

## Title: The Organization and Challenges of Interview

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### Abstract

My research hypotheses will be testified by case study of the three institutions: the Max Planck Society (MPG), the Helmholtz Association (HGF) and the Chinese Academy of Sciences (CAS). I will explore the potential role of evaluation mechanisms of these research institutions in their own strategic development and also in supporting national research policy-making. I plan to take three rounds of interviews for my empirical research.

The first round is for understanding the evaluation practices in the three research institutions after getting more internal documents which are supposed to be stable, exact, and broad coverage. As for the sources of the interview data: taking Beijing as example, I plan to reach three perspectives: the chair of the institute, the evaluation experts from the institute itself and from the national evaluation center. The three kinds of resources are expected to present different viewpoints about the function of the evaluation mechanism of the Chinese Academy of Sciences. Both similarities and differences could reflect something to be analyzed and explored for the next round. The most difficult preparation is the design of the appropriate questions: easy for interviewee to understand and answer, some fixed and some flexible, accurate factual, also creative and insightful, to get as much information to my research points as possible during the one hour interview time.

The second is to focus on specific targets directly on the case study topics. My hypotheses and arguments might be changed after the first understanding round. They will be shown under the particular contexts of the research institutions. The comments, judgments and suggestions are investigated from experts and practices conductors. There might be some disagreements about the gap between the theories and practices. To some degree, one of the purposes of the research is to guide and improve the actual performance of practices. But possibly they do not agree with my interpretations and arguments, or the opposite they just give what interviewer wants to hear. More critical opinions are needed. The third step (if there is) will be near my research conclusion. Hopefully the three cases would reflect on my conclusion, no matter positive or negative.

The uncertainty and unpredictability are the main challenges during the whole process of interview field work. The time, funds, organizations, anything is possible to disturb the original plan. The only way is just to do it and see how it goes and improves flexibly as moving forward. The first-round interview summary will be given in the methodology seminar.