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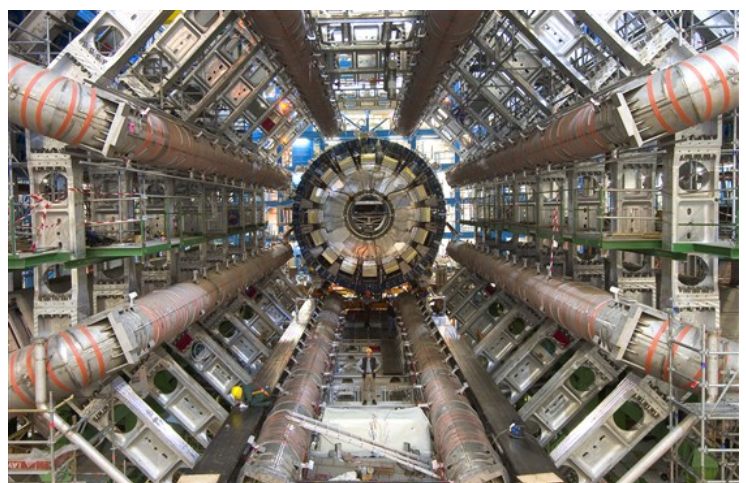
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Upcoming EARMA events

Site visit CERN, 12th & 13th April 2016

The event will comprise a tour of CERN (April 12th starting at 2 pm) and a series of lectures tackling issues related to large Research Infrastructures (April 13th, 9 am - 3 pm).

Hosted by one of the largest scientific research infrastructures in the world, we will hear about how such massive infrastructures are operated, which funding models are available, and what role the ESFRI Roadmap process has in the European Research Area. We will then extend the discussion into the more recent field of e-infrastructure and focus on issues as the collaboration and integration of decentralized e-



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infrastructures, the requirement for unified standards, open access and sustainability. The confirmed speakers include:

- **Giorgio Rossi**, Chair of the European Strategy Forum on Research Infrastructures (ESFRI)
- **Bob Jones**, EC projects coordinator for CERN IT projects
- **Eija Juurola**, Coordinating Development Officer of ICOS

Registration: Places are restricted (50 participants, fee incl. accommodation is €450). Due to CERN access regulations, passport details will be required. Please register [here](#).

Strategy Meeting “Estoril 2” at Universitat Rovira I Virgili, Tarragona, 4th – 6th March 2016

The Board and active Working Group members met for a workshop to discuss and update the EARMA mid-term strategy, the priorities for the Association and the Working Groups, the division of labour, and the commitment of the participants to individual activities. 29 EARMA members have actively contributed.

This meeting is a follow on activity of a similar workshop held in Estoril, Portugal, in 2013, which helped map out the path EARMA followed since. It has been an intensive few days with lively discussions.

Annual Conference Luleå 2016

The preliminary programme for the AC is online at the conference website, and registration is open at <http://www.earmaconference.com/registration/>

Pre-conference Workshops on 19th & 20th June 2016

Please also note that a series of workshops is available which cover;

1. Financial Reporting for FP7 and H2020 programmes.
2. Communication Skills for European Research Administrators.
3. European Institutions: Accessing US Federal Research Funds and how to Manage Them
4. Leadership in Research
5. Pasta Making as creative tool for team building.

Please check for details here:

<http://www.earmaconference.com/programme/>



Dedication without limits – the organizers of the Luleå Conference, Evelina, local organizer, and David, Chair of the Conference Committee, evaluate the pasta Making Workshop before including it into the 2016 Conference programme

Dates for Diaries

European Research Summit, April 14th, 2016.

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).

Communication Workshop

“Personal Communication Skills for European Research Administrators” with Rebekka Steinmann, Brussels, October 18th 2016. The workshop will equip Research Administrators with hands-on- knowledge and personal strategies in order to be able to act as an effective communicator and facilitator for large European funded projects and their stakeholders.

The Chairman's corner

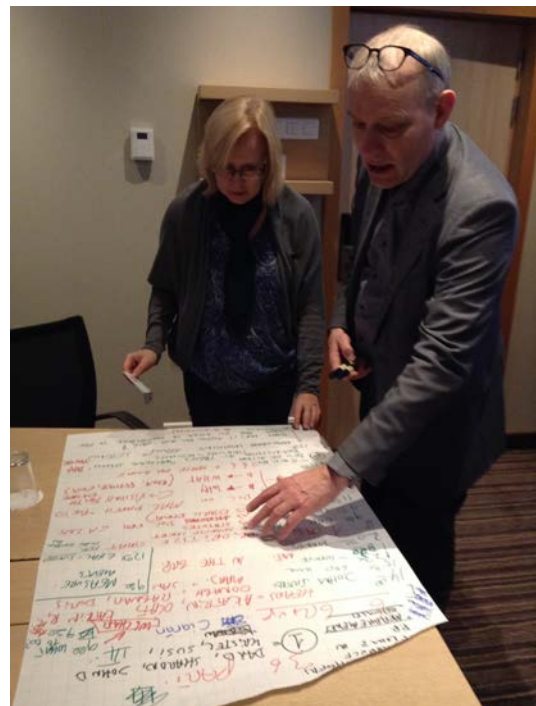
2016 is proving to be a very active year so far, there are many more events for EARMA members taking place this year and it is nearly a full-time job working with our WGs and our PCO to make it all work

EARMA/Europamedia Finance Workshop

In January we organised the first of a series of regular training days with the H2020/FP7 Finance Update Course provided by Gabor and Krisztina of EuropaMedia. We had about 17 participants in Brussels for the day and, by all accounts, a very successful day was had by all. We are running this workshop again as a pre-conference workshop in Luleå in June. If you missed the January workshop make sure you don't miss it in Luleå by registering here (<http://www.earmaconference.com/>).

This workshop is one of four taking place in Luleå before our conference. Have a look communication for research managers or our US Federal Funding workshop with co-sponsors from the National Council of University Research Administrators (NCURA) from the US.

At the moment, my corner is mostly full of planning three very exciting events for EARMA taking place over the next few months.



Preparing for the Tarragona Meeting...

Estoril 2: EARMA's internal strategic dialogue

Estoril 2 is the second meeting in EARMA's internal strategic dialogue, which began in 2013 in Estoril and moves to Tarragona in March 2016. The Board hosts this dialogue every two years and invites the WGs to meet as a group with the Board to review what has happened and what will happen in the Association.

Estoril 1 saw a commitment to a greater professionalisation of the Association, more activities for members, the extended commitment to professional development and the expansion of our international linkages.

Estoril 2 sees a new strategic plan, further professionalisation of the Association and an expansion of member activities but - **Are We Satisfied** with our progress to-date? What do our members expect and how do those expectations translate into actions on the ground? Estoril 2 is the Board's opportunity to hear what active members have to say and for the Board to outline their plans.

EARMA's 1st European Research Summit

EARMA has invited Dr. Wolfgang Burtscher, Deputy Director-General, DG-Research and Innovation, Dr. Kurt Deketelaere, President, League of European Research Universities and Dr. Jan van den Biesen, Vice President, Public R&D Programmes of Philips Research to share with the research leaders of our Institutional members in EARMA's first European Research Summit their views of where European research policy should be heading.

EARMA Goes to CERN

After a year of organising, on the 12th and 13th of April EARMA will, for the 1st time visit CERN. It has been a real privilege to work with Agnes and the ERA-WG to finally bring this off. I look forward to see as many of you as possible CERN. Lots of details are included elsewhere in this newsletter and, I hope, that this is the beginning of a regular series of site visits that EARMA will do in the future.

H2020 MTR, EIC, FP9, TripleO

Since November 2015, ERA-WG has been developing EARMA's position on these very important processes that are starting.

H2020 MTR; The mid-term review of H2020 is getting into gear at the moment. While Robert-Jan Smits has poured cold water on any expectation that there may be an opportunity for major changes, the process will continue the simplification process and will lead to more efficient processes for the remainder of H2020. Some changes that you would have expected to take place after an MTR have been 'front loaded', changes to personnel cost reporting, internal invoicing reporting have either been dealt with or are in the process of being dealt with. The success rate issue; it is not clear how the Commission's proposal to limit demand by moving to more 2 stage calls and making it easier for applicants at the 1st stage will work but in the absence of any attempt to manage € supply for the programme (RJS Science/Business) demand management remains the only 'viable' option.

The really new kid on the block is the European Innovation Council (EIC) and I am reading a lot of that at the moment. A lot of the same language had been used by the last Commissioner

(MGQ) to explain why all the research and innovation instruments were brought into H2020. So what additional coalescing of effort will EIC bring that should not have already been brought together by H2020 I don't know.

Anyway the point of all this is our third event of the spring in May, the launch of EARMA's position paper on H2020 MTR, EIC and FP9.

From the Working Groups

New EARMA Working group on Global Development

Research and Education into Global Development is getting more attention at European universities. But it is not yet very much settled at many universities. Therefore, research managers can substantially increase the quality of the research (management) in this upcoming field, by sharing networks and best practices. In addition, research managers face specific challenges in cooperating with developing countries. To tackle these issues within EARMA, the establishment of this new Working Group was approved by the General Assembly in Leiden, 2015. The WG activities have now been initiated. During online meetings prior to the EARMA Conference 2016 and at the Conference in person, the WG will discuss the initial objectives and priorities and define actions to take.

If you are interested, please contact Anke Dählmann: ☎ +31 (0) 15 27 89511 (Tue), 82854 (Mon/Thu); ✉ a.dahlmann@tudelft.nl

Objectives of the Working Group:

- Sharing network in countries worldwide (NGO's, knowledge institutions, companies)
- Sharing network in developing countries worldwide (NGO's, knowledge institutions, companies)
- Exchanging best practices in project cooperation (PPP with NGO's and companies)
- Exchanging experiences on a practical level (contracts, IP, ...)
- Contact with African EARMA's for cooperation
- Sharing information on funding opportunities (H2020, Foundations etc.)
- Lectures, with live stream
- Cooperating for setting up proposals
- Finding experts for a specific project
- Linking researchers and students to projects
- Cooperating in staff and student exchange
- Stimulating research into global development at European universities
- Exchanging knowledge about development issues (tips on recent papers, training opportunities, TEDex talks, EdX lectures,...)

Founding members of the Working Group

- Anke Dählmann, TU Delft | Global Initiative, Delft University of Technology, The Netherlands
- Riina Subra, Aalto Global Impact, Aalto University, Finland
- Javier Arévalo, University of Helsinki, Finland

- Silke Blohm, SOAS, University of London, UK
- Diederik van Iwaarden, Tilburg University, The Netherlands
- Tatiana Panteli, University of Wolverhampton, UK (Brussels Office)
- Martina Savio, Liverpool School of Tropical Medicine, UK

EARMA Communication & Website

In some ways, a website resembles a park. Newly set up it is a nice, colourful, structured environment with orderly paths in different directions. Once the gardener is gone, weeds and uncontrolled growth take over, and after a while the ways get obscured and the park loses attractiveness.

Similarly, websites tend to deviate from their original structure and sitemap in the absence of a dedicated web officer – a typical symptom in volunteer organisations. For the EARMA website it is now time for spring-cleaning. So far, this work is done in the background, but soon some restructuring will be obvious. We hope the refurbishment work will not affect the users – but wish to apologise for any downtimes that might arise in the course of the work.



Research management, funding, and policy in the news

Under this headline, you will find links to RMA-related issues—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 funding

“There surely is more to life than science. But, my goodness, it’s a good place to start.” An article advocating to raise awareness in society to ensure sustainable public funding for Science: **Scientific prizes don’t come without public money**

Simplification in Horizon 2020

An opinion piece by Peter Fisch, retired Head of Unit „Evaluation and Monitoring of the Framework Programme“: **Want a simpler Horizon 2020? Get rid of work programmes”.**

Open Science and economic impact

Are Open Science and economic impact contradictory goals in Horizon 2020? D. Czarnitzki et al make this point in their article in Research Professional **“Industrial funding encourages researchers to be less open”**

Researcher mobility

A US PhD applicant to UK universities talks about her adventures with UK customs - **Eight hours in airport detention**



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Demonstrating Impact in Research – International Frameworks and Challenges

Solving societal problems through research and collaborative working is at the forefront of most university, research institute, and public and private sector agendas. Producing high-quality research with real-world impact has become increasingly important to fulfil assessment framework requirements, remain relevant to the challenges of society, and continue to attract all-important funding and resources.

This briefing looks at the changing landscape of research with the impact agenda, and challenges faced by both academia and research funding officers.

1 Background

Limited public resources and economic instability, particularly in the US in the 1980s and 1990s, spurred a notable shift in trend across the international research landscape. The automatic assumption that research efforts would produce a return on investment was replaced with a need for increased discipline and research accountability, whereby reviews and indicators were formalised to measure outputs and ensure that research demonstrates value for science as well as society.

As a result, academics and research funding officers are tasked with being explicit about what research outcomes are to be delivered and what types and levels of impact will be achieved. Furthermore, they also have to find the balance of managing research projects that not only fulfil their own desired outcomes but also meet national and, in some cases, international research priorities.

2 The Impact Challenge & Horizon 2020

The impact agenda has become a global necessity due to a lack of resources and the need for stakeholders and policymakers to see tangible benefits to society. Impact is no longer an afterthought or viewed as an added bonus to the completion of a research project; it must be considered at the very beginning of the project's life. The growing importance of showcasing real-life impact has been stressed by national research framework assessments, subsequently increasing scoring weightings in this area. It was further consolidated by the implementation of Horizon 2020.

Under the European Commission's EC Seventh Framework Programme (FP7), impact was included as a non-scored section and was mainly evaluated through interviews, surveys, and expert panels. The EC identified that Europe had too few research that did not deliver on its promises.

The arrival of the FP7 replacement programme, Horizon 2020, saw impact elevated to a position secondary in weighting only to research excellence

and societal challenges became one of the programme's three priorities, which are:

1. Excellent science
2. Industrial leadership
3. Societal challenges

The societal challenges priority seeks to develop innovative research to achieve societal/ECU policy objectives (climate, environment, energy, transport etc.) It also aims to inspire multi-disciplinary collaborations to provide breakthrough solutions, and for these solutions to be tested and demonstrated. The importance of testing solutions for societal challenges is evident in the increasing targeted funding portion of the FP7 programme investment (totaling €2.7 billion).

3 How is Impact Measured?

So how is impact measured around the world?

- > The Social Impact Assessment Methods for research and funding institutions through the study of Productive Interactions (SIAMIPI) was funded under FP7.

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