

COMBINING STRATEGY AND OPERATIONS FOR INCREASED SUCCESS IN HORIZON 2020

INTRODUCTION

- Worked in research administration since 1991
- Has worked with EU projects since the end of FP3
- Has managed proposals, projects and audits
- Works at the leadership level now - combining strategy and operations
- Lobbying through university networks and AU office in Brussels

AU STRATEGY

- Very broad, general strategy
- Focus on funding
 - in relation to EU to all sources but especially ERC and MSCA
- Topic for discussion every three months between rector and individual deans
- Total budget of AU: EUR 884m (EUR 247m for basic research)
- Total external funding for research: EUR 275m
- Total funding from Horizon2020 per year: EUR 20-25m

RESEARCH COMMITTEE

- Leadership group: Rector and vice-deans
- Funds cross cutting programmes (budget of EUR 670.000 per year)
 - Interdisciplinary networks
 - MSCA master class
 - ERC initiative
 - Development of co-ordinators
 - Recruitment initiatives
- Sub-committees
 - Horizon Europe Task Force
- Data analysis
 - Looks at EU data delivered by RSO every semester

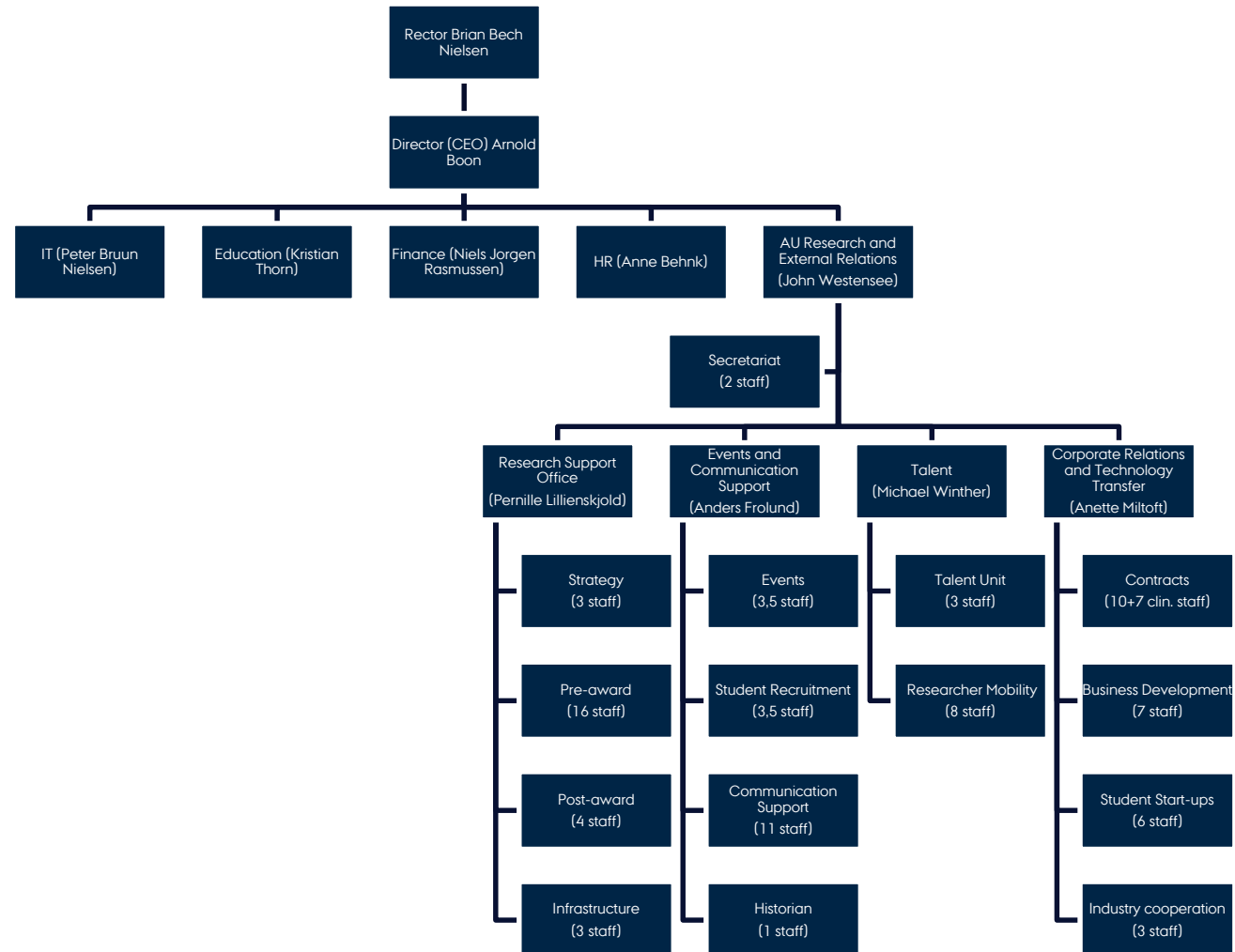
UNIVERSITY NETWORKS

- Heavy involvement by senior leadership
- Guild
 - Lobbying
 - Secretariat in Brussels
 - Policy work
 - Network of RSOs
- Coimbra
 - Network of RSOs

BRUSSELS REPRESENTATION

- Part of Central Denmark EU Office
- 2-3 full time representatives of AU
- Co-operation with other regional/Danish university offices in Brussels (joint events and sharing of information)
- Attend meetings on behalf of AU
- Set up visibility events in European Parliament and EU Commission - based on an area of expertise at AU - eg Open Science and Anti Microbial Resistance
- Set up programmes for leadership visits from AU
- Weekly Skype meetings with strategy team at RSO
- Have AU business cards - official representatives of AU

MY OFFICE



AU STRATEGY IN RSO

Strategy Team (4 staff):

- Screening and lobbying of funding opportunities
- Supporting and co-ordinating contributions from AU
- Supporting cross faculty, strategic research investments
- Production of management information, incl. background material with private foundations and continuous information about funding results from various funding sources (especially EU)
- Writing drafts of most position papers, responses etc.
- Secretariat for Research Committee
- Supports Horizon Europe Task Force

MSCA MASTER CLASS INITIATIVE

- Goal: increase number of individual fellowships dramatically
- Money from the Research Committee
- Inviting around 100 researchers every Spring
- Candidates selected by departments
- Paying travel and hotel
- 3-day programme
- Introduction to department and AU
- Proposal writing course
- Support after meeting from RSO until submission

- Mobility unit: relocation and spouse services

GENERAL SUPPORT

- 3 teams of 5 persons
 - Each teams works with a faculty
 - Each person is a contact point for one or more departments
 - No specialization according to funding source - not an EU Office
 - Budgets, forms, feedback on proposal (structure, non-scientific parts)
 - New initiative: overall funding strategy at department level/research group level
-
- Database on funding opportunities
 - Research librarian: bibliometrics, competitor analysis, researcher CVs

ERC

- Screening of candidates with vice deans for research and other leadership
- Extra support from RSO - more staff helping with each proposal and over a longer period
- Interview training
- Internal peer review - often by former ERC evaluators
- New discussion: use of MSCA IF as a recruitment tool

ADVISORY ROLE

- Training of all staff in 2018
- Move from service attitude to an advisor role
- Be more critical, pro active - be part of the research team and not the administration
- We also own the process

MANAGEMENT INFORMATION

- Very detailed overview of EU proposal data two times per year
- At 3 levels: AU, Faculty, Department
- At programme level: amount, number of projects, success rate
- Analysis of Evaluation Summary Reports

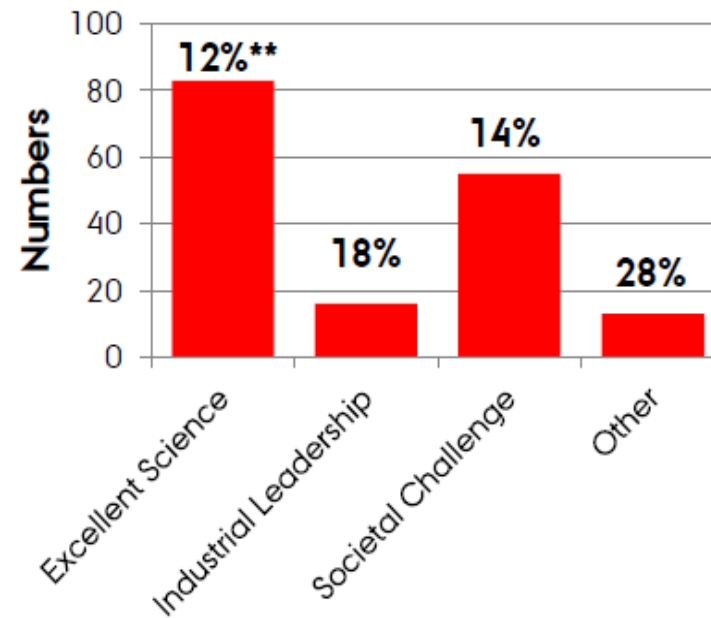
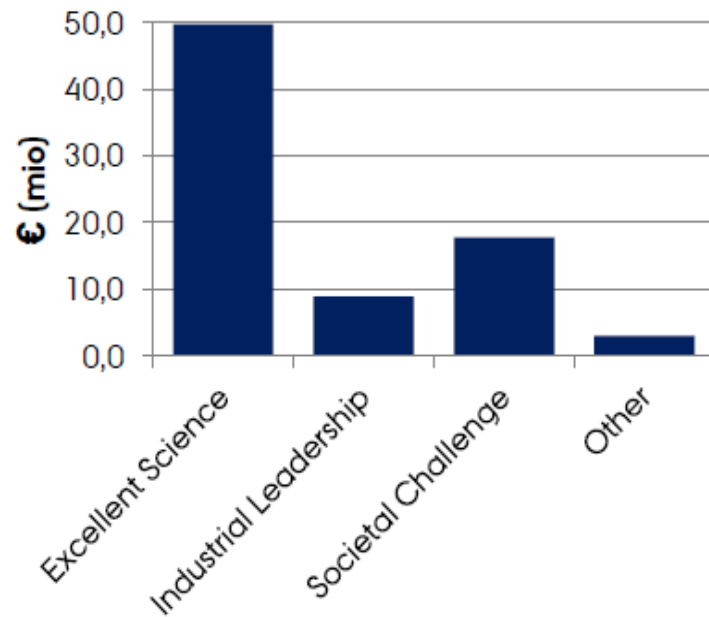
EU OVERVIEW - A 31 PAGE FILE

CONTENT

1. Introduction to data presentation slide 3
2. Income and external funding at AU (2016 data) slide 4
3. Lists of AU H2020 projects (incl. Links to project information in CORDIS) slide 5-12
4. H2020 project statistics (income (€); number of projects and success rates)
 1. Distribution across H2020 pillars slide 13-18
 2. Distribution across Faculties (inclusive development over time) slide 19-20
 3. Distribution across departments slide 22-24
 4. Distribution across funding schemes slide 25-29
5. Fact sheet (AU and national statistics) slide 30
6. AU H2020 performance compared to other EU universities slide 31

H2020 AU-projects / pillars*

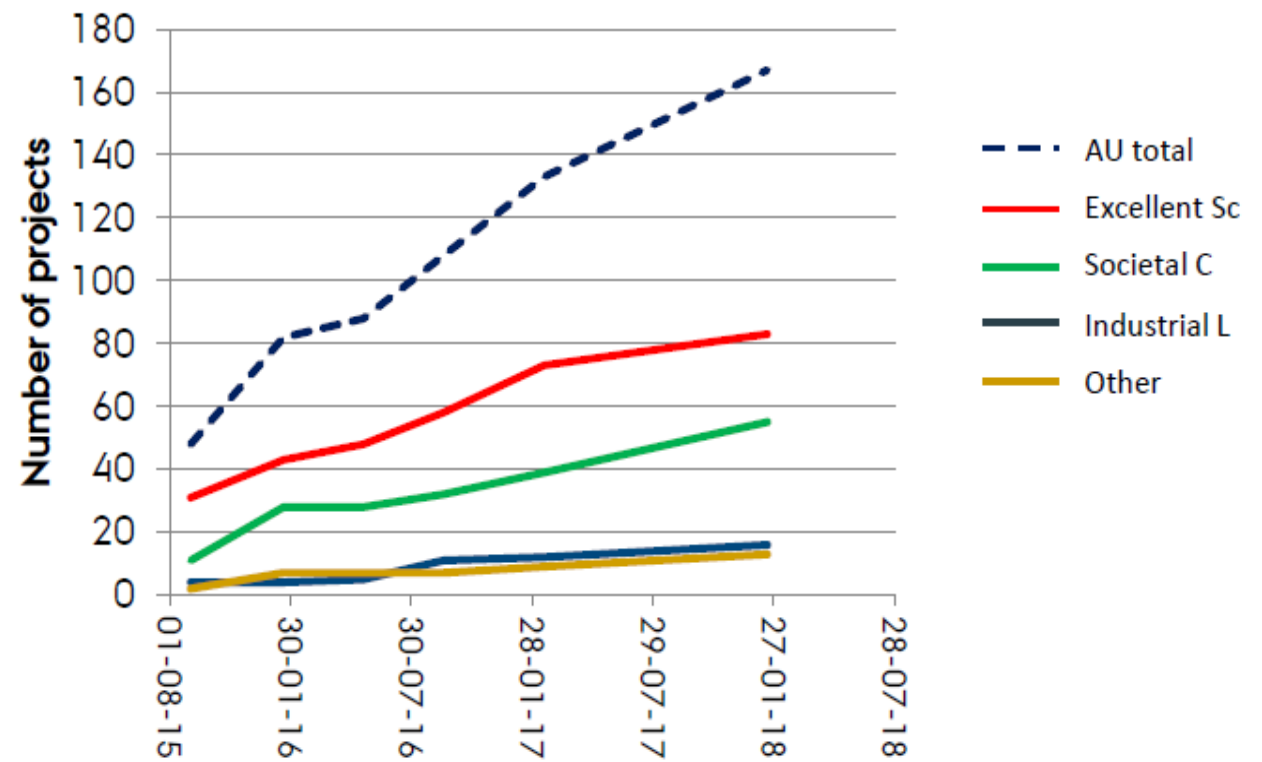
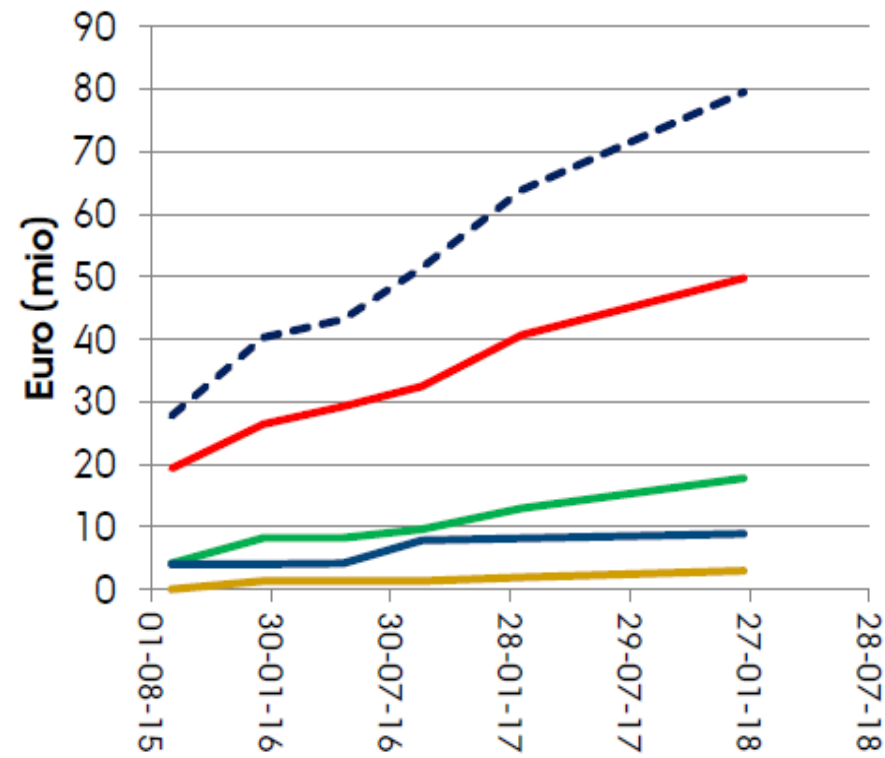
Pr 18-1 2018



* data from Participant Portal
** Success rates (accumulated)

H2020 AU-projects / Pillars*

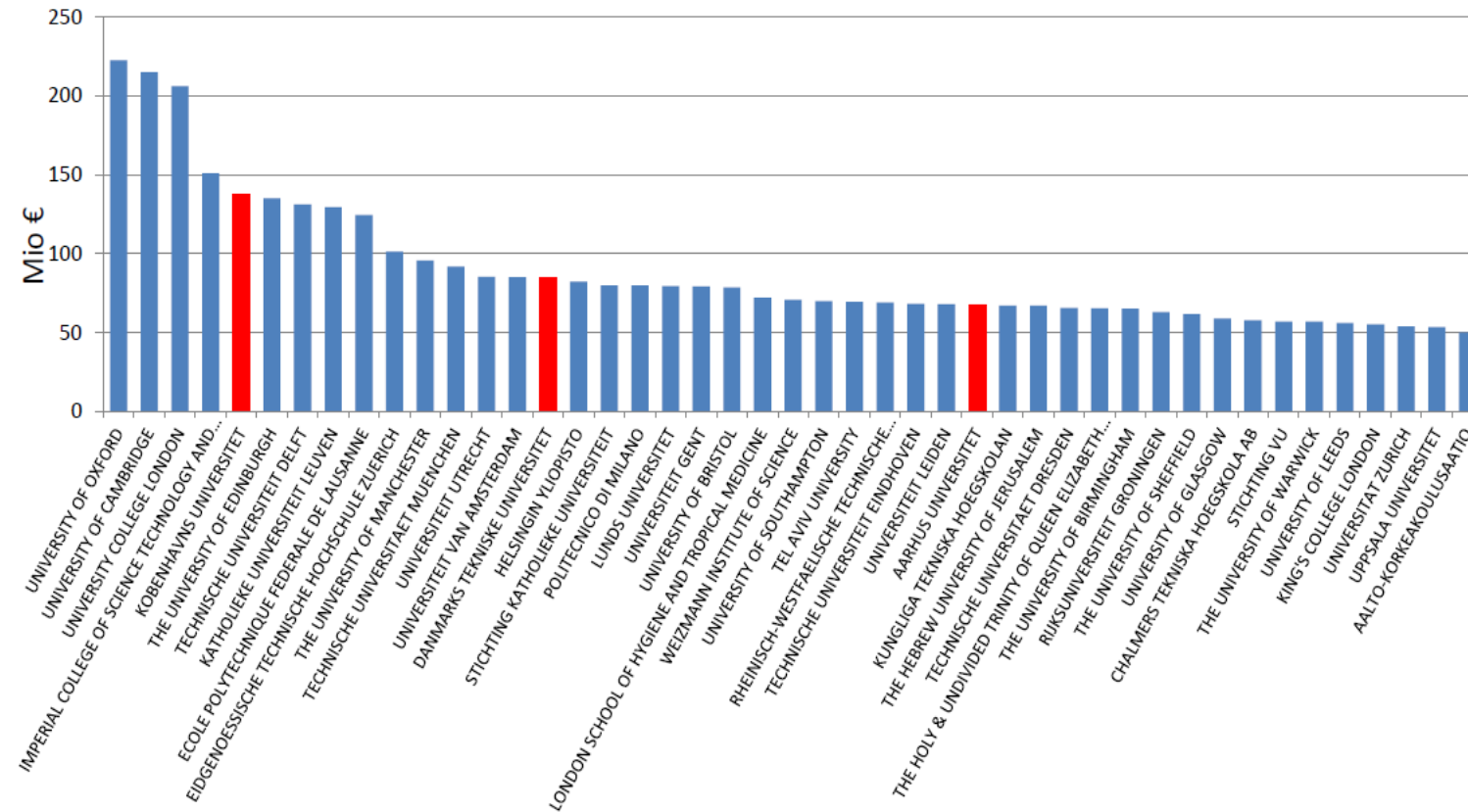
Development over time



Ranking of EU Universities based on H2020 funding

(Threshold 50 Mio €)

October 2017

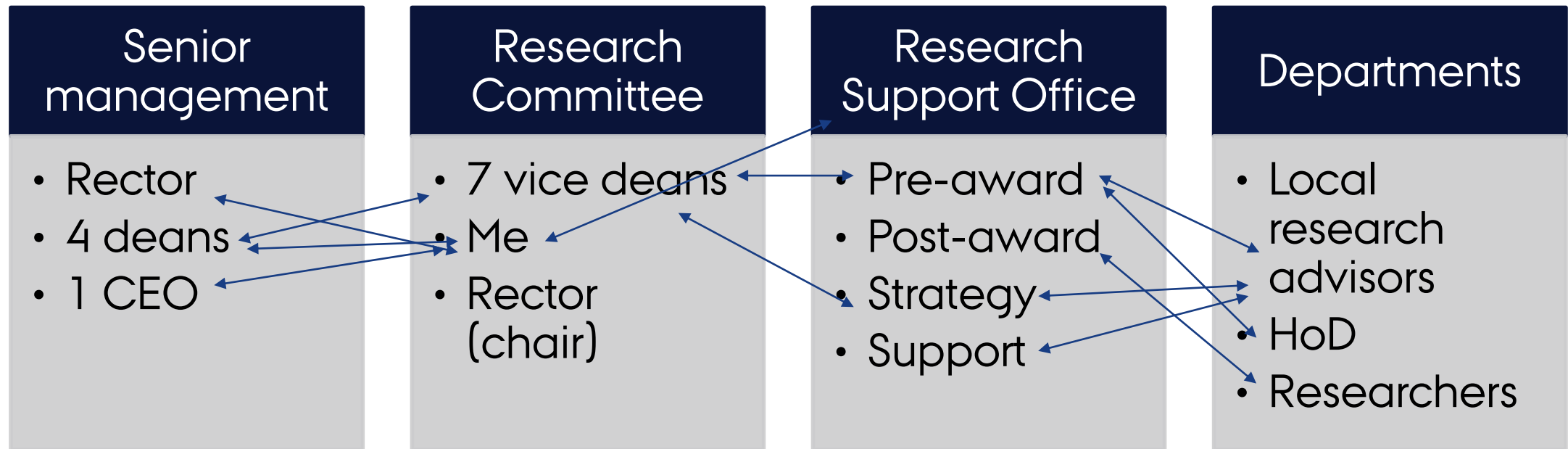


Data from CORDIS open data source

FUNDRAISER FORUM

- Initiative established by RSO
- Open for RSO staff and all local advisors
- Opportunity to network and provide essential information to local staff
- Forum to discuss how to cooperate across units
- External speakers/guests

THE KEY: CONNECTIONS/CO-OPERATION



THE KEY

- Constant communication/meetings
- Across administrative offices
- Between administration and academic leadership and units
- Joint vision for all stakeholders - but not a detailed plan



AARHUS
UNIVERSITY