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## Upcoming EARMA events

### FP7 and H2020 Financial Management and Reporting Workshop with Gabor Kitley

A Europa Media training course sponsored by EARMA

**25th January, Crowne Plaza Hotel, Rue Gineste 3, B-1210  
Bruxelles, Belgium**



This workshop is a practical, hands on seminar and workshop around FP7/H2020 financial reporting and management. You will get the opportunity to hear about the requirements in Financial management and reporting and get the opportunity, as a small group, to 'report' a real example. To be effective, places are limited to 25. Participants must be current (2016) members of EARMA (either Institutional or Individual).

The course will be open for booking shortly. Look out for an Email announcement!

## CERN Visit, April 12 -13, 2016 – an event organized by the ERA Working Group

### International Research Infrastructures – from glorious Visions to arduous Reality



(Image: Andrew Hara/CERN)

Increasingly complex technologies are required for top level research in a growing number of fields. International collaborations are an essential basis for the establishment and running of high tech infrastructures at reasonable cost. Classical large Research Infrastructures as Observatories and Spallation sources required unique international efforts for their installation, and have been up and running for decades now. Meanwhile the requirement has gone much

farther to include so divergent RIs as openly accessible high-tech centers for research instrumentation and the virtual world of data management. With the ESFRI roadmap process, the EC has contributed a huge incentive for structuring the European Research Area and its numerous visions for new RI. A few years into the process there are first success stories, but also examples for failure. Time for a resume and opportunity to learn for the future:

- What are the governance structures that help make such an international RI approach viable?
- Which funding models successfully sustain an international RI ?
- How do decentralised e-infrastructures manage to connect their services, unify standards, provide open access?
- And what do we learn from past years exercises in developing RI roadmaps into a European infrastructure - How to improve the early stages in RI development process, and to sustainably commit the countries involved?

We expect to open registration for the CERN visit early in 2016. EARMA members will be informed via the newsletter/newsflash.

### Dates for Diaries

April 14th European Research Summit, Where is European Research Going? A Seminar for Senior Research Leaders with an invited panel of speakers. This event is restricted to Senior Research Leaders from current (2016) EARMA Institutional Members (places are restricted to 2 participants per Institutional Member €395).



## Annual Conference, Luleå 2016 – Update

We are delighted to announce the name of one of our keynote speakers for the 2016 EARMA conference.

Dr **Jason Fox** is a motivation strategy & design expert who works with forward thinking leaders to shape culture & build for the future of work.

His adventures include working with the senior leaders of universities and multinational organisations (to rethink leadership and culture), to the leaders of multi-million dollar projects (to make strategy happen). Have a look at his **showreel** for more details of his work.

"Jason has a unique keynote style to fully engage with the audience. He is a champion for introverts — his curiosity and reason-based approach is ideal for sceptical audiences, critical thinkers and senior executives who don't suffer fools"

The Conference will be held in Luleå in Sweden from 20th to 23rd June 2016, with 21st-22nd June as the core programme. Further information on the venue and how to get to Luleå is available on the conference website so you can start planning your visit. Also see below for suggestions. The conference theme will be New Horizons in Research Management, which reflects our desire to encourage new ideas as well as welcoming core topics of interest to all research managers and administrators.

To submit your paper please visit <http://earmaconference.org>. Further information and updates will be available at this website over the coming months.

Please do consult the Guide for Authors <http://www.earmaconference.com/guide-for-authors/> and the other resources that are available on that website before submitting your abstract.

Looking forward to experiencing and celebrating Midsummer's in Northern Sweden with all of our EARMA Colleagues!

Best wishes from the EARMA Annual Conference Committee



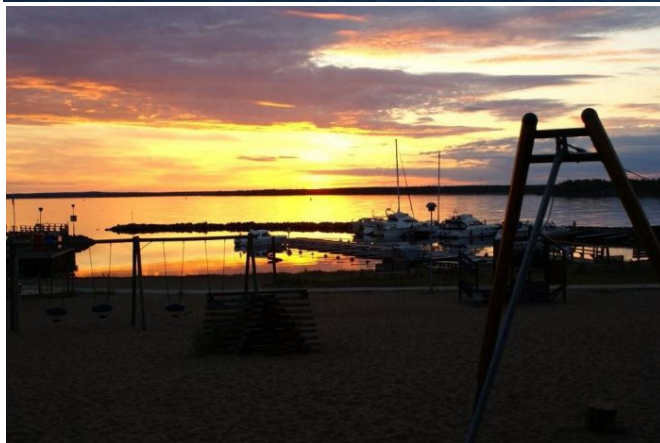
## What to do in and around Luleå ?

Luleå is a seaport located on the east coast of the country and in the northern archipelago. This makes Luleå one of Sweden's sunniest cities. When you visit Luleå in June you will experience sun all day round. Maybe then you will have more time to visit a World Heritage Site in Luleå.



Luleå's Nederluleå Church was finished in 1492, the same year that Christopher Columbus discovered America. More than 500 years later the area today is one of Sweden's World Heritage Sites.

Maybe, you would like to take a boat trip and see Luleå Archipelago, which is also one of the most beautiful archipelagos in the



country. Where 1312 islands and reefs, beautiful scenery, interesting culture, history, good food, good accommodation and not to forget, many nice people meet, a perfect visit is guaranteed.

Going to the neighbouring municipality of Boden you can visit the Fortress of Boden! Among the most classified and costliest defence investments in Swedish history.

This formerly top-secret fortress served as a "Gibraltar in the north" during two world wars and the cold war. Now you have the opportunity to experience for yourself the mightiest and grandest artillery fort of them all, Rödbergsfortet.



What about spending a night in the tree? Treehotel is located in the tall pine forest with spectacular views of the Lule River (Boden Municipality).



Or maybe you would like to see one of the most imposing and breath-taking places in Europe? Majestic when the spring flood roars. It is most delightful when nature shows its glory in the light of summer (Älvsbyn Municipality).

Would you like to spend some time 540 meters under the ground? Then Kiruna mining is definitely for you!

And of course plenty of other things you can see when you come to EARMA Conference in Luleå, 2016 (Kiruna Municipality).

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## New Developments

### LERU Petition #christmasisover

LERU has initiated an open petition to promote Open Access and reduce the publication cost for research. Please find the LERU statement here:

<http://www.leru.org/index.php/public/extra/signtheLERUstatement/>

### EUFORI: mapping private research foundations in Europe

*By: Olaf Svenningsen, University of Southern Denmark (SDU)*

Do you know how much private foundations contribute to European research each year? Unless you have read the EUFORI Study (European Foundations for Research and Innovation), which was published this summer, it is unlikely that you know the answer to that question, because that information has not been collected before. The EUFORI Study is the first report to give an overview over research activities of private foundations in 29 European countries: 27 EU countries as well as Norway and Switzerland. Out of almost 13,000 foundations that were approached, 1,591 were included in the study. The report—that can be downloaded free at <http://euforistudy.eu>—consists of one main synthesis report, and 29 accompanying country reports, altogether 1,277 information-rich pages guaranteed to keep you occupied for a very long time, if you endeavour to read them all.

I have read the main synthesis report, and a handful of country reports—Denmark, of course,



but also Sweden, the UK and Germany. It was with some hesitation that I started reading the report about Denmark—after all, I work with Danish private foundation more or less daily, so what could be there to be learned? That assumption turned out to be wrong—there was plenty of new information for me—and I would recommend anybody with even a fleeting interest in private foundations to check out the EUFORI Study.

Private foundations are interesting to work with as a research manager or administrator, because unlike public funders, foundations are often free to set their own rules and tend to be less bureaucratic than e.g. the EU Commission or many national funders—or at least that is often the intention. Large private foundations can also play important roles as drivers of change in research policy. For example, the Knut & Alice Wallenberg Foundation (KAW), Sweden's biggest private research-funding foundation, initiated and funded the process to adopt a full-cost model for the recovery of indirect costs in Sweden. KAW and SUHF (the Association of Swedish Higher Education) jointly developed the full-cost model and KAW was the first funder to use it. Without the support of KAW, the full-cost reform would have been much more difficult—or impossible—to realize. As the EUFORI Study points out, one of the characteristics of private research funding is that foundations prefer to only fund “direct support of research”, and tend to be reluctant to cover indirect costs.

### **Facts & Figures**

The EUFORI study report is a cornucopia of interesting facts that can be useful and important, for you in your role as a research manager and administrator—or to serve as a conversation starter when meeting colleagues at for example an EARMA dinner. There are plenty of facts for the statistics enthusiast, and these facts tell a story, which has never before been supported by facts and data. It may not come as a surprise that Europe has developed a large, heterogeneous and fragmented private foundation sector, but other facts and relations may be less evident:

- The number of public benefit foundations in Europe is unknown, but estimated at c. 110,000.
- The estimated assets of 1,052 of the biggest foundations amount to EUR 127 billion in 2012.
- Foundations supporting R&I in the EUFORI Study allocate 90% of their expenditure at a national or regional level, mostly due to limitations in their statutes; the European or international dimension is still subordinate.
- Medical and health sciences are by far the most popular research area amongst European foundations. 44% of the foundations and 63% of the expenditure of the EUFORI foundations are directed towards the health sciences.
- 61% of the EUFORI foundations support research only and a surprisingly low 6% supports innovation only, the remaining foundations supporting both. Other purposes than R&I are quite common.
- However, 83% of the foundations have a focus on applied research, while 61% support basic research (there is obviously some overlap here). Interestingly, the expenditure is evenly distributed (50% each) between basic and applied research.
- 47% of the foundations reported to be grant making only, while 41% claimed to only carry out operating activities. Curiously, this appears to be geographically determined: 85% of Scandinavian foundations are grant making, while 80% of the foundations in the Mediterranean are of the operating type.

- A majority (72%) of the foundations are young, and were established after 1990. The reason for this seems to be that before the fall of the Iron Curtain, foundations were not possible to set up in Communist countries.
- Private individuals or families have set up more than half (54%) of the foundations, the rest is evenly divided between corporations, non-profit organizations, and the public sector.
- There is a marked skewness in the sizes of the foundations, with a few large foundations often playing a disproportionate role in the statistics. For example, the aggregate R&I spending of the foundations in the top three countries account for more than half of the total R&I spending of the 29 EUFORI countries.
- The biggest of them all is the British Wellcome Trust, responsible for 44% of the research expenditure in the UK. If Wellcome had been a country, it would rank as the second biggest in Europe in terms of research funding.
- Similarly, the Calouste Gulbenkian Foundation in Portugal is responsible for 50% of the country's foundation expenditure on research, and is both grant making, and operating its own research.
- In contrast with most public funders, but maybe not surprising, private foundations primarily support individuals, not institutions.

The list could be made very much longer than this, and contains themes that are clearly relevant also for those not primarily working with private foundations. Four countries top the list of highest expenditure on research by private foundations: the UK, Germany, Denmark, and Sweden, followed closely by Belgium, Norway, and Spain. These are also countries with comparatively old, and well-established foundations. Denmark, which is where I live and work, tops the list in terms of private research expenditure per capita. This is due to specific Danish legislation, requiring companies listed on the stock exchange to invest a share of their profit in charitable foundations. Unfortunately, this legislation is currently being changed in a negative direction.

Something that attracted my particular interest is the UK's Association of Medical Research Charities (AMRC), representing charities working in research, development and patient information. Although membership is voluntary, the AMRC plays a fundamental role by setting the standards for the infrastructure regarding e.g. best practice in proposal review, ethics clearance, clinical trials, access to open data, and other issues that we recognize from the public sector. In fact, AMRC also operates at a European level and reading the UK EUFORI country report made me curious to know more about this organization—maybe they should be invited to an EARMA event?

I also learned that foundations in Eastern Europe play an important role, but often have limited resources and are dependent on e.g. EU structural funds or government funds for their survival. This has a negative impact on these foundations' sustainability and independence.

### **Recommendations**

The EUFORI Study makes five recommendations with the intention to increase the potential of R&I foundations in Europe. In brief, those recommendations are:

1. Increase the visibility for R&I foundations. The fragmentation of the foundation landscape impedes potential collaborations and the realization of the full potential of these important actors in European research.

2. Explore synergies through collaboration. There is an identified need for improved dialogue between foundations and other stakeholders (maybe EARMA should put in some resources here?).
3. Create financially resilient foundations, as a means to widen participation in European research.
4. Improve the legal and financial system. It may be that “harmonization” is an ugly word in EU nowadays, but nevertheless, more aligned legislation and rule sets would benefit European and international collaborations.
5. Integrate philanthropy as a constituent of the EU welfare state paradigm. I reluctantly have to admit that I had to read this recommendation three times before I understood it. It means that a culture change is needed, away from the view that R&I is an exclusively public concern, and that philanthropy and private funding play no significant role in research.

In this short review, I cannot give you more than a small sample of all the interesting material that makes the EUFORI Study a must-read for research managers and administrators. As pointed out in the EUFORI Synthesis Report, the importance of private research funding is growing, and can be expected to become increasingly more relevant. I think that it potentially opens up a new area of interest for EARMA, too.

Finally, I have kept you in suspense for too long: the answer to the question that started this review is that private foundations in Europe spend a minimum of EUR 5 billion on R&I annually. This is a conservative estimate, and the real number is most certainly larger. To put it in perspective, consider that over 7 years, private foundations will spend at least EUR 35 billion, i.e. more than half of the Horizon 2020 R&I expenditure.

Link: <http://euforistudy.eu>

## **EARMA Working Group on Cultures and Diversity in Research Management and Administration**

*By: Olaf Svenningsen & Susi Poli*

A new EARMA Working Group focusing on cultures and diversity in research management has been established, and held its kick-off meeting on-line on 25 November 2015. This new Working Group is briefly presented to the EARMA community here:

### **Members of the WG are:**

- Olaf Svenningsen – Denmark. Head of Southern Denmark Research Support – WG Chair.
- Susi Poli – Italy. Doctoral candidate at IOE UCL London and senior advisor – Management and research at Bologna University – WG point of contact.
- Paula Wennberg – Sweden. Project manager at Lulea University of Technology.
- Andreja Zulim de Swarte – The Netherlands. International research subsidies advisor, UMC (Medical School), Utrecht University.
- Frank Heemskerk – Belgium. Editorial Board Member at EPMA Journal, EARMA ambassador, now based in India running EU projects.
- Olga Gritsai – The Netherlands. Advisor research funding FdR/FMG, University of



Amsterdam.

- Jakob Feldtfos Christensen – Denmark. AU Research Support and External Relations, Aarhus University.
- Sheila Vidal – Portugal. Head of Research Funding Affairs Unit, Instituto Gulbenkian de Ciência.

### The WG will focus on three evolving themes:

- **Cultures:** culture in HE and in business, customs and stereotypes, different HE systems, preparation for cultural encounters, attitude to understand others and their behaviours;
- **Diversity:** any kind of diversity that may be associated with research management and administration;
- **Gender:** mixed teams, enhanced creativity, competitive advantage, effects on research output, gender in Horizon, policies, best practices.

### Priorities

Among the objectives of the WG, these stand as priorities:

- to raise awareness of the effects and impact of different cultures in today's research as represented within the multi-cultural EARMA community;
- to understand how cultures and diversity affect the field of RMA (including implications of not dealing with cultural issues);
- to understand how gender equality can improve research and innovation, as well as RMA, in and out of H2020;
- to share this awareness and knowledge with all stakeholders interested, including to pop up events in relation to cultures and diversity in RMA (through the EARMA Academy and certificates);
- to facilitate the embedding of the cultures, diversity and the gender dimension in core activities in RMA (this may be done, among others; through workshops, modules in the certificates)
- to induce and work closely with HR staff/stakeholders/policy makers/consultants/business to address these issues.

The WG aims to submit a couple of proposals (presentation and workshop) for the EARMA Annual Conference 2016 in Luleå.

For information about the WG, please email: [susi.poli@unibo.it](mailto:susi.poli@unibo.it)

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## The Chairman's corner

The year is running down, only a few more days to go before everything goes quiet and people can really get a break from the daily hustle and bustle of work before a new year kicks off and everything resumes. Have you noticed, at this time of year how we all spend lots of time 'tidying up loose ends'? But do we tie them off or do we simply weave them all together like the end of an old rope hoping they will all hold until somebody teases them apart in January.

We did have to postpone the CRM course in Brussels this year after the attacks in Paris but we have managed to get them back on track and hopefully it hasn't been too much of a disruption to our students.

Next year is going to be interesting, H2020 mid-term kicking off and H2027(!) discussions get going later on and we intend to be there through both processes. We have a lot more things planned for members over the next year both ahead of and after our conference in Luleå.

Finally, I want to thank the Board, the working groups and our members for all their help and support in the past year. Without you none of this would be possible. I also want to give a special word of thanks to Emma, Katalin and Ronan and his team for remaining enthusiastic about and committed to the Association's progress.

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## Research management, funding, and policy in the news

*Under this headline, you will find links to RMA-related issues—for example, research funding, management and administration, ethics and data management, etc.—that have recently received attention in the media, whether it is positive, negative, or neutral. Do you have a suggestion for this section? Please mail the **newsletter editor**.*

### Research Integrity and Research Evaluation

Research integrity is at the core of science – without trust in colleagues and their reported work progress in science would stop. How can integrity be retained despite the enormous pressure on research through the increasing use of evaluations and indicators? Science Europe just published a Briefing Paper on this topic: **Briefing paper**

Research evaluation exercises – an insider's view on the limitations in **Times Higher Education**

### Use of researcher's time – a study

“The long lonely Job of Homo Academicus” describes a study-in-progress on the working schedule of academics. It shows that not only do they work every day, but also that 30% of their working time is lost on administration and meeting attendance before they even get to start doing their real job.

A short overview of the study in a **Poster version**, and a full **article**

### Open Access - The Dutch Experience

United we are strong(er): the Dutch Universities and Elsevier have come to an agreement on open access. Here are links to the **VSNU press release** and a **comment in THE**:

### Researcher experiences with public engagement

Scholarly views on public engagement and its effects, with a quick glance at its impact evaluation: “I also wonder how audience laughter, learning, wonder and inspiration can be captured in an

Excel spreadsheet.” The **THE** article

### **A surrealistic mega-analysis of reorganization theories**

This is an old (but still valid) article I just stumbled over – recommended reading for everybody who ever has to deal with consultants and reorganization: **PMC** article

