



Quest for an ideal EU office

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Then

- Research for research's sake
- Scientific curiosity driven
- Focus on single disciplines
- Institutional funding
- Predominantly national funding
- Excellence main quality criterion

- Audit trail

- Finance and controllers
- Administrator skills

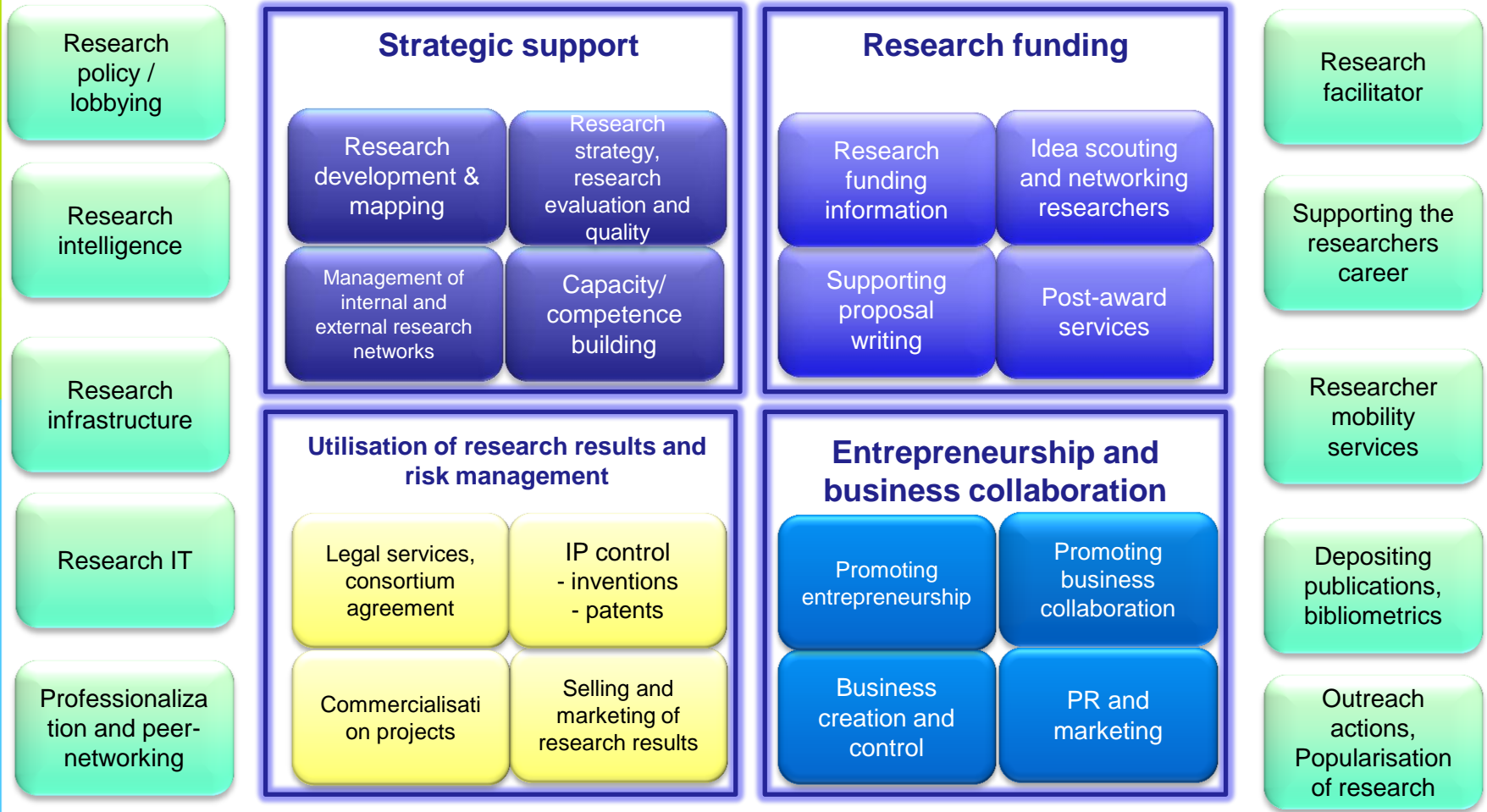
Now

- Research to support policy goals
- ERC and Problem driven
- Multi-disciplinary
- Project-based funding
- European and international funding
- Impact drives evaluation

- Efficient acquisition and management of external research funds
- Project life cycle manager
- Hard knowledge, Creative ability
Transferable skills (Grant writing, Project Management, Networking)



Functions of Research Support Offices



Olaf Svenningsen, EARMA 2012

- “Most of the processes and tasks of a research support office (RSO) are carried out in collaboration or consultation with other services, offices or functions.
- The defining aspect of the RSO is that it brings together all the processes and tasks into a coherent service, focusing on efficient acquisition and management of external research funds.”



What would be "ideal" - outcomes?

- Increased EU income
- High number of ERC grants
- Implementation of university research strategy
- Competitive (strategic) research groups
- Scalable services
- Research facilitation, Lobbying
- Highly skilled administrators (note Impact in H2020)
- Professional project management; researcher does only research



KAHO – 4 Research offices team up

- Most European universities aim to increase EU income
 - Decreasing national funding
- Development of EU office's services and additional services to be delivered with existing HR in the EU office

	TUT	Tampere	Jyväskylä	Vaasa
Students	10 000	15 000	15 000	5 000
Professors	145	228	237	50
Budget mio €	147	184	214	36
External funding mio €	68	68	65	7
FP7 projects	63	32	41	4
Highest # of projects with a Danish university	DTU #7	Aarhus #1	Copenhagen #3	none

KAHO – 4 Research offices team up

The basis of KAHO:

- International research funding is central to the internationalization of the research of the Universities
- The promotion of cooperation and creation of synergy in the acquisition of international research funding is possible for the Universities
- Supporting the acquisition of international research funding is challenging for the University Services e.g. because of variable funding systems and programmes
- European Regional Development Fund Call: Promoting innovation, networking and strengthened knowledge structures

The objectives of KAHO:

- Developing of the support services and enhancing of competences for the acquisition of international research funding
- Networking of the EU funding related support services of four Universities and service providers in six regions



KAHO – 4 Research offices team up

The outputs of KAHO:

- Proposal clinics for researchers
 - Model proposals and other tools for proposal preparation
- Comparison of international research funding databases
 - Research Professional campus license purchased for TUT
- Network of research liaison officers and advisors
- Regional and final seminars and other events for sharing knowledge and enhancing competences
- Funding guide as career support for researchers
- Review of leading consultants offering proposal preparation services
 - Development of procurement models for external support services in proposal preparation
- Benchmarking of 24 EU Offices at universities and research organisations
 - Service models and best practices for project preparation



The benchmarking study

- Objectives
 - Identification of services models and best practices of EU Offices
 - Benchmarking focused on pre-award services for EU projects
 - Brief review of some earlier benchmarking studies to yield best practices, recently ULAB, LERU, ELIARE
- Selection of EU offices
 - Diversity of service models for EU proposal support, e.g. regional EU offices
 - Organizations in transition, e.g. KIT
 - Recommendations by peers, consultants and benchmarked EU offices
 - Ranking of top 50 participant HEI in FP7, see “Fourth FP7 Monitoring Report”

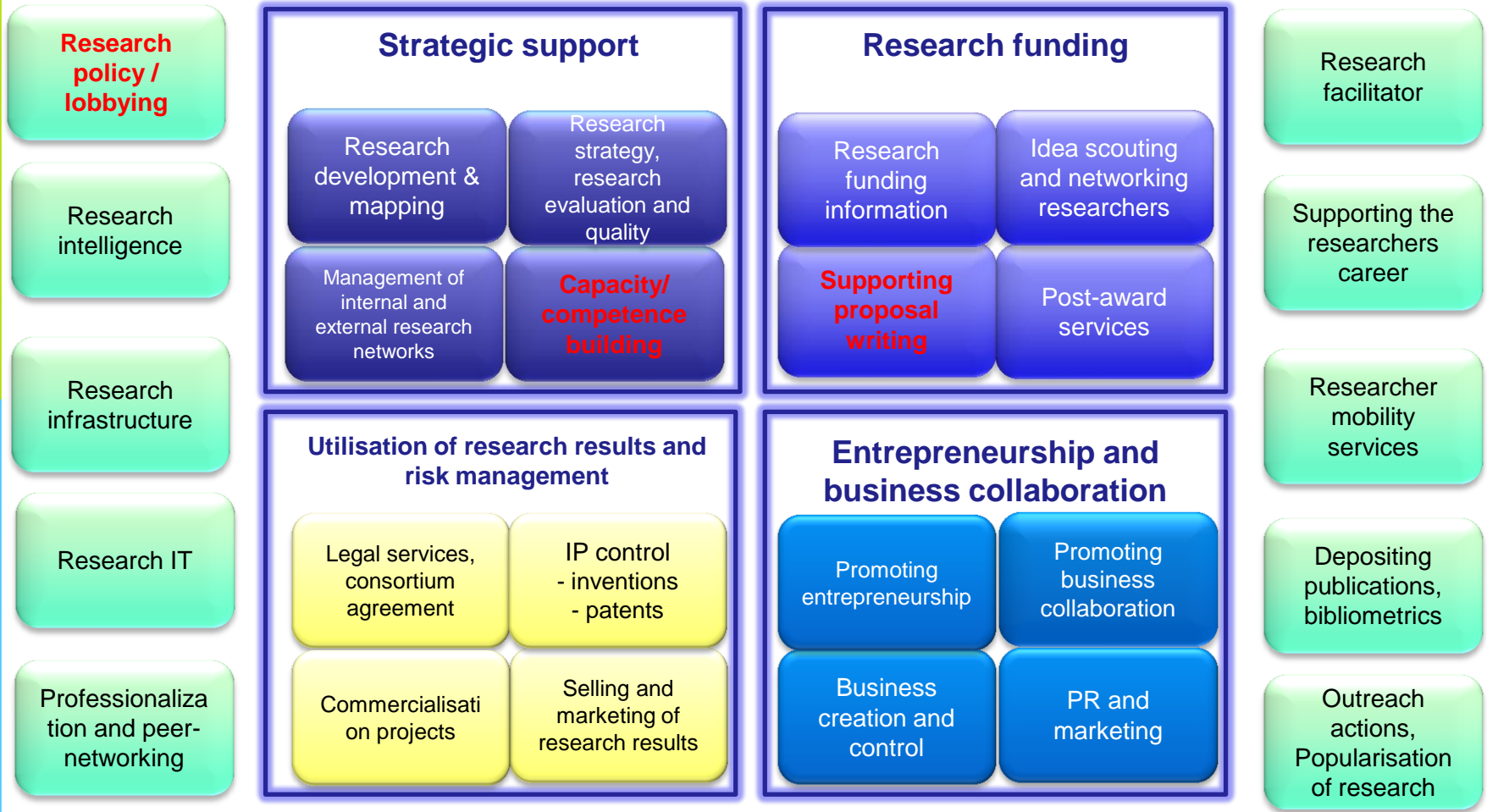


The benchmarking study: methodology

- Online questionnaire and follow-up 2 h discussion
- Online questionnaire answers "yes/no" or based on scale 1-5
- The replicant decided him-/herself on the scale mark (1-5)
 - see also Association of Commonwealth Universities, Benchmarking 2006
- Statistics were collected in the questionnaire and discussion, and supplement from other public sources
 - 1) Your institution
 - 2) Externally funded research
 - 3) Research strategy
 - 4) Research management
 - 5) Dissemination to the Society
 - 6) Resources (of the office)
 - 7) Research Office
 - 8) Incentives
 - 9) Functions
 - 10) IPR management



Functions of Research Support Offices



Benchmarked organisations

- Leibniz Universität Hannover, Dominique Gillissen, Germany
- Aarhus University, John Westensee, Denmark
- Fraunhofer Gesellschaft ICT, Eric Marioth, Germany
- KIT Bernd Kronimus, Germany
- Polytecnico di Torino, Chiara Biglia, Italy
- Technische Universität München, Jenny Pick, Germany
- University College London, Michael Browne, UK
- Imperial College London/ Carole Meads, UK
- Geneven University, Alex Währy, Switzerland
- Leiden Universiteit, Anna Groeninx van Zoelen, The Netherlands
- Technische Universiteit, Delft Greet Vink, The Netherlands
- Technische Universiteit Eindhoven, Gerard Verschuren, The Netherlands
- Newcastle University, Douglas Robertson, UK
- Manchester University, Elisabeth Fay, UK
- Leeds University, Martin Hamilton, UK
- Leuven University, Stijn Delauré, Belgium
- VUB University, Maria Vereeken, Belgium
- KTH, Kenneth Billquist, Sweden
- Karolinska Institutet, Miles Davies and Eva Björndal, Sweden
- University of Stockholm, Pia Bjerén Fürstenbach, Sweden
- Erlangen University, Karin Lager, Germany
- DTU, Claus Andersen, Denmark
- European Research and Project Office GmbH , Saarbrücken, Corinna Hahn, Germany
- Technische Universität Dresden, EPC, Seven Kreigenfeld, Germany
- EU income / global funding 2-7%
- EU projects/ total project number 2-12%
- Coordinated / total EU projects 15-67%
- Commonly 100-200 EU-proposals/a
- Commonly 2-4 fte of pre-award EU advisors
- EU projects / post-award EU advisor 20-90

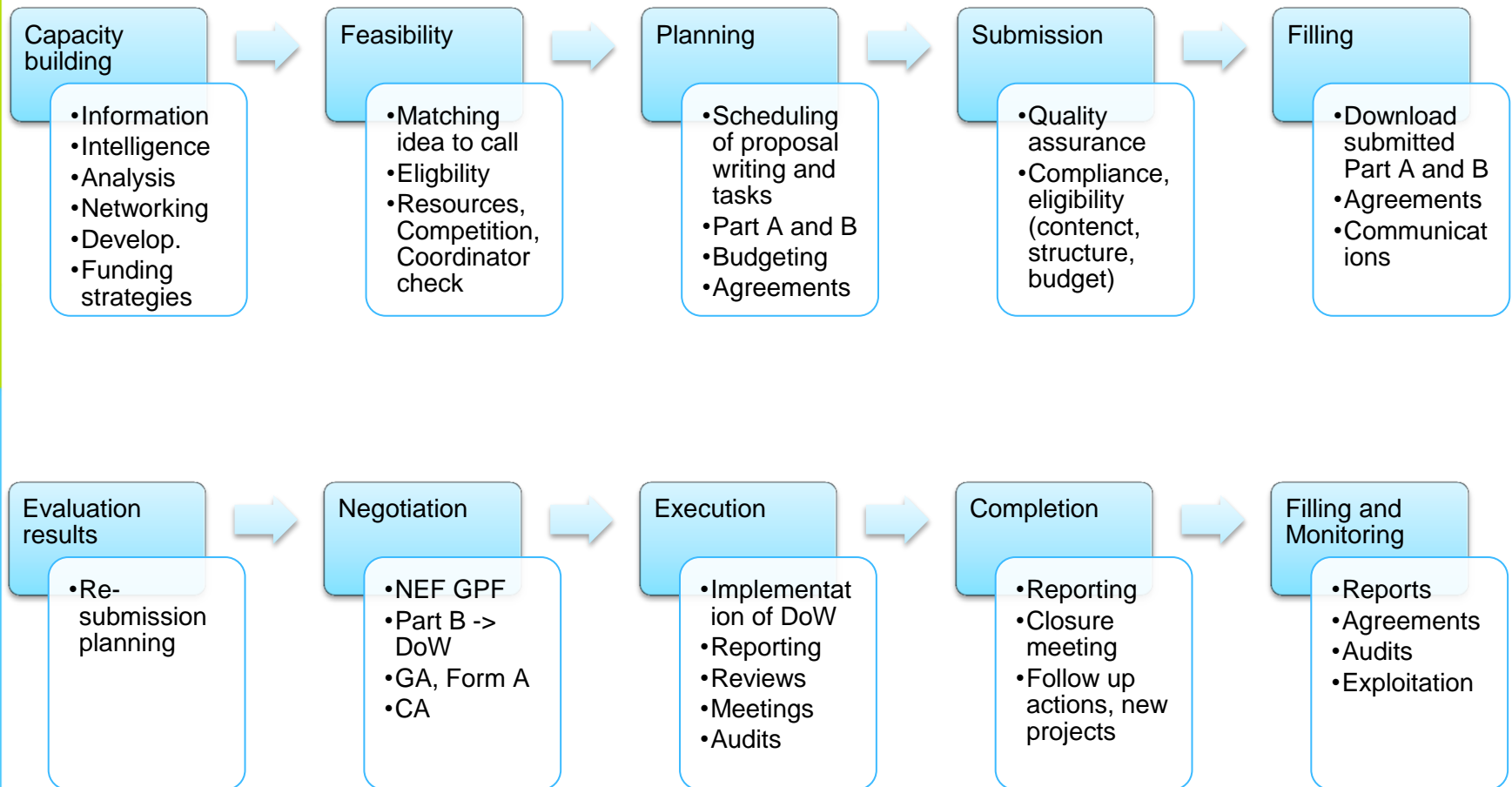


The benchmarking study: results

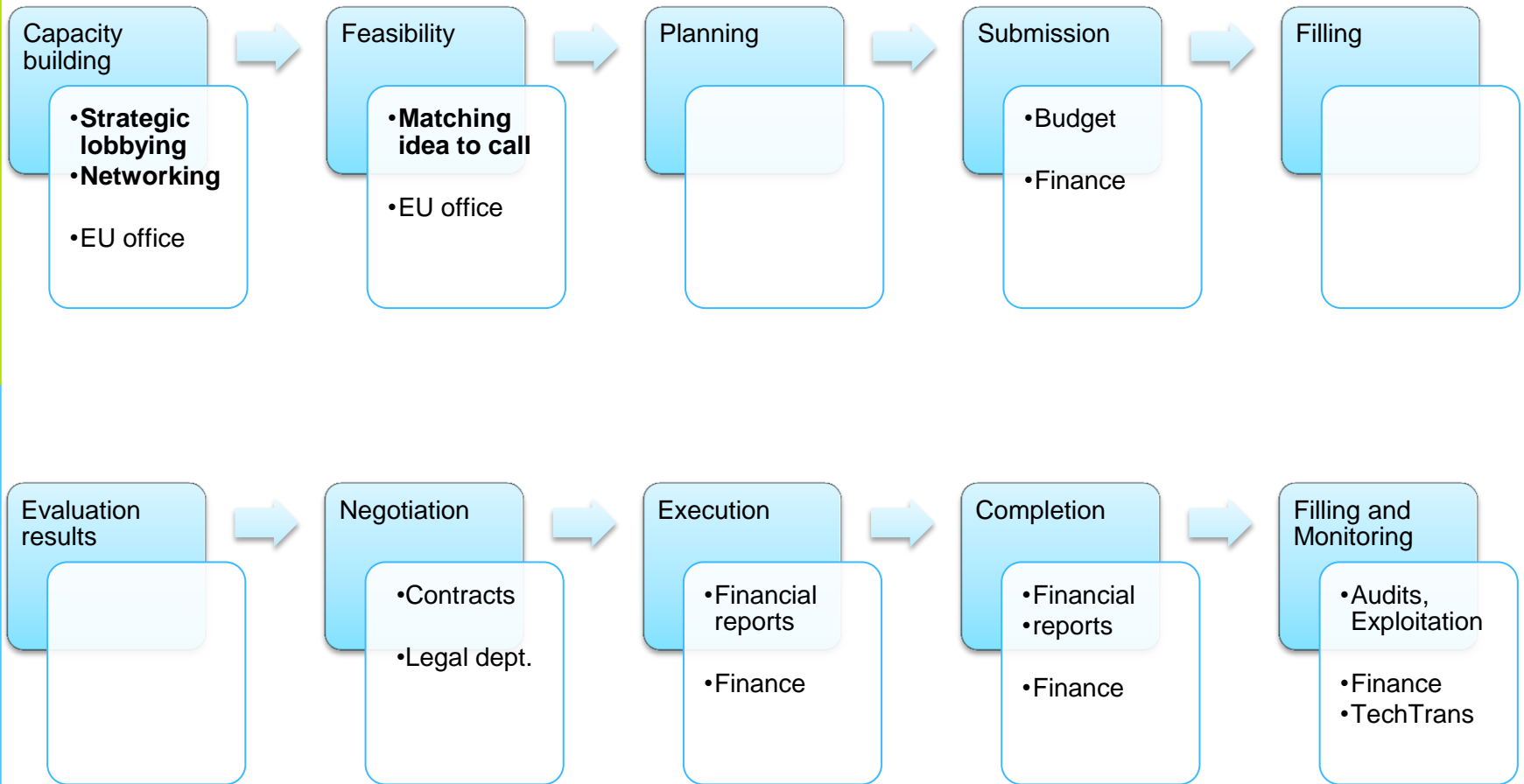
- Acknowledgement of the framework and constraints of the benchmarked organizations
 - Structural, legal, economical, cultural, geographical, local and regional ecosystems
- Fields of interest:
 - Research strategy towards excellence
 - Research support structures
 - IT tools for Research management
 - HR strategy for research and excellence (scientists and advisors)
 - Services beyond the project life cycle



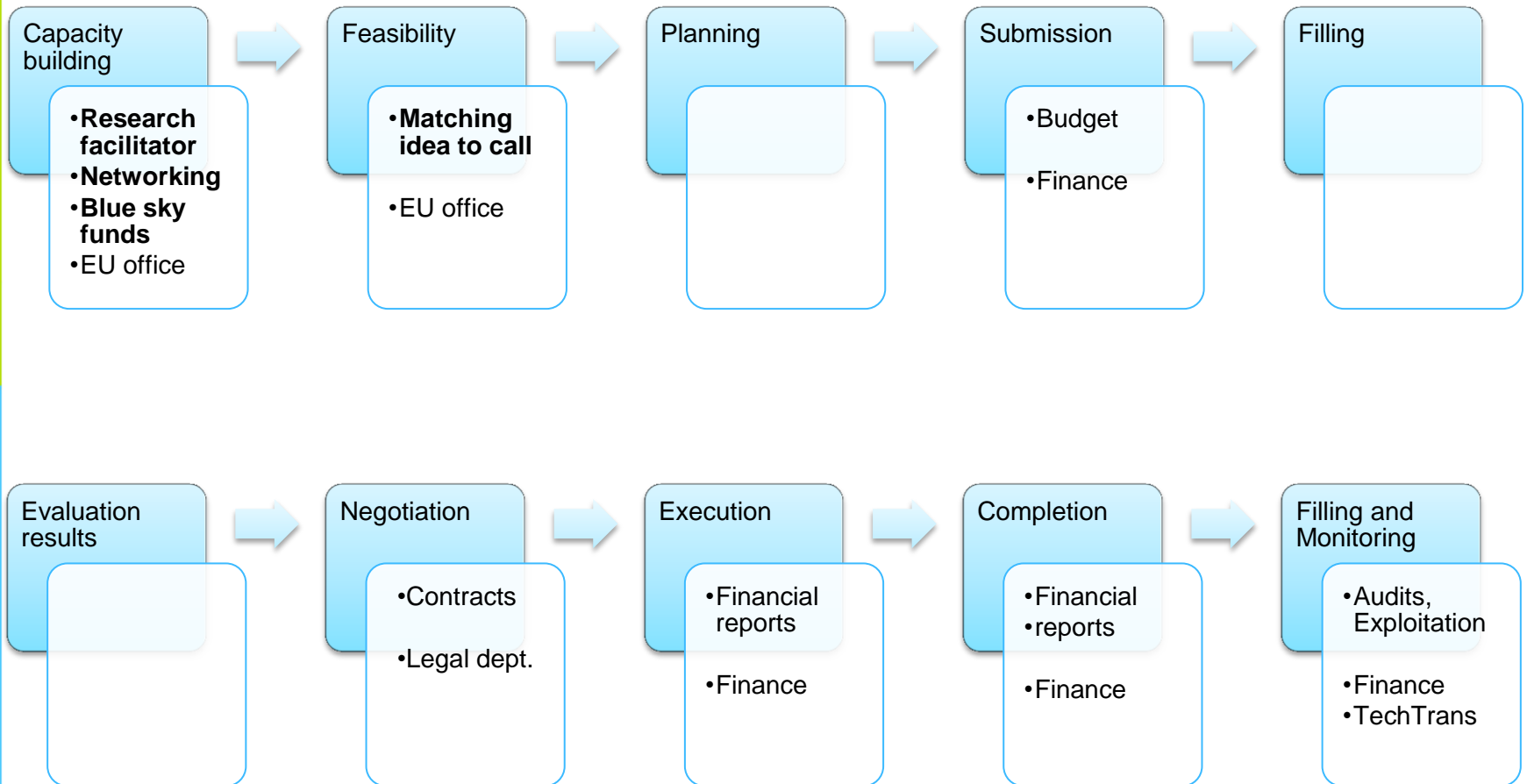
Research project services



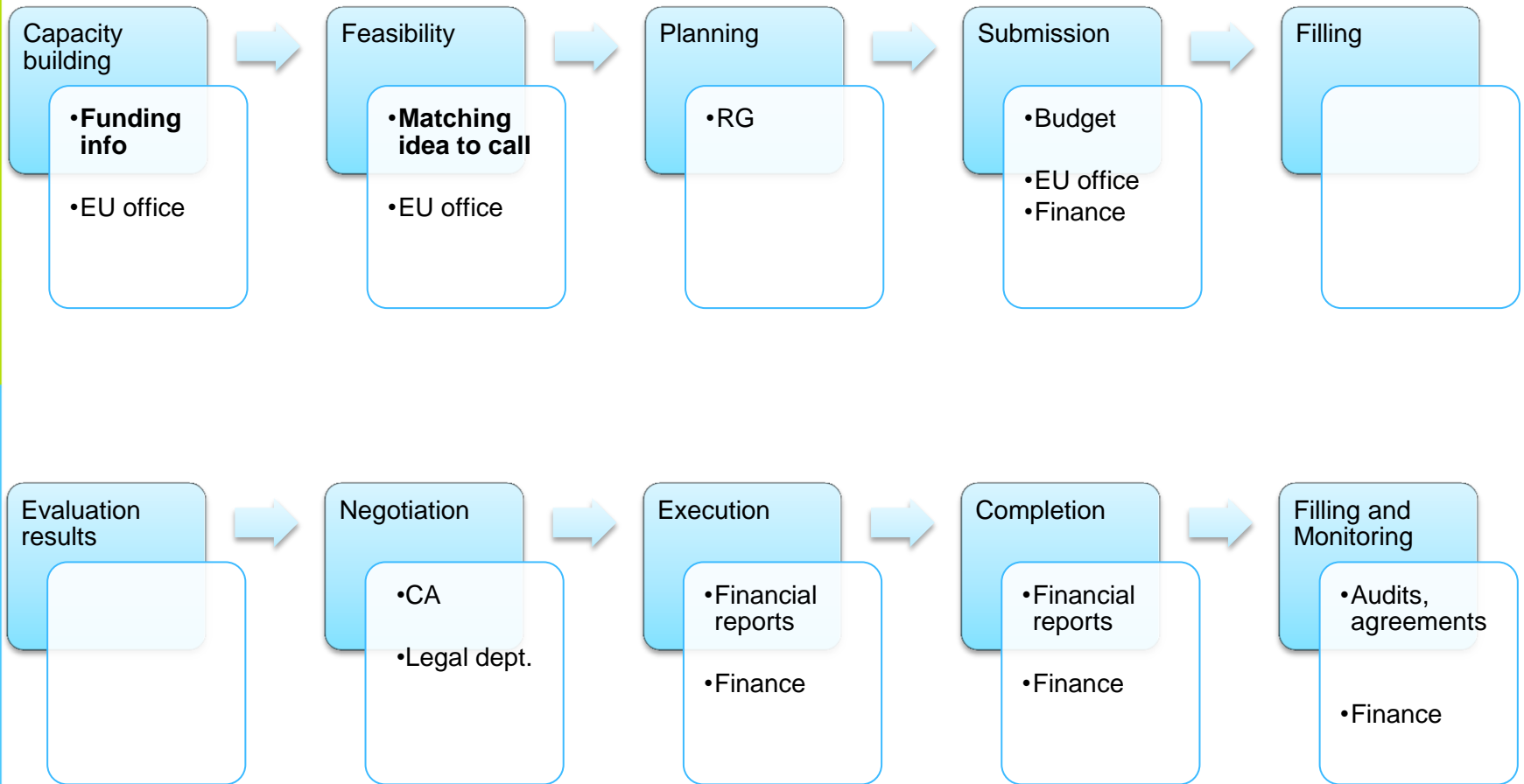
Lobbying



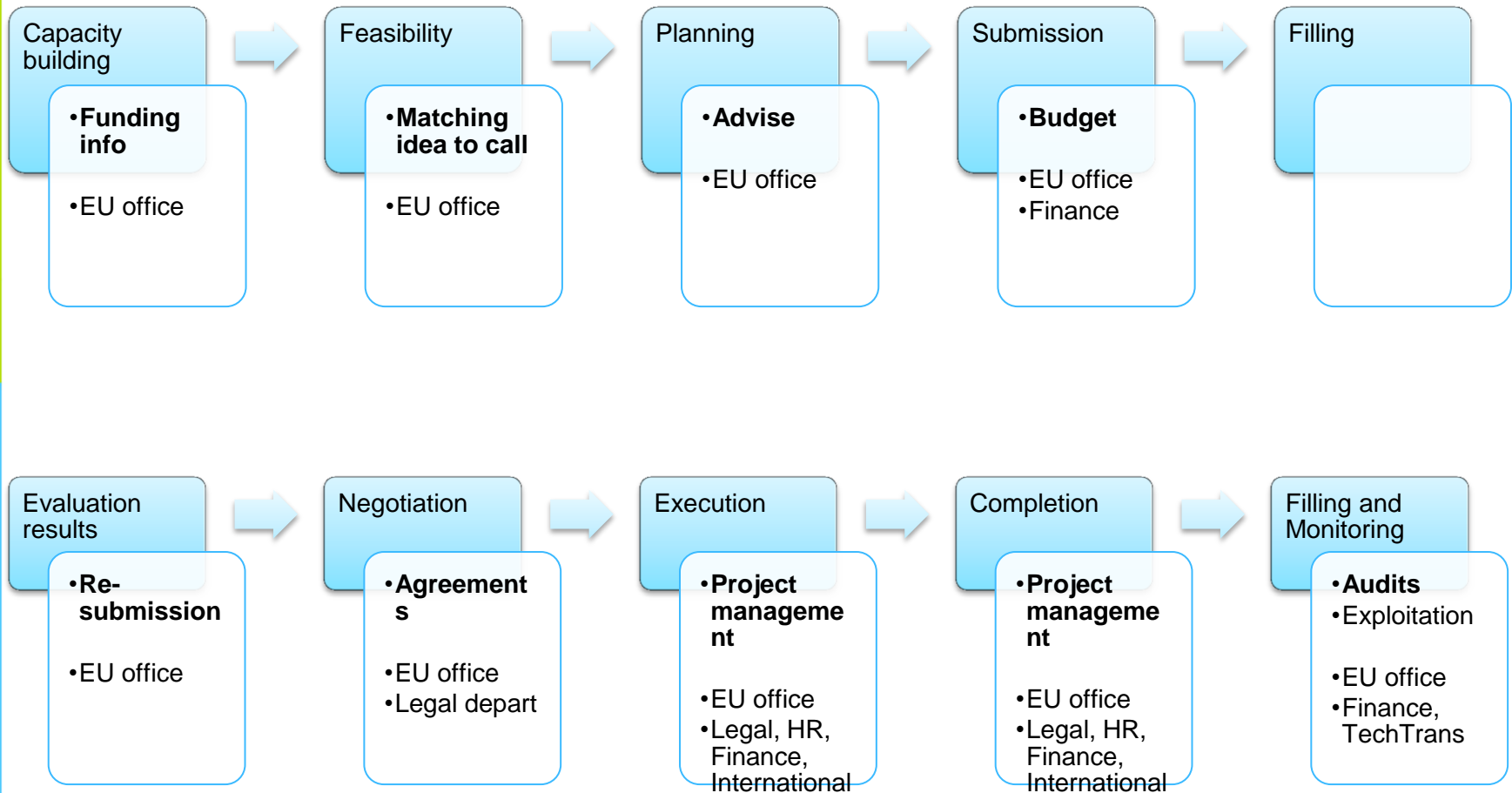
Facilitation



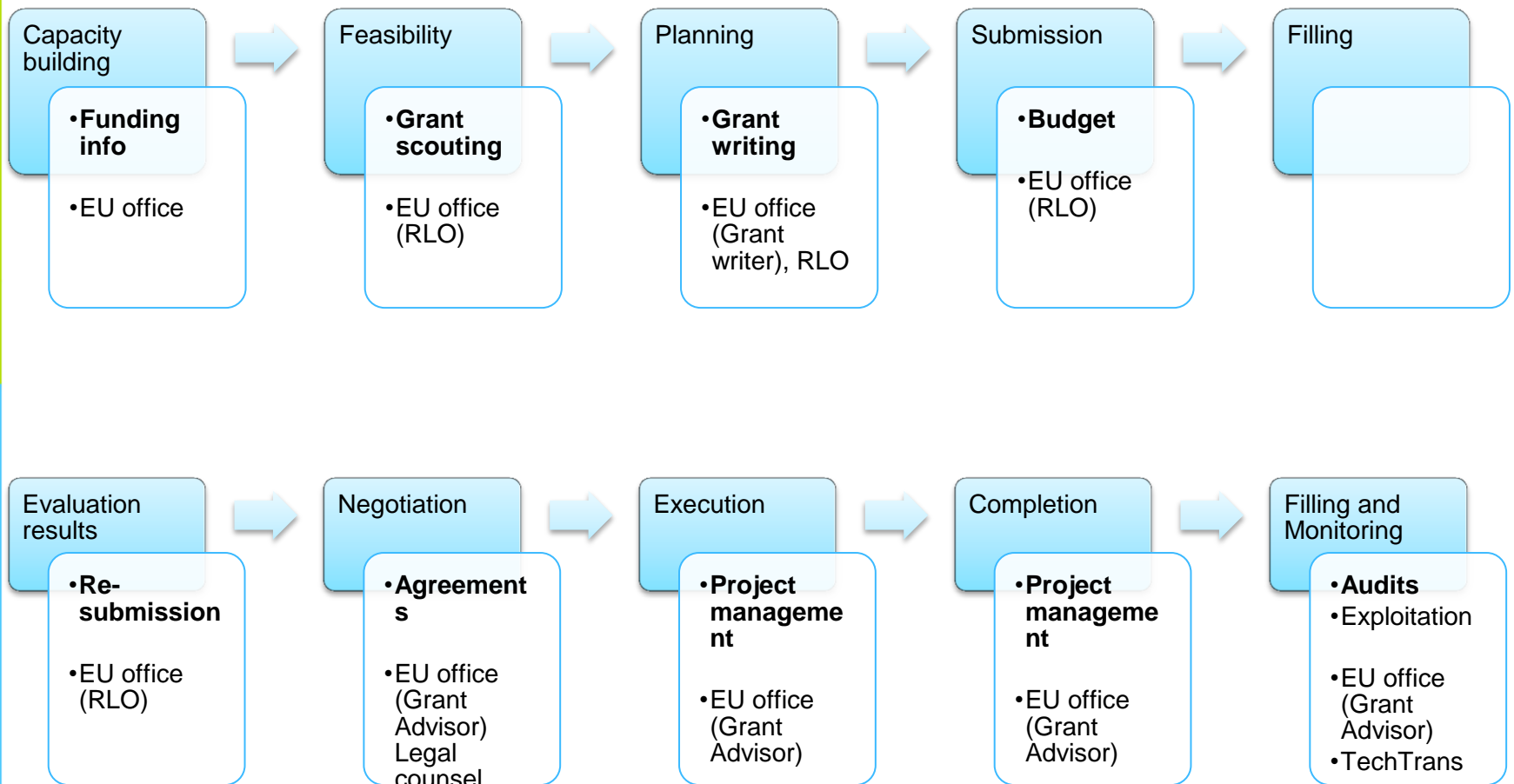
EU funding opportunities



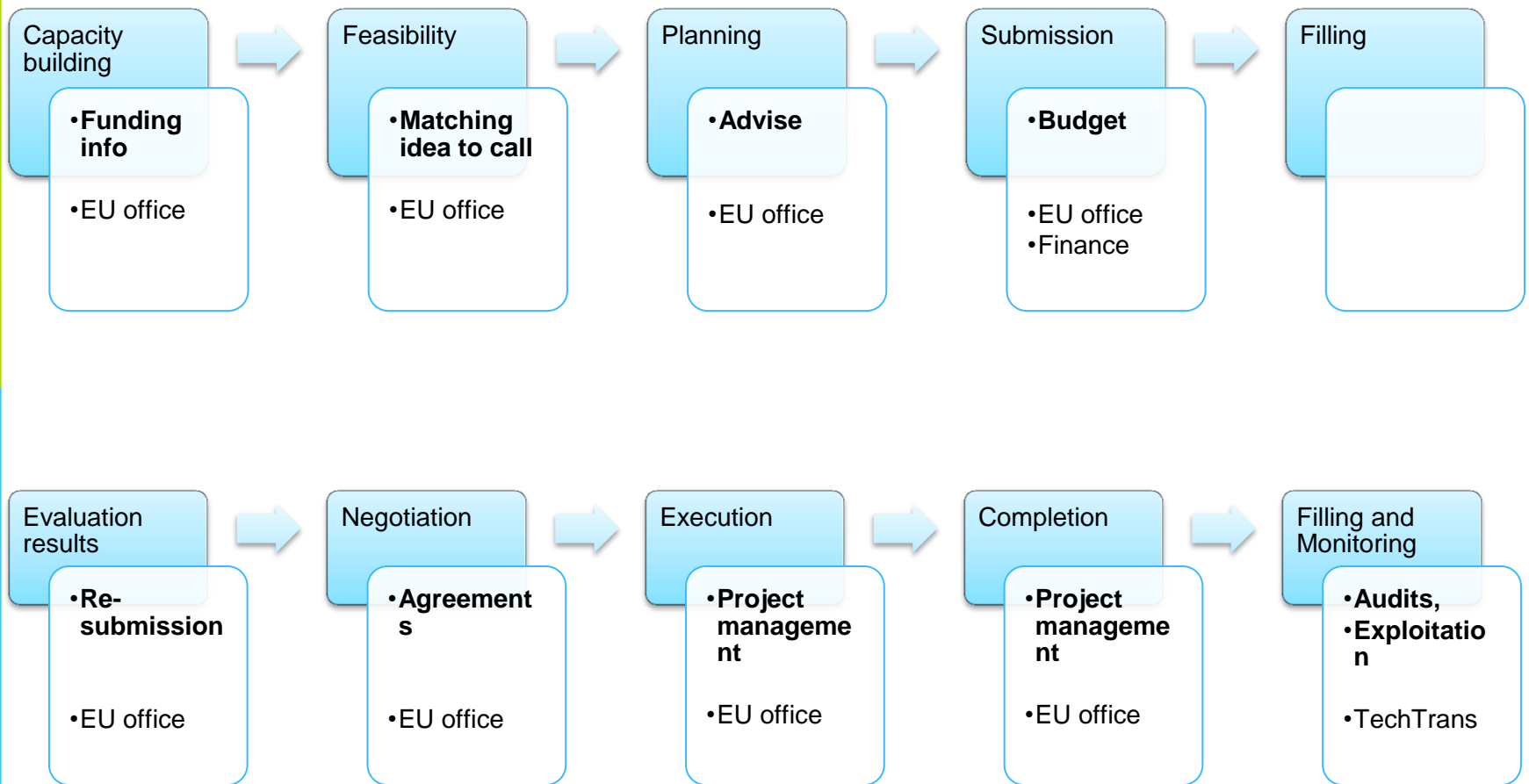
The gate to internal admin. services



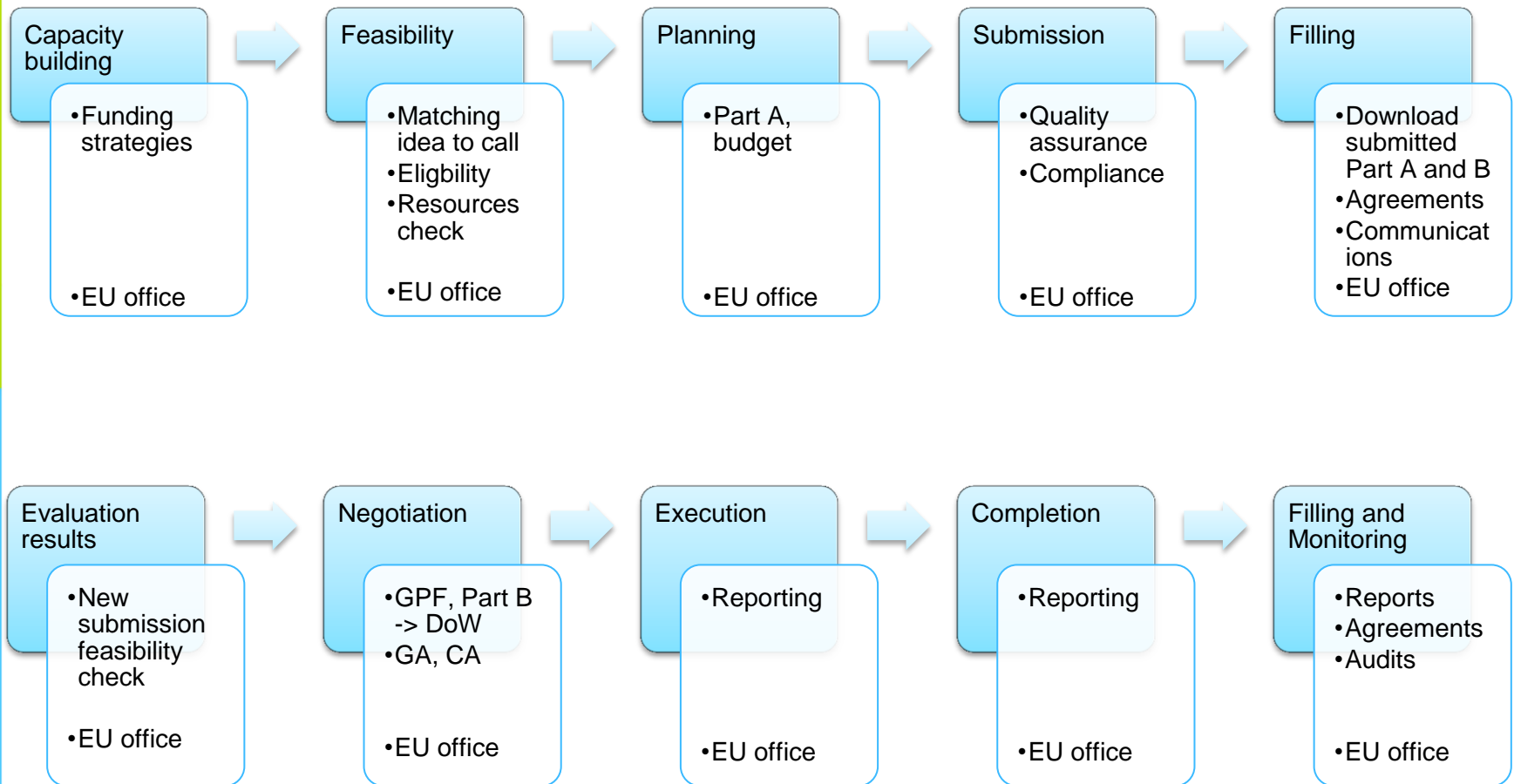
The project stage advisor, thematic split



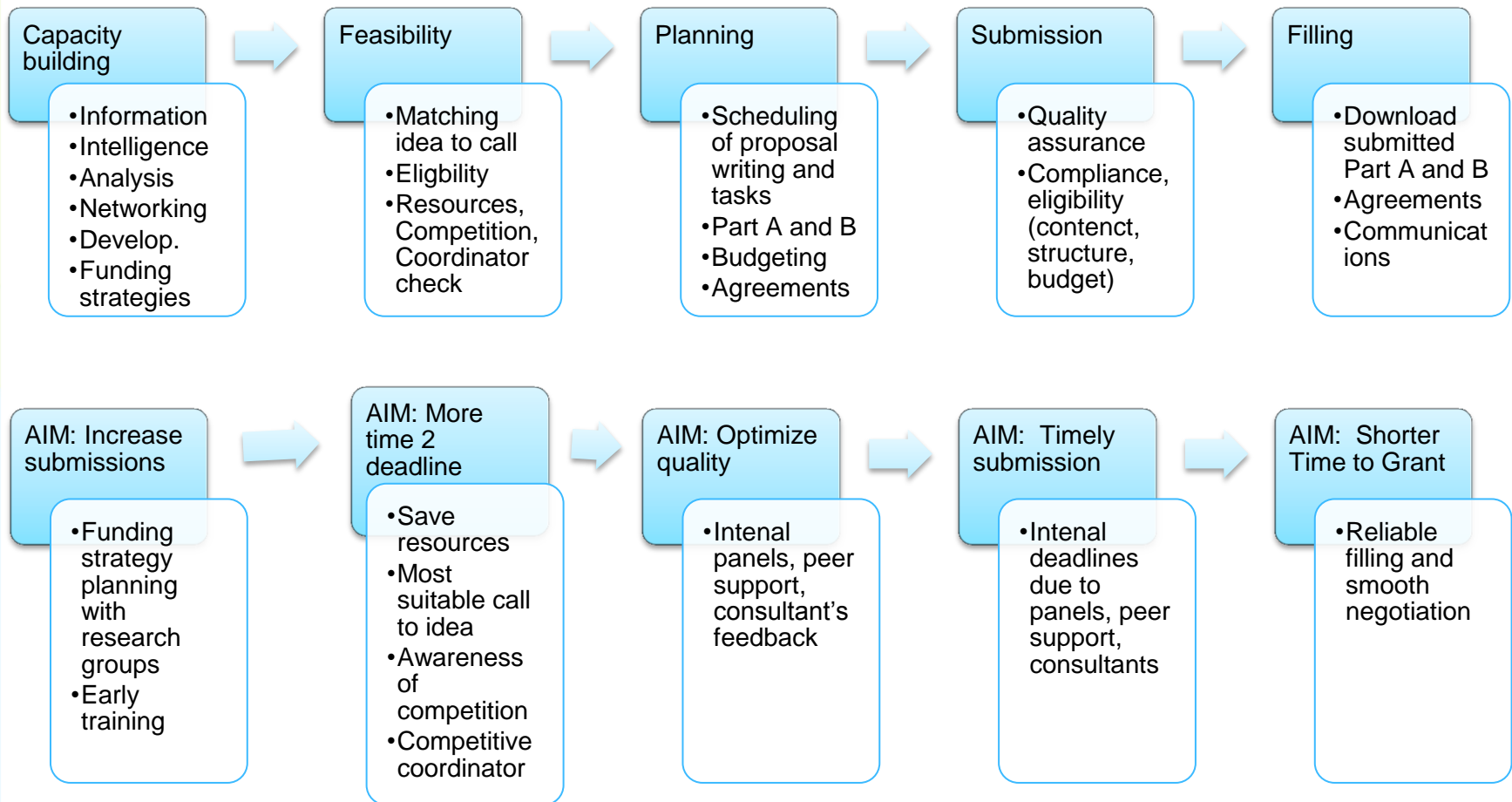
The (understaffed) helping hand



The self-funded centralized (external) EU project center



Aims and actions of pre-award support



Findings

- The commitment of the university's top management to strike for excellence in science can boost the EU office.
- The EU office upholds strategic objectives to support the research strategy and highest management.
- Some offices focus resources to specific funding themes ERC, Marie Curie or rarely to strategic research fields.
- Some offices don't support educational projects, e.g. TEMPUS.
- Some offices don't encourage coordination of collaborative projects
- Targeted EU call alerts using in-house research database
- Get and/or follow Champions into thematic networks, e.g. Photonics21
- Collaboration for Excellence vs Collaboration for Capacities



Findings

- Strategic research career planning, doctoral training especially transferable skills and intersectoral collaborative research
 - Staff exchange via ERASMUS, Marie Curie IRSES, ERAMA
- Training program for new EU advisors and administrative staff and researchers (in-house and/or external trainer)
- Support by consultants for trainings and project development
- Centralized services with contact administrators at the departments
 - Split in pre- and post-award EU advisors
- Centralized EU project management center
- Co-location of EU advisors with Research groups/ Departments/ Faculties
- Additional (joint) EU office in Brussels



Capacity building for EU projects

- Experienced senior academics
 - Lobbying support, up-to-date briefing, small roundtables on special topics
- Track-record academics, but little experiences in EU projects
 - In-depth trainings, Proposal support: Use real call texts, proposals and ESR
 - NCP, Program committee members, evaluators, ERC panelists
 - Informative internal webpages, EU Project Handbook
- Junior researchers
 - Mentoring program
 - Academic leadership training, usually offered by HR
 - Training for starters with testimonials by coordinators
 - Allow submissions to learn the process (accept impact on the institution's success rate)
- Indifferent academics
 - Showroom of FP7 projects (journals, news in the intranet...)
 - Myth buster (success rates)
- EU advisors and administrators
 - Staff exchange and networks, networks, networks....



The missing link - People

- Neither organigram analysis nor location of functions delivering units within the administration could explain the organisation's performance in FP7. The LERU benchmarking concluded similarly.
 - Freedom given to develop diversity of structures
 - At best the location of the EU office within the organization's structure may indicate the EU office's primary functions
- People in the office are the missing link.
 - How to train, motive and retain them?



EU advisors

- In pre-award, preference on skills in project development and facilitation.
- In Life Science and Engineering hybrids (scientists with project management skills) are more easily to be found.
- Thematic EU advisors educating themselves in the scientific domain. They provide one face to the customer and offer services on all funding programs in one scientific area
- Generally EU advisors have a view across the organisation and facilitate communication with and within the administration.



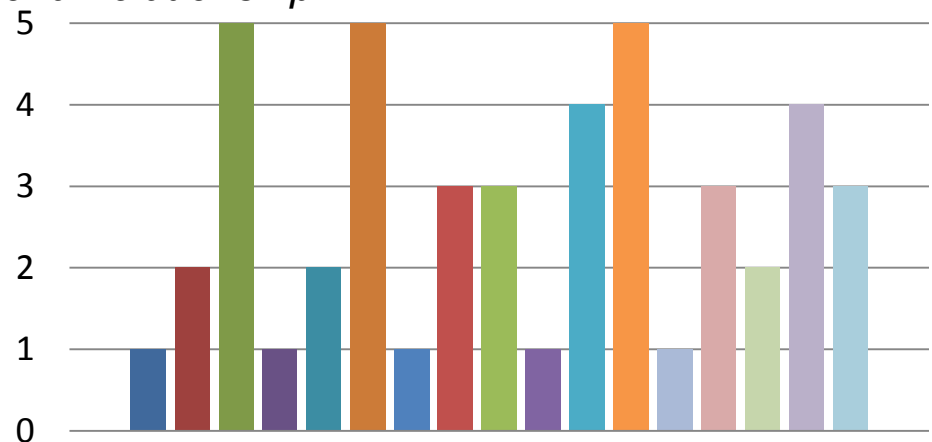
Networks of EU advisors

- Internal EU network within the organisation
- National informal networks for EU advisors (bottom-up), regular meetings, peer-support for EU advisors
- Active member in EU advisor associations and networks (ARMA, BAK, DARMA, EARMA, NUAS...)
- Engagement in national and European networks (CESEAR, EUA...)
- Collaboration with the institution's own, regional or national EU office in Brussels
 - Freie Universität Berlin
 - creoDK EU office, OPERA of A4U
 - EuroTech Universities Alliance: DTU, Technische Universität München (TUM), Technische Universiteit Eindhoven (TU/e) and Ecole Polytechnique Fédérale de Lausanne (EPFL)
 - LERU
- Regional or international development projects (ULAB, ELIARE, KAHO...)



External support - Consultants

- Only 6% replied that they provide vouchers to buy-in consultants for proposal writing.
- *“Project managers can manage any projects, although not experienced in EU funding. University knowledge is important”*
- *“Collaboration is ok – one transaction relationship is not”*
- *“From transactional to transformational relationship”*
- *“No value to the process”*
- *“Not sustainable”*
- *“Specialists are good”*
- *“Long-term relations”*



The office collaborates with external consultants for pre-award services.





UNIVERSITY
OF TAMPERE

KAHO WP4

”In Search of Consultant Services”

14.5.2013

Stina Boedeker

Research Funding Specialist

Research Services

University of Tampere

Recommendations

	Recommendation
1.	Define the need and communicate it clearly.
2.	Check the rules of your own organization.
3.	Decide about using research services or a consultant.
4.	Find the consulting agency, the person and the location.
5.	Check that the process matches the need.
6.	Do not rely on the success rate.
7.	Check that the consortium owns the proposal.
8.	Check that the fee is realistic and fair.
9.	Check that the payment model matches the need.
10.	Define roles, responsibilities and estimate the working hours for the scientist, the consultant, the consortium, the research services team.



**The missing link
- People
Thank you!**