to EM Normandie Ireland (2023); Review and Advice on Quality Assurance Policies and Processes, Marino Institute of Education, (Ireland 2020, 2023), Review and Advice on Quality Assurance and Institutional Accreditation, EM Normandie, Oxford, UK (2022); Quality-Assurance Processes and Systems of the Honorable Society of King's Inns (Ireland 2019), and Institutional Accreditation and Internal Quality Assurance Procedures, Holmes Institute (Australia and Ireland 2018-2020). She has received training from both ENQA and FINEEC.

Regarding rankings and classification, Ellen is internationally recognised for her writings and analysis: [*Research Handbook on University Rankings: History, Methodology, Influence and Impact*](#) (Edward Elgar Publishing 2021); [*Research Handbook on Quality, Performance and Accountability in Higher Education*](#) (Edward Elgar 2018); [*Global Rankings and the Geopolitics of Higher Education*](#) (Routledge 2016); [*Rankings and the Reshaping of Higher Education: The Battle for World-Class Excellence*](#), 2nd ed. (Palgrave, 2015; trans into Japanese 2018); [*Rankings in Institutional Strategies and Processes: impact or illusion?*](#) (EUA, 2014); [*Rankings and Accountability in Higher Education: Uses and Misuses*](#) (UNESCO, 2013).

Ellen has also provided advice to numerous governments and universities, and higher education organisations, on rankings and classification systems, inter alia: UNESCO Lead, Develop 5-year Higher Education Policy and Action Plan for Lebanon (Ministry of Education & Higher Education/UNESCO,

2021); Expert Review, Comparative Assessment of University Rankings and Education Indicators (European Commission, 2019); Evaluation of UAE Rankings System (UAE Ministry of Education, 2015); *Rankings and Quality Assurance: Do Rankings Measure Quality?* (Council for Higher Education Accreditation, USA, 2015); Assessment of the Quality of Undergraduate Education (National Academy of Sciences, USA, 2015); OECD Lead Expert, League Tables and Ranking Systems: Assessing Their Influence on Institutional Decision-Making and Government Policymaking (OECD, 2006-2010).

She has also authored/co-authored the following policy and consultancy reports: Policy Brief: Strengthening Sustainability, Quality and Competitiveness of Irish Universities (Ireland); *Relationships between Higher Education and the Labour Market – A Review of Trends, Policies and Good Practices*. UNESCO Commissioned Study (2019); *Skills and Smart Specialisation. The role of Vocational Education and Training and Adult Learning in Smart Specialisation Strategies* (EU, 2019); *Maximising universities' civic contribution. A policy paper* (Cardiff: Welsh Centre for Public Policy 2018); *From Charter to Framework: The Case for Higher Education Provision in Kilkenny City*, Ireland (Kilkenny County Council 2018); *High-Level Midterm Review of the Further Education and Training Strategy 2014 – 2019*, Ireland (Department of Education & Skills 2018); *What Does Global Higher Education Mean for University Leaders?* (Leadership Foundation for Higher Education, UK 2017); *Towards 2030: a framework for building a world-class post- compulsory education system for Wales* (Welsh Government, UK 2016); *Science for Responsible Citizenship*, Report of the Science Education Expert Group (SEEG) (DG Research and Innovation, European Union 2015); *Report of International Panel, Review of Finnish Higher Education System, Appendix A, pp76-101* (Ministry of Education and Culture, Finland 2015); *Higher Education in Regional and City Development: Wroclaw, Poland* (OECD 2012); *Higher Education in Regional and City Development Autonomous Region of Catalonia, Spain* (OECD 2010); *Higher Education in Regional and City Development. The State of Victoria, Australia* (OECD 2010); *Threefold Differentiation for the Sake of Quality and Diversity in Higher Education. Recommendations of the Committee on the Future Sustainability of the Dutch Higher Education System* (Ministry of Education, Netherlands 2010); *Assessing Europe's University-based Research*, EU Expert Group on Assessment of University Based Research (DG Research and Innovation, EU 2009).

Ellen has published almost 200 peer-reviewed articles, book chapters, short articles and blogs, commentaries, and policy papers. In addition to aforementioned other publications include: co-author, *The Impact and Future of Arts and Humanities Research* (Palgrave Macmillan, 2016); and co-author, *The Civic University: Meeting the Leadership and Management Challenges* (Edward Elgar 2016), and *GUNi World Report 6: Towards a Socially Responsible University: Balancing the Global with the Local* (UNESCO, ACUP and UNU, 2017). She contributed to the Worldwise blog, *The Chronicle of Higher Education*, 2011-2014.

For a full list of projects on-going and completed, see below and <https://www.bhassociates.eu/projects>

Ellen also undertakes research reviews for government ministries and research agencies, for example in Belgium, Sweden, Netherlands, Ireland, the Republic of Tajikistan, as well as for the European Commission. She was Chairperson, Evaluation of the Research Programme in the Environmental Humanities (Mistra & Formas, Sweden, 2022). She was also member review team, research at KU Leuven, Belgium (2024 forthcoming); member of the International Reference Group, Swedish Foundation for Humanities and Social Sciences/Riksbankens Jubileumsfond (Sweden) (2015-2021), European Science Foundation (ESF) International Steering Committee, University of Luxembourg Review of Social Science and Humanities Research (2020).

In addition to being joint editor of *Policy Reviews in Higher Education*, Ellen is a member of several editorial boards, including *Higher Education, Tertiary Education and Management, European Journal of Higher Education*, and *Higher Education Policy*. Ellen was guest co-editor of *Scandinavian Journal of Educational Research* for a special issue on rankings, 2022-2023.

Ellen was previously a member of the Commission for the College of the Future (UK, 2019-2022); Advisory Board, National Higher Education Research Institute (IPPTN), Universiti Sains Malaysia (2021-2023); Tertiary Education Future Initiative (Royal Society of Edinburgh & Young Academy of Scotland) (2020-2023); Advisory Board for U-Multirank (EU) (2020-); International Advisory Committee, Higher School of Economics (Russia) (2016-2022); Strada/Lumina Foundation Global Postsecondary-Workforce Initiative (USA) (2020); 21st Century Lab Higher Education Reference Group (University of Lincoln, UK, 2019); Advisory Group for the Chair for University and the Knowledge Region, Rovira i Virgili University (URV) (Spain) (2014-2018); the Research and Information Advisory Committee, Leadership Foundation for Higher Education (UK) (2016-2017), and the International Advisory Board, Immanuel Kant Baltic Federal University (Russia) (2016-2018). In Ireland, she was a member of the Irish National Research Prioritisation Exercise (2010-2011); Board member, National Digital Research Centre (2009-2015); International Advisory Council, Irish Research Council for the Humanities and Social Sciences (2009-2012), and founding member, Irish Humanities Alliance (Royal Irish Academy) 2012-2014.

Professor Hazelkorn has wide-ranging expertise across further and higher education policy and system governance, leadership and management; institutional differentiation and system articulation, with particular reference to new universities/higher education institutions; quality assurance systems and accreditation; institutional research strategy and national science/innovation policy; national and institutional systems of evaluation and rankings; and across teaching, learning and research in the arts, humanities and social science, and in science education.

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