

# Welcome

## Pre-summit Workshop – ECSS 2008

“Leaders with a proven track record of success are the best developers of other leaders”



# Agenda

**11:00 - 11:15 Welcome** by Jørgen Staunstrup

**11:15 - 12:30 Keynote: J Strother Moore, Univ. of Texas at Austin**  
**The Role of the Department Chair**

**12:30 - 13:00 Sandwich Lunch**

**13:00 - 14:30 Workshop: Management Challenges (Staunstrup)**

**14:30 - 15:00 Coffee break**

**15:00 - 17:00 Workshop: Improving the Quality of Applications  
for External Funding (Staunstrup)**

**17:00 - 18:00 Bertrand Meyer and Jan van Leeuwen:  
Formation of Informatics Europe Network of Department Heads**

**18:00 - Buffet dinner**

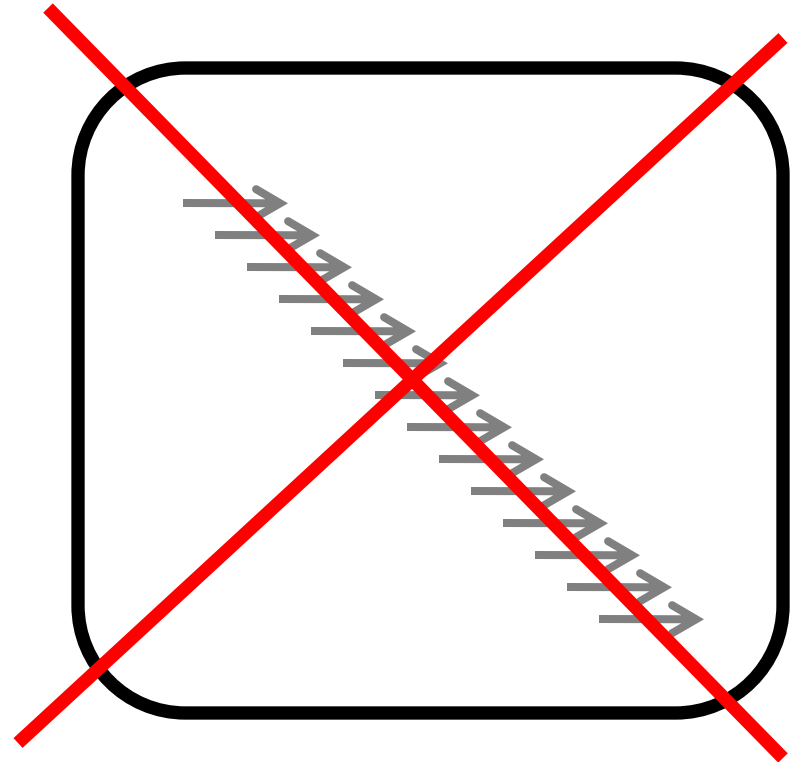
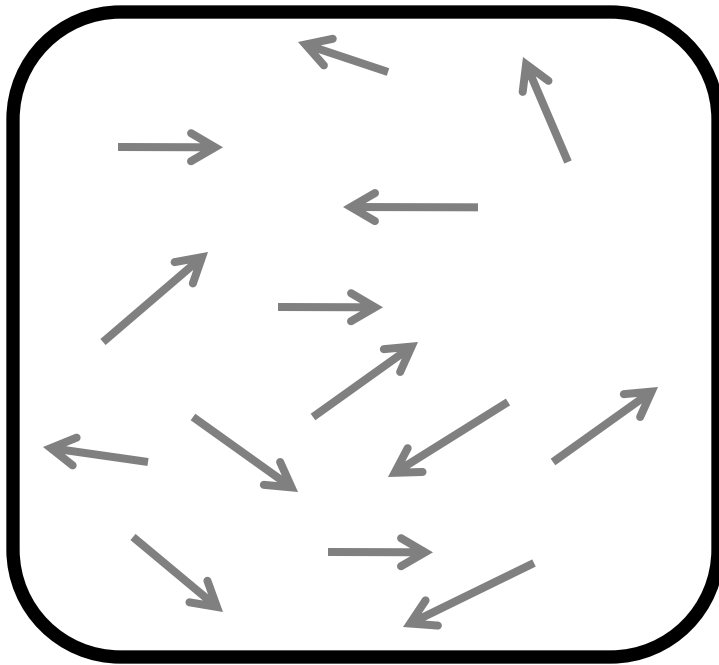


# Workshop: Management Challenges

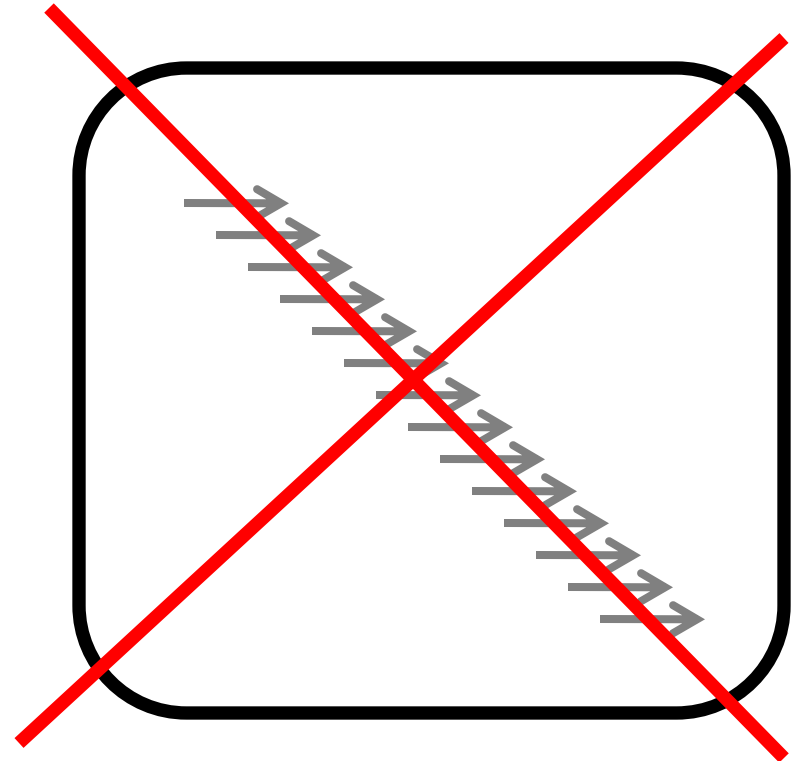
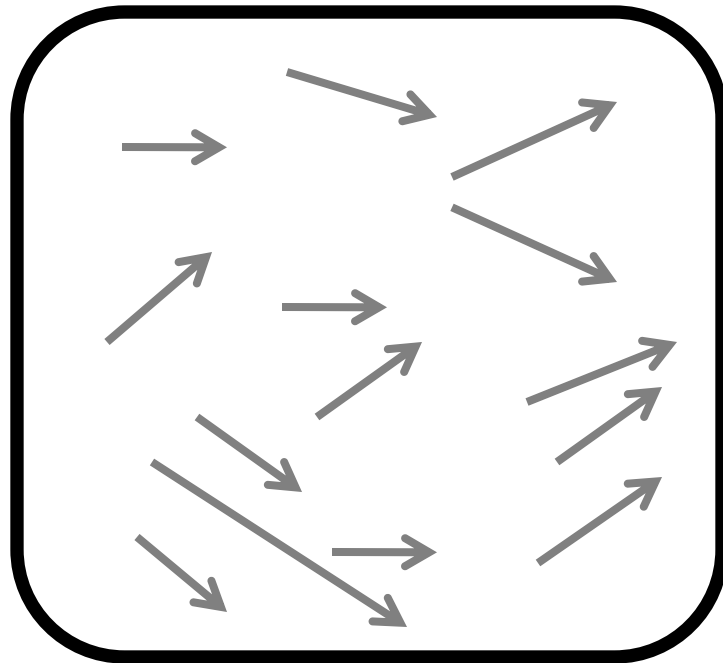
How to lead  
people  
who are smarter  
than yourself ?



# Effective leadership excites people to exceptional performance



# Effective leadership excites people to exceptional performance



# CRA Survival Rules



<http://www.cra.org/Activities/snowbird/2008/slides/SurvivalRules.pdf>



# Paradoxes in Leadership

**Show the way** – and stay discretely behind

**Trust your people** – and follow up on their performance

**Be tolerant** – and know exactly how you want things to work

**Be aware of your unit's goals** – and be loyal to the rest of the organisation

**Express your own opinion** – and be diplomatic

**Be visionary** – and grounded

**Establish consensus** – and be prepared to make a firm decision

**Be dynamic** – and reflective enough to ensure the right decision is made

**Be confident with yourself** – and humble

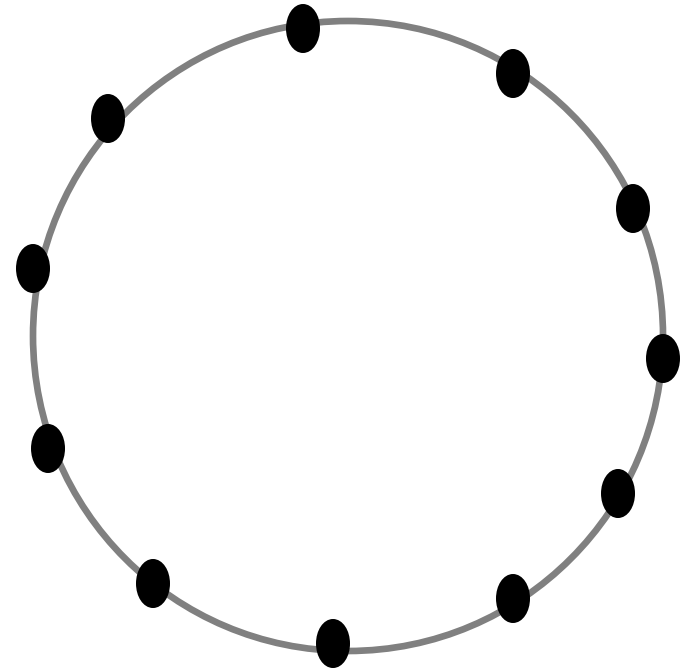


# Reflection





# The Knowledge Circle



1 min pitch on something you do well and  
1 min on something you would like to learn



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# Improving Quality of Applications for External Funding

Quality matters  
!!!!



# IT University's Vision

**Never submit an application  
that is not funded**



**Fall 2007:  
10 out of 12 applications funded**



# IT University Application Process



1. Make a plan
2. Use internal resources to improve
3. Administrative support



# Example: Plan

Sept. 16: Application process initiated

Sept. 18: Time plan sent out

Sept. 25: First draft of project idea and setup - sent to external reviewer with knowledge of ERC (Jørgen, ideas?)

Early Oct: Decision on whether to proceed with the application. Proceed to contact possible international partners.

October 10: Full draft of application ready, information needed for draft budget ready

October 17: Review meeting (proposed internal reviewers: Thore, Jørgen)

October 24: Application finalized

October 29: Deadline



# Use the Guidelines



**Read the exam question !!!**

Read the application material



European Research Council

## ERC Grant Schemes

### Guide for Peer Reviewers

**[http://erc.europa.eu/pdf/guide-for-erc-peer-reviewers-20070910\\_en.pdf](http://erc.europa.eu/pdf/guide-for-erc-peer-reviewers-20070910_en.pdf)**





# Internal Review

## Annex 4: Sample of an Evaluation Report (ER)



### ERC EVALUATION REPORT Stage 1

<i>Call reference</i>	ERC-2007-StG
<i>Activity</i>	ERC-SG
<i>Funding scheme</i>	ERC Starting Grant
<i>Panel name</i>	PE4 – Material and Chemical Sciences
<i>Proposal No.</i>	057432-1
<i>Acronym</i>	HolLit
<i>Title</i>	A novel method in holographic lithography at the nano-scale

### PANEL MARKS

<b>1. Principal Investigator: Potential to become an independent research leader</b> <i>Quality of research output:</i> Has the Principal Investigator published in high quality peer reviewed journals or the equivalent? To what extent are these publications ground-breaking and demonstrative of independent creative thinking and capacity to go significantly beyond the state of the art? <i>Intellectual capacity and creativity:</i> To what extent does the Principal Investigator's record of research, collaborations, project conception, supervision of students and publications demonstrate that he/she is able to confront major research challenges in the field, and to initiate new productive lines of thinking?	<b>4 / 5</b>
<b>2. Quality of the proposed research project</b> <i>Ground-breaking nature of the research:</i> Does the proposed research address important challenges in the field(s) addressed? Does it have suitably ambitious objectives, which go substantially beyond the current state of the art (e.g. including trans-disciplinary developments and novel or unconventional approaches)? <i>Potential impact:</i> Does the research open new and important scientific, technological or scholarly horizons? <i>Methodology:</i> Is the outlined scientific approach (including the activities to be undertaken by the individual team members) feasible?	<b>3.8 / 5</b>
<b>Total mark</b>	<b>7.8 / 10</b>
<b>Has the proposal passed the threshold (8/10)?</b>	<b>No</b>



# Brainstrom

Brainstorm on ideas you can use for developing the application process in your instituion



# Ideas (1)

Share successful application for others to read

Contact reviewers you know

Share plans avoid competing with yourself

Meet with the funding agencies to be informed early

Lobby (pave the way) - influence definitions of programs

Faculty level review (including financial aspects)

Establish a group of consultants (to advice on non-academic aspects)

Become a reviewer (or get to know somebody who is)

Serve on panels that review reviews

Never make proposals only for the money

Do not promise too much



# Ideas (2)

**Single mind do the last revision**

**Do not give up**

**Limit the number of projects you are involved in**

**Improve depth of CS proposals**

**Training/courses on proposal writing**

**Bridge funding for the best rejected proposals**

**Identify funding of strategic importance**

**Co-financing as an incentive**

**Personal bonus to succesfull applicants ?**

**Incentives to the research group**

