

Operational Management in Research Centres (GOSCI)

October 2024 - April 2025 (126 hours)

POSITIONING

WHERE WE ARE. THE SCIENTIFIC-TECHNOLOGICAL CONTEXT

12 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
	Main international and European funding programmes (Horizon Europe, Missions, MSCA,...)

STRATEGY & ASSESSMENT

WHERE WE ARE HEADED. DESIGNING THE STRATEGY

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

14 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

14 hours	Economic and financial principles. Economic planning and management in a research centre. Tax considerations
	Economic and financial principles II. Economic-financial obligations in a research centre (public budget, annual accounts, audits) and how to implement an Integrated Management System
	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
	Development of an institutional strategy of fundraising. Communication and marketing strategies
	Private funds: Relations with business and strategic alliances

PEOPLE

PEOPLE: THE TRUE PRIORITY

18 hours	Talent attraction and retention. Calls and welcome programmes. Best practices
	Recruitment and selection
	Research Managers: recognition, training, and mobility at the European level
	The European competence framework for researchers (ResearchComp)
	The new Charter for researchers
	Gender balance and multiculturalism
	Performance evaluation (individual versus research groups)

MANAGEMENT

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

26 hours	Research project management
	Technological Platforms and Infrastructures Management
	Transfer Project Management
	IP protection. Patents and other forms of protection
	Communication and scientific dissemination. Strategies to promote scientific outreach
	Quality policies as an instrument to improve the performance of research organizations
	Scientific output and bibliometric analysis: practical application
	Development of a Data Management Plan (DMP)
	Open Access and Open Data policies
	Management of scientific integrity

WORKSHOPS

34 hours	Creation and Management of Spin-off Companies
	European Innovation Council (EIC)
	Research Impact Assessment (RIA) Strategy
	Creativity: How to Generate Innovative Proposals for Projects
	Institutional Assessment
	Coalition for Advancing Research Assessment: CoARA
	FEDER Funds
	AI Applied to Project Writing