

Welcome

Pre-summit Workshop – ECSS 2009

“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: Professor and Dean
Willy Zwaenepoel The Role of the Department Chair**

12:30 – 13:30 Lunch

13:30 - 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 Plenary session: Information and discussion of
Informatics Europe (Jan van Leeuwen)**

18:00 - A drink and a snack



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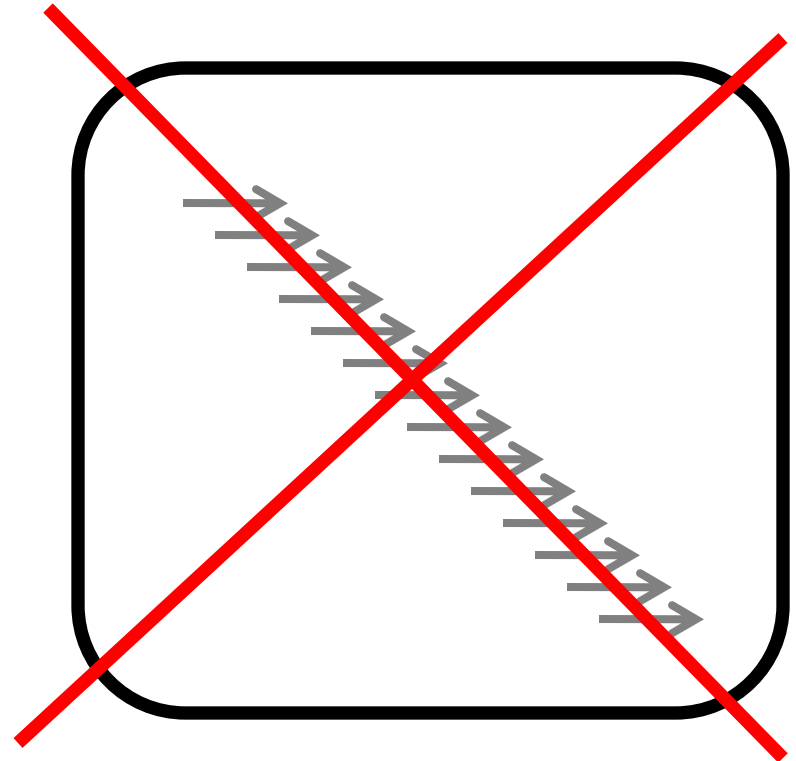
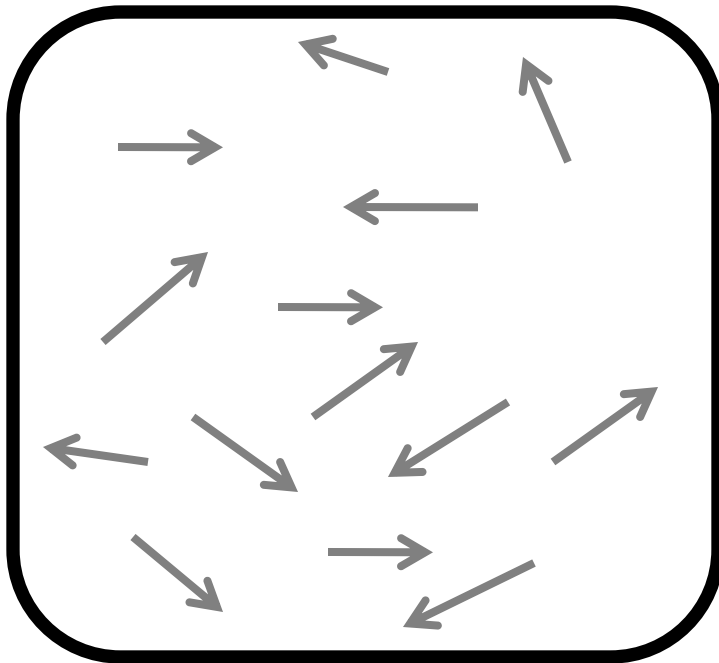
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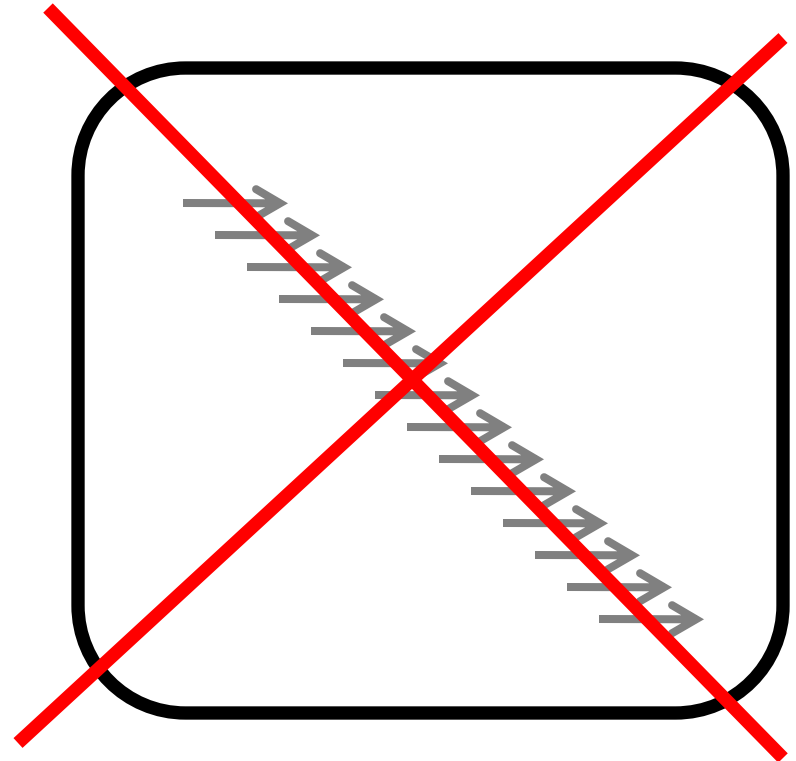
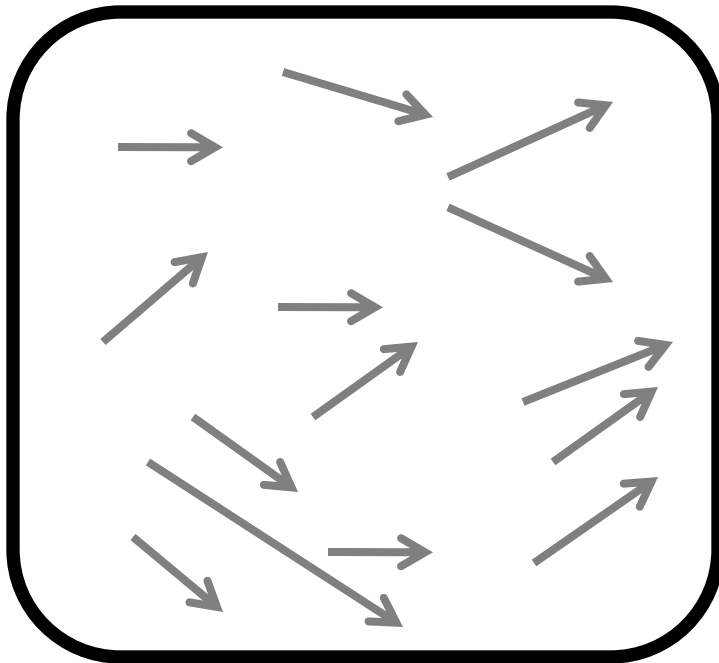
Workshop: Management Challenges

How to lead people who are smarter than yourself ?

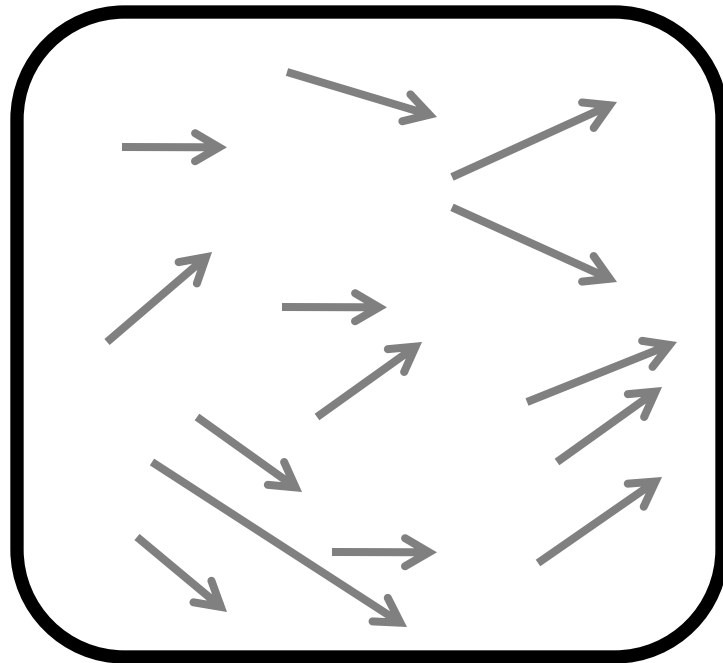




Effective leadership excites people to exceptional performance



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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

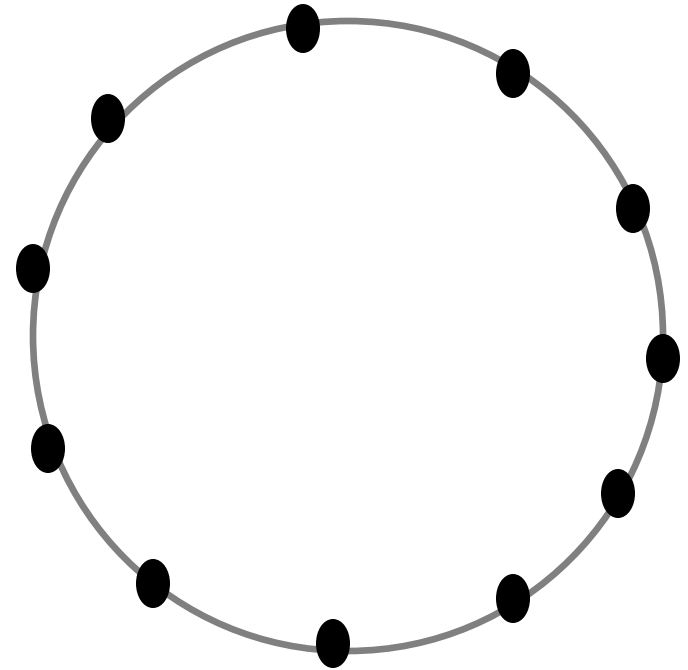
Be confident with yourself – and humble



Reflection



The Knowledge Circle



Your name and affiliation

1 min pitch on something you do well and

1 min on something you would like to learn



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Improving the Quality of Applications for External Funding

Quality matters
!!!!



**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 Husfeldt, Jørgen Staunstrup)

October 24: Application finalized

October 29: Deadline

Take advantage of all resources



Use the Guidelines



Read the application material





European Research Council

ERC Grant Schemes

Guide for Peer Reviewers

<http://erc.europa.eu/index.cfm?fuseaction=home.FILMDownload&fileId=9>



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

1. Principal Investigator: Potential to become an independent research leader <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?	4 / 5
2. Quality of the proposed research project <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?	3.8 / 5
Total mark	7.8 / 10
Has the proposal passed the threshold (8/10)?	No



Research administration at the IT University

- Specialists (not servants)
- Project managers
- Financial power (investment)



Brainstorm

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



Ideas

Find the most successful colleague and learn how they present
- the writing makes the difference (given the idea is good)

Advise proposers to team up with colleagues providing right context
- the topic can make the difference

A good consortium (big, famous partners)

School wide support (adm. expertise)

Matching funding for successful proposals

Advertise opportunities

Make faculty justify why they are not applying (for certain programs)

Ideas (2)

Be creative in fitting our competences to requirements in calls
Don't be shy

A plan should allow enough time for revisions

All proposals have to be shown to the head of group
(be an impressionist not an expressionist)

Try to think as a reviewer – empathy (not all specialists)

Try to be a reviewer

Give special attention to the introduction (fairytale princess,
dragons and prince)

Share proposals on intranet or similar (repository)

Post approval/rejection analysis



Ideas (3)

Try to understand how an expert will appreciate your ideas

Hard to convey why “improving” is significant – what is the new challenge, why does it matter?

Make sure there is a good risk analysis, what happens if the project does not go expected. Explain the experience of your team.

Think about the differences between different programs



Ideas (1) - 2008



Share successful applications for others to read

Contact reviewers you know to get advice

Share plans within institution 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) - 2008

Have single mind (person) do the last revision

Do not give up (if your proposal is rejected)

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 successful applicants ?

Incentives to the research group



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