EARMA ANNUAL CONFERENCE NEW HORIZONS IN RESEARCH MANAGEMENT



# Where West meets East: collaboration between research support structures in Europe and beyond

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#### Olga Gritsai, University of Amsterdam



Where West meets East: collaboration between research support structures in Europe and beyond



## The idea of the West-East session

- o General idea: participation beyond potential
- Widening participation: broader involvement of CEE countries
- Factors that hold countries behind:
  - Economic reasons (+ or -)?
  - The role of research support?
  - Differences in academic cultures?
- Broader approach: different academic cultures in other countries outside NW Europe (France) or in Asia (Japan)





# **Program session West-East:**

Olga Gritsai (University of Amsterdam) - introduction Zygmunt Krasiński (Director, NCPPoland) Izabela Raszczyk (University of Gdansk) Discussion (Eastern Europe)

Olga Gritsai (University of Amsterdam) Marinela Popa-Bobay (Science Po, France) Yoshie Kawahito and Kyoko Ito (Osaka University, Japan) Discussion: what can be done, including collaboration between research support services

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# **Facts and experiences**

- Positive practical experience of collaboration with CEE countries (FP7, H2020)
- Clusters of excellence in CEE: number of excellent internationally-recognised research groups, but weak grant support.
- Braindrain factor (ERC grantees)
- o Twinning-2015
- Possible "twinning schemes" for research support: H2020? structural funds?

# Barriers for broader international participation

- Availability/lack of national funding
- Different academic cultures:
  - a) research cultures,
  - b) communication cultures
  - c) administrative cultures
- Language barriers
- Lack of experience of international collaboration (publishing and working together, terminology, rules of the game etc)













# Stimulating factors: example UvA

- International environment
- Good language skills
- o Difficulties with getting permanent positions
- o Mobility
- Extended research support (with academic background)
- Research support embedded within research departments (not only info but coaching)
- Recognition of third space professionals in NL



## **Possible action plan West-East**

- Training network/platform for grant support
- CEE focus areas: centers of excellence in grants support as promoters of professional skills at further the national level

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• Financing posiibilities such a network - ?



#### **EARMA Annual Conference 2016**

Lulea, 21 June 2016



European Association of Research Managers and Administrators

## Session:

# Where West meets East:

## collaboration between research support structures in Europe and beyond

## Zygmunt Krasiński

Director

#### National Contact Point for Research Programmes of the EU

Institute of Fundamental Technological Research Polish Academy of Sciences www.kpk.gov.pl

This presentation is based on materials from EC and/or Ministries and Agendas of RP





#### National Contact Point for Research Programmes of the EU

Institute of Fundamental Technological Research Polish Academy of Sciences









view 3

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zygmunt krasiński **view from poland** 

# Laying the foundations

2004-2006: A series of workshops on PM for R&D personnel

**2006:** Inauguration of FP7 in Poland – session on RM&A

- **2007:** EARMA Annual Conference in Warsaw
  - IPMA World Congres in Cracow Panel on RM&A
  - Registration of the Polish Council of Research Projects Coordinators (KRAB)

2010-2013: Project under HCOP – Postgraduate studies on RM&A and CRR – 17 editions at 7 universities, > 400 students





### **Cooperation with research organizations**



- Promotion of Horizon 2020
- Identifying the best scientists/research teams and consortium building
- Development of RSOs and education of RM&A





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#### Master studies on RM&A Project "Education for R&I development"

#### **Development of RSOs**

**Project "International network supporting research and knowledge transfer as a platform of cooperation between PL and NO Universities"** 









## **Cooperation with IPMA Poland**

Certified Research&Development Projects Director

🖁 | Certified Research&Development Senior Project Manager

Certified Research&Development Project Manager

Certified Research&Development Project Management Associate

IPMA Level A R&D : Certified Research&Development Projects Director potrafi zarządzać portfelami lub programem wraz z towarzyszącymi im zasobami, narzędziami i metodyką

IPMA Level B R&D : Certified Research&Development Senior Project Manager potrafi kierować złożonymi projektami badawczo-rozwojowymi i posiada minimum pięć lat doświadczenia

IPMA Level C R&D : Certified Research&Development Project Manager potrafi prowadzić przedsięwzięcia badawczo-rozwojowe o ograniczonej złożoności i posiada minimum trzy lata doświadczenia

IPMA Level D R&D : Certified Research& Development Project Management Associate stosuję teoretyczną wiedzę z zakresu zarządzania podczas pracy w projekcie badawczo-rozwojowym

http://www.ipma.pl/certyfikacja-ipma-4rd







## International Panel Sessions during EARMA Annual Conferences



STI International Cooperation Network for Eastern Partnership Countries *Tallinn, 30 June 2014* 



STI International Cooperation Network for Central Asian countries

Leiden, 1 July 2015

Chair: Zygmunt Krasiński NCP-PL/ IPPT PAN, Poland



European Association of Research Managers and Administrators





## 2 years of Horizon 2020 - major observations

- High oversubscription overall success rates considerably lower than in FP7.
- Complex programme with many different instruments and competing funding schemes.
- Focus on Innovation increased participation of industry, including SMEs processes are too slow for innovation and bureaucratic.
- Simplification measures contribute directly to a shorter time-togrant.
- Comprehensive services of the Participants Portal very much appreciated further improvements needed.
- Proposal evaluation needs improvements (a set of minimum standards on ESR).
- Strong geographical/institutional concentration of participants.







#### Distribution of H2020 budget among participants [M €]









## Participation in H2020 - UE28



in

#### H2020 co-financing by country per 1000 € of GERD







## **Recommendations – national level**

- Ecosystem for innovation compatible with the EU system (unification of rules in programmes, European Charter and Code for Researchers, programme management).
- Activation of the entire scientific community to create an effective system of incentives and support at the administrative, organizational and substantive level.
- Investment in quality and mobility, active R&D personnel scientific leaders, policy experts, research managers and administrators.
- Increase participation of new technology based industry in H2020.
- It's not just about money prestige, contacts, access to knowledge, experience, also in RM&A.







## Horizon 2020 events in Poland

## *2 June 2016* Gala of the Crystal Brussels Award 2016







#### 3 June 2016

**Conference**: *"Horizon 2020 - where we are and where we are heading. Opportunities and challenges for Poland"* 





#### CONTACT

National Contact Point for Research Programmes of the EU

Institute of Fundamental Technological Research Polish Academy of Sciences

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I F B



# Research Support Services for a Better Integration in ERA: Lessons Learnt from MOBI4Health Project

Izabela Raszczyk University of Gdańsk Intercollegiate Faculty of Biotechnology of University of Gdansk & Medical University of Gdansk

EARMA Annual Conference, Lulea 21-22 June 2016





- Largest academic institution in Pomorskie Region
- Top modern facilities
- Experience in
  - EU Framework Programme projects
  - EU Structural Funds projects
  - regional & international scientific networks and research-to-industry networks







## IFB

- established in 1993 by the University of Gdansk (UG) and the Medical University of Gdansk (MUG)
- unique institution in Poland created by two universities
- **interdisciplinary** character of the conducted research and teaching
- biomedical and bio-molecular issues and their applications







#### **Research Support Services at UG (1)** at UG (1)







This project has received funding from the European Union's Seventh Framework Programme for research, technological development and demonstration under grant agreement no 316094



#### **Research Support Services at UG (2)**





Innovation Agent of Pomorskie in Brussels, National/Regional Contact Point for EU Programmes SUPPORT AT FACULTY LEVEL Deans' Offices Secretariats Dedicated Project Administrators/ Offices

SUPPORT AT UG LEVEL: Mostly involved: International Project Mgt Office EU Projects Finance & Accounting Dept.

National Project Mgt Office Finance & Accounting Dept. Legal Office

> Also involved: HR Mgt Office Financial Dept. Accounting Dept. IT Centre Payroll Office

\*\*\*\* \*\*\*\*

This project has received funding from the European Union's Seventh FrameworkProgramme for research, technological development and demonstration under grant agreement no 316094

Project





#### **FP7 REGPOT: Boosting Cooperation & Excellence**

Call Objective: Integration of research entities from EU's Convergence and Outermost Regions in the ERA and enhancement of their innovation potential

#### **MOBI4Health Project**

PROJECT DURATION: 42 months BUDGET: EUR 5 214 534

"Pilot" including comprehensive research support services for better integration in ERA

www.mobi4health.ug.edu.pl





This project has received funding from the European Union's Seventh FrameworkProgramme for research, technological development and demonstration under grant agreement no 316094



#### **MOBI4Health Activities: Tools for ERA IntegrationA Integration**







This project has received funding from the European Union's Seventh FrameworkProgramme for research, technological development and demonstration under grant agreement no 316094



**ERA-Net: Infect-ERA hepBccc Project** 

**Bilateral Programme France-Poland: Polonium Project** 

**Interreg BSR: Blue Biotechnology ALLIANCE Project** 

Networks: ScanBalt, H2020 DanuBalt

H2020: STARBIOS 2 Project on Responsible Research & Innovation

and.... ?







#### **Challenges for Research Support Services, especially in:**

- Human Resource Management (international calls, procedures for intern. researchers, support on-site during employment)
- Exchange and Networking (administrative work in organisation, financial services)
- IP Management & Technology Transfer (contracts, negotiations, networks)
- Event Organisation, Science Communication and Research Promotion (massive organisational workload)
- Project Management (financial and content-related aspects, pre- and postaward level)

#### **Possible tools for Advancing Research Support:**

- Joint International Projects
- Networking of Research Administrators and Managers
- Exchange Programmes for Project Management Staff (best practise)
- Joining EU-wide initiatives, e.g. European Charter for Researchers etc.
- Other?





# Thank you for your attention!

# Contact: <u>izabela.raszczyk@biotech.ug.edu.pl</u>



This project has received funding from the European Union's Seventh Framework Programme for research, technological development and demonstration under grant agreement no 316094



# Participation beyond potential: examples France and Japan

- Sciences Po (Paris) and Osaka University:
- Strong research universities with excellent reputation
- Strongly relying on national academic funding
- o Administrative system (permanent jobs)
- Language?
- Mobility?





## FRENCH UNIVERSITIES' PARTICIPATION IN HORIZON 2020

MARINELA POPA-BABAY SCIENCES PO EARMA, June 2016
#### SciencesPo

### SCIENCES PO

- Research university specialised in the social-economic sciences and the humanities
- Cross-disciplinary research areas : economics, history, political science, sociology and humanities
- Permenant faculty of 220 researchers
- Horizon 2020 projects at Sciences Po:
- ✓ 70 submitted proposals, 13 projects funded, 18,5% success rate

### FRENCH PARTICIPATION IN EU FRAMEWORK PROGRAMMES 7th FP

- ✓ 3rd beneficiary after DE and UK for a total amount 5,1 billions€
- $\checkmark$  30% of the funded projects
- ✓ 25% French success rate vs. 22% European success rate

#### Horizon 2020

- ✓ 3rd beneficiary after DE and UK for a total amount of 1,2 billions€
- ✓ 9% of the funded projects
- ✓ 17% French success rate vs. 14% European success rate

### SciencesPo

### FRENCH PARADOX WHILE

- France belongs to the top five beneficiaries of the Framework Programme
- Very good global succes rates

### THE FRENCH PARTICIPATION IN HORIZON 2020 IS CONSIDERED AS NOT HAVING ACHIEVED ITS FULL POTENTIAL

- Most of the researchers and professors have permanent positions
- National funding by ANR (National funding Agency) is simplier to apply
- Not enough acquainted with proposal writing, seeking funding...

### **FRENCH UNIVERSITIES AND HORIZON 2020**

Survey concerning the barriers to participation in Horizon 2020 programme (summer 2015)

- Among the universities members of CPU (Conference of University Presidents), 75 universities
- Among the institutions of University Sorbonne Paris Cité, the cluster of universities that Sciences Po belongs to, 8 members

### BARRIERS TO PARTICIPATION IN HORIZON 2020 PROGRAMME – CPU RESULTS (64% PARTICIPATION)

- 1. Not enough time for preparing proposals
- 2. Research topics not in line with the research activities of the French researchers and not enough calls dedicated to fundamental research
- 3. Preference for applying to national and regional calls
- 4. Submission procedures too complicated and requested size of consortia too big
- 5. Lack of internationalisation of the research community

### SciencesPo

### BARRIERS TO PARTICIPATION IN HORIZON 2020 PROGRAMME – RESULTS FROM SCIENCES PO

- 1. Grant preparation : time-consumig, costly, complex bureaucratic process, consortia considered too big
- 2. Topics : not in line with their reaserch topics, too impact-oriented, not enough bottom-up calls, not enough fundamental research, too many dissemination activities especially for the wider public
- 3. Success rates : too low, discouraging
- 4. Preference for national calls : smaller teams, smaller budgets, less complex



### **USCP CLUSTER – POSSIBLE INCENTIVES**

- 1. Recrute more pre-award officers
- 2. Allocate teaching buy-outs for preparing and allowing participation in European projects
- 3. Improve the quality of the post-award project management
- 4. Allocate seed-money in order to encourage the preparation of European projects
- 5. Allocate bonuses to researchers obtaining European projects

#### SciencesPo

### **USPC CLUSTER - SUPPORT ACTIONS**

**Europe Research Network - a network of pre-award officers** 

- ✓ To share **good practices**
- $\checkmark$  To develop **communication** tools
- ✓ To offer specific **H2020 trainings**
- ✓ To propose an individual support
- ✓ To foster participation through a financial support
- ✓ To analyse our H2020 results and to provide appropriate measures accordingly

Thank you for your attention!

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21<sup>st</sup> June, 2016 EARMA 2016 in Lulea



### **Towards Research Collaboration between Europe and Japan**

Part 1. Open "a New Door" by Collaboration between RMAs Part 2. Connecting researchers: Joint-research-potentials mining by RMAs' collaboration

### Yoshie KAWAHITO / kawahito@lserp.osaka-u.ac.jp



Kyoko ITO / ito@lserp.osaka-u.ac.jp

Research Management and Administration Section Office of Management and Planning Osaka University, Japan

### Part 1. Open "a New Door" by Collaboration between RMAs\*

- 1 About Osaka University (OU)
- 2 Research Administrators in OU
- 3 Different Situation towards Research Collaboration in
- Europe and Japan?
- 4 How Can We Manage the Situation?
- 5 Towards Our Future Collaboration



# **1 About Osaka University (OU)**

### National Research University

11 departments, 16 graduate schools 28 research institutes & centers, 2 hospitals, 4 libraries

3,184 faculty, 3,179 administrative and technical staff 23,421 students Numbers are as of May 1<sup>st</sup>, 2015

No.58 in QS World University Ranking 2015/2016

No.8 in the World University Rankings for Immunology 2015 No.18 in the TR the World's Most Innovative Universities 2015





Japan



### **2 Research Administrators in OU**

- Japanese government started to fund universities and research institutes to develop their research support systems with research administrators since FY2011.
- In Osaka University, the central research support office\* was established in 2010 and there are 14 research administrators with various backgrounds.
- Our main missions are:

✓ Research support

✓ Support for the university's strategic planning



### 3 Different Situation towards Research Collaboration in Europe and Japan?

#### Examples

- Research budget

We are here!

- Language environment and administrative system
- Strategies for international research collaboration etc.



# 3 Different Situation towards Research Collaboration in Europe and Japan?

• Examples from OU side



- These differences could matter to promote international joint research.
- What can we do together, then?



4 How Can We Manage the Situation? - Open "a New Door" by Collaboration between RMAs (Case of UvA and OU)



SOSAKA UNIVERSITY

### **5 Towards Our Future Collaboration**



### Part 2. Connecting researchers: Joint-research-potentials mining by RMAs' collaboration

1 Towards research collaboration in two universities

- 2 Joint-research-potentials mining
- 3 Eight matching meetings
- 4 Findings
- 5 Future challenges

University of Amsterdam (UvA)





# 1 Towards research collaboration in two universities

- Background
  - Importance of global collaboration for raising notable researches
  - Limited resources (time, distance, budget, opportunities, etc.)
- A pilot study
  - Toward research collaboration between two universities
  - Utilization of RMAs' collaboration
    - Mining joint-researchpotentials
    - Leading to connecting researchers





### **2** Joint-research-potentials mining







The material is copyrighted by ERATO ISHIGURO Symbiotic Human-Robot Interaction Project.

# A matching meeting

# **Connected** researchers!

Direct communication between researchers

-Skype meeting in March-A researcher in UvA visited OsakaUniversity in June

# **4** Findings

- What made our pilot study difficult?
  - For mining joint-research-potentials
    - Insufficient communication between RMAs and researchers in OU
    - No 'research priority areas' in OU
  - For matching meetings
    - Insufficiency of necessary information
    - Not ready for the effective matching level
      - We should consider the matching level of matching meeting

(
Researcher/ 
Department/ 
Organization)

- UvA's insights
  - Positive interest in mutual activities
  - "Islands of know-how" at different departments which can be used as ambassadors
  - English language is often a problem for expanding or starting collaboration



# **5 Future challenges**

- What is important for connecting researchers from the pilot study?
  - Finding a key person in a field or department from researchers
  - Gathering more detailed information for connecting researchers
    - Support system, external & internal funds, university structure, agreements, etc.
    - Similarities and differences between the two universities?
  - Working out a feasible method (approach, counterpart, evaluation, cost effectiveness)
- Finding the next partner could be a big challenge!



# For giving serendipity to researchers...





### (Reference 1) Osaka University



Competencies of Osaka University in based on an analysis of publications over the period 2010-2014 from SciVal



63

# (Reference 2)

### University of Amsterdam



Competencies of the University of Amsterdam in based on an analysis of publications over the period 2010-2014 from SciVal



### Competencies Methodology

Competencies = DC + EC



#### How Competenciesa are created?

Example: What were the steps to create DC #1 of Osaka University? (extracted and modified from Scival Methodology. Details are available in the Glossary file)

12 million publications	12,006,020 publications over the period 2009-2013 were extracted from Scopus.
147830 clusters formed	The 12,006,020 publications were grouped into 147,830 clusters based on co-citation analysis. Some publications are split between several clusters, creating fractionalized publications.
952 clusters selected	SciVal identified 952 publication clusters in which Osaka University has a significant presence. In these clusters, the Relative Publication Share of Osaka University is greater than 0.4.
207 competencies	The 952 publication clusters were grouped into 207 competencies of Osaka University. Clusters are grouped into a competency when at least 1 publication from Osaka University is shared between those clusters.
31 distinctive competencies	SciVal classified 31 of the 207 competencies as a distinctive competency of Osaka University because they are significantly large fields, and the Institution is leading these fields in terms of publications, highly cited publications, and/or innovation. Minimum production: 500 publications /5 years
DC #1	DC #1 is one of those 31 distinctive competencies.

# **Research Budget Options for Researchers in OU**

• Internal Funds

✓ Internal Non-competitive Funds (Block Grant)

✓Internal Competitive Funds

• External Funds

✓ Domestic Competitive Funds

✓ From Public Sector (JSPS, JST, AMED, etc.)

✓ From Private Sector

 ✓ International Competitive Funds (Joint calls, Matching funds, NIH, Horizon 2020, etc.)



• It seems that international competitive funds are not their main resource for international research activities.

# Language Environment and Administrative System in OU

- In OU, only limited administrative staff work and communicate in English.
- In some research fields, research outputs are not expected to be in English.
- Some international researchers say: 'Here in OU you have to follow extremely strict rules and operating procedures in order to use public research funds as compared to foreign universities'.

http://www.ura.osaka-u.ac.jp/uramagazine/vol\_030.html#01



# **Promotion of International Research Collaboration in OU**

- <u>Bottom-up Approach</u>: OU Researchers have their own international networks and expand their research activities internationally depending on their own interests or merits and this bottom-up approach is the mainstream of promoting international research collaboration.
- <u>Top-down Approach</u>: The university does not have policies in promoting international research collaboration. Therefore sometimes it is difficult for RMAs to take actions.



LULEÅ KOMMUN

Coaches will depart from 19.00 for the Conference Dinner at LTU from the Conference Hotels:

- Comfort Arctic
- Elite
- Quality
- Savoy

The dress code for a Swedish Mid Summer Celebration is white with flowers in the hair for ladies ! (Optional)

\* \* \* \* \* \* \* \* \* \* \*

Return coach transfers to Lulea City Centre will be from 23.00

This conference would not have been possible without the generous support of our sponsors which has made the 22nd EARMA Annual Conference, June 2016 an event we are proud to host here in Luleå.







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