

Training programme

Strategic Management of Research Centres (GESCI)

November 2024 - March 2025 (90 hours)

POSITIONING

WHERE WE ARE. THE SCIENTIFIC-TECHNOLOGICAL CONTEXT

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| 8 hours | Organizational structure of European and international research centres and institutions: RIKEN, CNRS, Max Planck, Fraunhofer, etc. |
| | Organizational structure of national research centres and institutions (CSIC) |
| | IMDEA research system |
| | Basque research system |
| | The European research environment: key changes, future perspectives, and new opportunities |

STRATEGY & ASSESSMENT

WHERE WE ARE HEADED. DESIGNING THE STRATEGY

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| 8 hours | Strategy in the scientific field. Vision and mission |
| | Setting strategic objectives: from diagnosing the current situation to formulating and implementing the strategy |
| | The Balanced Scorecard. Usefulness, design, implementation, and case studies of research centres |

GOVERNANCE

GETTING STARTED. GOVERNANCE, ORGANIZATIONAL STRUCTURE, AND MANAGEMENT MODELS

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| 12 hours | Governing bodies: actors, roles, and responsibilities |
| | Internal organization: leadership, scientific structure, and management structure |
| | Advisory bodies: Scientific Advisory Board (SAB) and Business Advisory Board (BAB) |
| | Regulatory framework. State and regional legislation and internal regulations applicable to the various legal forms supporting research centres |
| | Challenges in managing inter-university research centres |
| | Excellence and Responsible Research & Innovation (RRI) |

FUNDING

WHAT WE NEED. FUNDING AND FUNDRAISING

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| 12 hours | Economic and financial principles. Economic planning and management in a research centre. Tax considerations |
| | Competitive public funds. The regional, national, and European funding environment (special focus on ERC, SeO, and ISCIII initiatives). Organizational structures that optimize competitive fundraising |
| | Fundraising in the R&D+I sector: communication and marketing strategies |
| | Private funds: relations with business and strategic alliances |

PEOPLE

PEOPLE: THE TRUE PRIORITY

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| 18 hours | Talent attraction and retention |
| | The European competence framework for researchers (ResearchComp) |
| | The new Charter for researchers |
| | Research Managers: recognition, training, and mobility at the European level |
| | Gender balance and multiculturalism |
| | Managing myself and working with my team |

MANAGEMENT

AND NOW... HOW TO GO ABOUT IT? TOWARDS OPERATIONAL, EFFECTIVE, AND PRODUCTIVE MANAGEMENT

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| 14 hours | Management of scientific integrity |
| | Valorization, protection, and exploitation of research results |
| | Open Access and Open Data policies |
| | Communication and scientific dissemination: strategies to promote scientific outreach |
| | Scientific output and bibliometric analysis: practical application |
| | Evaluation of the productivity of administrative units |

WORKSHOPS

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| 16 hours | Scientific and institutional assessment |
| | María de Maeztu Call |
| | The impact on research |

MASTER SESSION

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| 2 hours | Major initiatives linked to the European Research Area |
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