Developing Effective Services for Competitive Research Funding

A tool for analysis and further development

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The Working Group

- EARMA Leadership Workshop 2018, Brussels
- Working Group on **Developing an Effective Service** with the following **aims:**
  - collection and exchange of good practice on the alignment of various EU grant support units within a research institution (pre-and post-award) and how they relate in terms of an effective offering of services; to approach two related challenges:
  - bridging/relating researcher orientation and strategic orientation (dealing with potential tensions between them)
  - what kind of services are best (and most effectively) offered at which kind of institutional level (central, faculty, research institutes/departments) and how to integrate/coordinate them in terms of effectiveness and of a full range of necessary and useful services
# Working Group Members

<table>
<thead>
<tr>
<th>1st Name</th>
<th>Family Name</th>
<th>Institution</th>
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Preliminary Results: Key Findings 1

From the pre and post award project management approach to the Research Project Life Cycle approach

Source: “Research Life Cycle” image from EC Irvine [Library Digital Scholarship Services](https://www.lib.uci.edu/dss)
Preliminary Results: Key Findings 2

Research ecosystem

Internal dimension
Institutional aspects

- Dimension
- Physical/geographical
- Distribution
- Management & Governance
- TRL’s scope

External dimension

- Public Research Policy
- Funding Research
- Programmes
- Industries
What kind of service arrangements fit my ecosystem best?

• Related questions for an analysis are:
  – Where are the services located in the institutional setting (centralised, decentralised, any forms of combinations)?
  – How are they interrelated?
  – How do they relate among internal departments and to external stakeholders?
Preliminary Results: Key Findings 3

• consequently, there is no right or wrong way, no “one optimal size fits all” in how to organise a research institution’s research and (in particular) EU project funding services

• what is important for the unfolding of an institution’s full potential in EU project services is an analyses of how these services are related
  – to the (different) institutional research ecosystems
  – in different particular and specific institutional (internal dimension) or
  – public research policy (external dimension of the research ecosystem) governance settings
Preliminary Results: The Matrix 1

- covers the full project lifecycle & accommodates both classical pre- and post-award services
- it is a useful tool to carry out the proposed analysis
- the results can lead to an improvement of services
  - how to best adapt them according to the given inter-institutional and broader external research eco-system?
- in the given perspective, every institutional service design can be adequate, as long as the comprised services
  - are adjusted according to and/or
  - aligned with the given research ecosystem
- matrix allows to identify and reflect existing matches or discrepancies and related room for improvement
Preliminary Results: The Matrix 2

• 5 service areas defined:
  – **Consultation** (with stakeholders, funding agencies, policy makers)
  – **Monitoring** (internal/external compliance, performance, results)
  – **Information** (spreading/disseminating the information that is necessary for the decision makers and researchers within the research institution: for research strategy purposes, for grant application purposes)
  – **Training** (both of research support staff – how to advice and service the researchers; and for researchers – how to apply for grants)
  – **Support** (good practice of grant support measures for EU projects and how to best integrate and align the various teams and units on providing tailor made services: contracts unit, dissemination/PR unit, pre-ward unit, controlling/audit unit, technology transfer unit …)
Preliminary Results: The Matrix 3

• “6 dimensions” of an individual grant research service reflected in the matrix (see penultimate slide for the link)
  – **WHAT** kind of service?
  – **To WHOM** are they addressed?
  – **WHO** carries it out?
  – **WHERE** is it located in the governance structure
  – **HOW** is it carried out?
  – **WHAT** are the necessary resources to carry them out?
Preliminary Results: The Matrix 4

• try to use (and help us to refine) the matrix
  – in order to carry out such an analysis
  – in order to find out whether your services match as much as possible with your given internal and external research ecosystem
  – at the various levels of inst. management/ governance and internal as well as external relations the services show and feature
EXAMPLE AREA: TRAINING

• OeAW & its 3rd Party Funding Objectives

• Learning & Training Ecosystem of OeAW

• Training to Boost Third Party Funding Performance
Austrian Academy of Sciences - OeAW

Austria’s central non-university research and science institution has the mission to “promote science in every way”

28 Research institutes
located in Graz, Innsbruck, Leoben, Linz, Vienna
~ 1700 employees (~ 1400 FTE
thereof ~ 500 are 3rd party funded)

2017 Budget € 107.200 kMio
43 Mio 3rd Party Funding
12,4 Mio EU funding
71 running EU projects

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„Active Third Party Funding Strategy“

Increase participation in H2020 & other European Programmes – high level grant acquisition

Consultation, Information & Training in whole life-cycle

H2020 Support Measures
Organisational needs:

- reduce risk
- increase effectiveness
- keep up with changes
What is a Learning & Performance Eco-system?

• “enhances individual and organizational effectiveness by connecting people and supporting them with a broad range of content, processes, and technologies to drive performance.”

• “introduces new capabilities that integrate learning and performance solutions into the work environment.”

see: Asha Pandey, Learning and performance ecosystems (2015)
OeAW‘s Learning & Performance Eco-system

Source: [Entworfen von https://de.vecteezy.com](https://de.vecteezy.com)
Training & Information to Boost 3rd Party Funding Performance
# Matrix Area: TRAINING

<table>
<thead>
<tr>
<th>Measure</th>
<th>Task example</th>
<th>To Whom? - Adresssees</th>
<th>Who does it?</th>
<th>Where?</th>
<th>How?</th>
<th>Resources</th>
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<tbody>
<tr>
<td>Exc4GRANTed</td>
<td>ERC Workshops</td>
<td>Internal</td>
<td>External</td>
<td>Internal</td>
<td>External</td>
<td>Central</td>
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<tr>
<td>Part I</td>
<td>“From Idea to Proposal” &amp; Potentials</td>
<td>ERC StG &amp; CoG Researchers &amp; Incoming fellows of OeAW all sites in AT</td>
<td>LBG</td>
<td>NCP</td>
<td>X</td>
<td>Workshop 2-3 x p.a.</td>
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<tr>
<td>Part II</td>
<td>“Feedback to Proposal”</td>
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<td>Webinar</td>
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<td>ERC Peers (ERC Grantees,</td>
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<td></td>
<td>External</td>
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</tbody>
</table>

- **What?**
- **To Whom?**
- **Who does it?**
- **Where?**
- **How?**
- **Resources**

- **Workshop**
- **Webinar**
- **Training Materials, Guidelines**
- **Good practices examples/proposals**
- **ERC Peers (ERC Grantees, External)**

- **infrastructure & services**

- **Printing**
- **Network**
A Mix of Training & Information Measures
Pre-award phase

External offer: ERC-NCP-FFG Academy

- ERC Proposal Reading Days
- ERC Grant Application Webinar
- ERC Proposal Check
- ERC Interview Training

Who does what?
A Mix of Training & Information Measures
Pre-award Phase - Internal Offer

OeAW’s Excellence4GRANTed

Who does what to whom?

Complementary OeAW offer addresses StG, CoG potentials (int. & ext.)

Part I „From Idea to Proposal“
Part II „ERC Peers Offer Feedback to Draft“

Pilot in SSH - Collaboration with LBG (all domains, 2-3 p.a.)
Interview as a trial (Q&A - peers)
Grant Service

A Mix of Training & Information Measures
pre-award phase - internal

Mentoring Programme incl. WS

Individual consultation

Feedback to Proposal

H2020 Support Measures: Compensation of application costs
OeAW Incoming Fellowship
ERC bonus
A Mix of Training & Information Measures
Implementation phase

• **Initial Training** on the Implementation of H2020 Projects for PL/PI & TM

• **Guidelines** on the Implementation of H2020 Projects

• **Net4GRANTed** targeting PM & implementation issues

• **Financial workshops** offered to PM by Controlling Dept.
OeAW‘s ERC Training in the Eco-system

ERC project lifecycle:
- idea
- design
- applic.
- start
- impl.
- end
- follow-up

**Source:** [Entworfen von https://de.vecteezy.com](https://de.vecteezy.com)
Planned Accompanying Measures

• Networking Opportunities for Grantees

• Talent Scouting & Career Development

• Standing Peer Committee

• Targeted cooperations
How to join

Web

Text
### Type of organisation

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<tr>
<th>Category</th>
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<tbody>
<tr>
<td>University</td>
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<tr>
<td>Public Research Organisation</td>
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<tr>
<td>Private Research Organisation</td>
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<tr>
<td>Consultancy</td>
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<tr>
<td>Other</td>
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</tbody>
</table>
Research Support Services your organisation gives from a centralized unit
Research Support Services your organisation gives from a decentralized unit
Which research support service would you like to be analysed?
The matrix

You can find and comment the matrix here

Effective Services for Competitive Research Funding

If you find it interesting, please joint our working group and/or send us your comments
Thank you for your input!

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