



A4L_ACTIONS

Alliance for Life Sciences: From Strategies to Actions in Central and Eastern Europe

H2020-SC1-2020-Single-Stage-RTD --964997

D1.5 RMA Academy resource database



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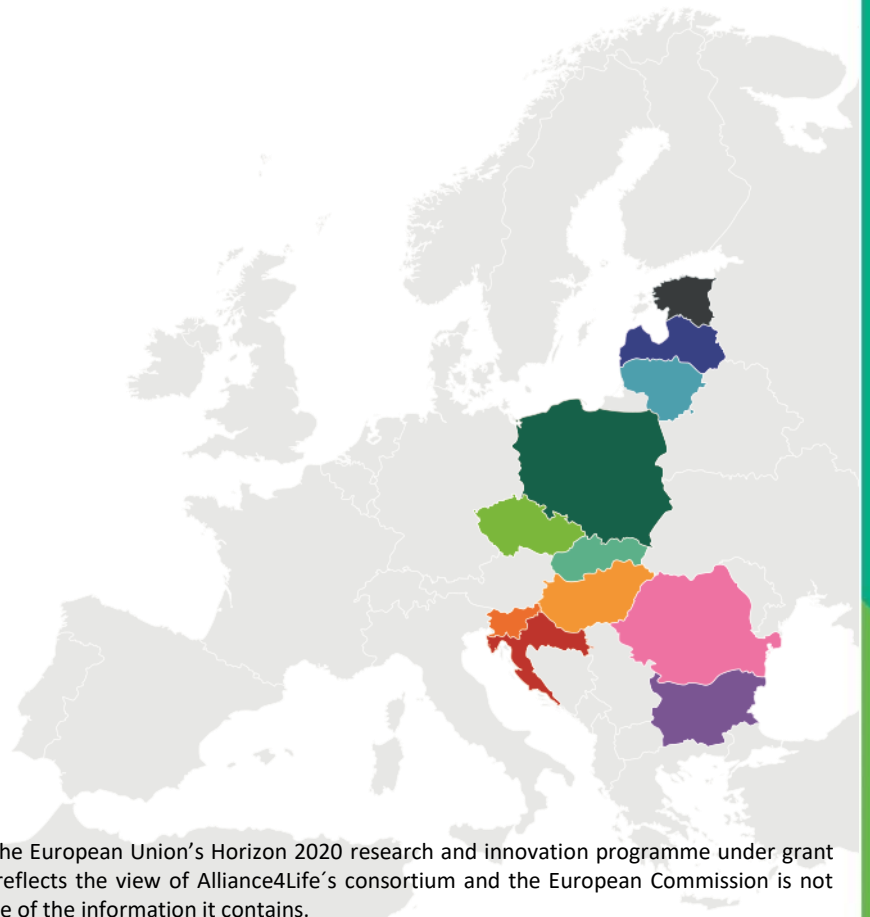
Introduction to the RMA Academy Training Catalog

Welcome to the Research Management Administrative (RMA) Academy Training Catalog! This comprehensive guide showcases a diverse range of courses tailored to meet the unique needs of professionals in research administration. Our esteemed trainers hail from 12 prestigious institutions across 11 countries, all actively engaged in our collaborative project.

Designed as a resource for our partner institutions, this catalog facilitates the selection of training modules that align with specific organizational goals and requirements. Whether you're seeking to enhance your team's expertise in grant management, compliance, or strategic planning, our catalog offers a variety of courses to suit your needs.

In addition to serving our partner institutions for organization RMA academy, this catalog also serves as an inspiration for partners interested in organizing similar training sessions at their own institutions. By highlighting the expertise and diverse perspectives of our trainers, we aim to foster a global community of research administration professionals committed to excellence and innovation.

We invite you to explore our catalog and discover the wealth of knowledge and opportunities awaiting you at the RMA Academy. Together, we can elevate the standards of research administration and drive impactful outcomes in the ever-evolving landscape of research management.



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BOOSTING THE CREATIVITY OF RESEARCH TEAMS

Course instructor: **Karolina H. Czarnecka-Chrebelska, MUL**

Target audience: **Administrators, Professionals, Academics**

Annotation:

Managing research projects often involves coordinating diverse teams and conducting numerous meetings, which may not always result in achieving the project's objectives or advancing its progress. This workshop aims to foster more innovative and efficient collaboration within research management and administration teams. When considering team dynamics in this context, we need to address questions such as: Is team collaboration essential for effective research management? Do we require defined roles and responsibilities within the team? Would individual efforts be more efficient in managing research projects? Is competition or cooperation more conducive to enhancing our administrative effectiveness?

Training content / Which skills will you gain:

- Analysis of the needs/expectations of the team
- Analysis of the roles in the team
- Techniques enabling the "think outside of the box" approach like Guilford's Unusual Uses Test; Exercise with tribonds, "What if?" and "5Why" methods
- motivate people for non-judgmental cooperation and to give positive feedback
- Brainstorming

About the trainer:

Karolina H. Czarnecka-Chrebelska is Assistant Professor at Medical University of Lodz. She has >15yrs experience in molecular biology, epigenetics & oncology. She acted as PI in scientific and implementation grants realised in Poland, and Spain also worked as Innovation Broker. She was granted the MSCA Individual Fellowship for experienced scientists. She is experienced in conducting scientific and pitch presentations workshops, team-management workshops, design-thinking, or boosting creativity training.

She is also a professional evaluator of scientific projects.

Maximum number of participants: 12

Course duration: 2*90 (or 2*115) minutes workshop

Mode: workshops with the active involvement of participants. Ideally, the training should be stationary, but also can be performed online via TEAMS.



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CONFLICT MANAGEMENT

Course instructor: **Tõnu Lehtsaar, UT**

Target audience: **Administrators, Professionals, Academics**

Annotation:

Conflict management is one of the important social skills towards creating constructive interpersonal working atmosphere. The ability to cope with interpersonal tensions presupposes knowledge of conflict development dynamics and skills of managing an already materialised conflict. The key conflict management skills are conflict prevention, conflict management strategies and mediation. The conflict management skills to be specifically employed depend mainly on the roles of the persons involved in the conflict. There are constructive ways of behaving as a party to a conflict or the leader of the team in which the conflict is occurring or as a third party trying to mediate between the conflicting parties.

Course content / Which skills will you gain:

- Knowledge of the psychological dynamics of interpersonal conflict.
- Strategies of conflict prevention.
- Strategies and methods of conflict resolution.
- Constructive and destructive ways of handling a conflict.
- Psychological methods of mediation.

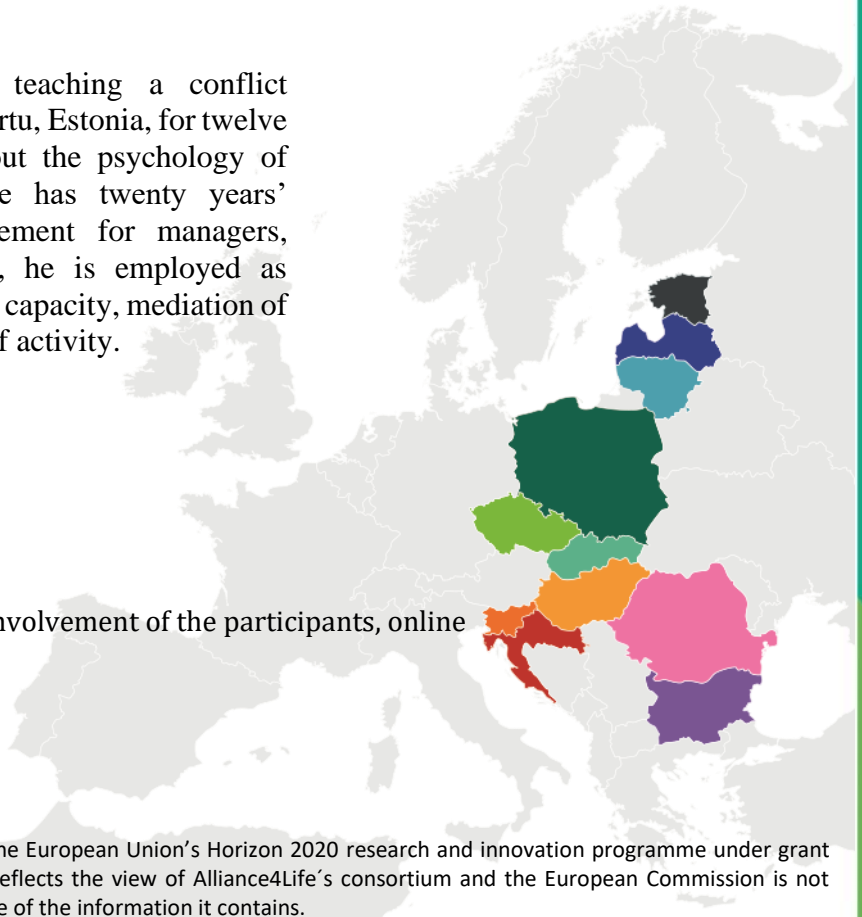
About the trainer:

Professor Tõnu Lehtsaar has been teaching a conflict management course at the University of Tartu, Estonia, for twelve years. He has written a monograph about the psychology of interpersonal conflict (in Estonian). He has twenty years' experience in teaching conflict management for managers, teachers and state officials. At present, he is employed as university staff counsellor-chaplain. In this capacity, mediation of conflicts has been one of his major areas of activity.

Maximum number of participants: 15

Course duration: 90 minutes

Mode: in person participation with active involvement of the participants, online



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FIRST STEPS TO ACHIEVING YOUR VISION

Course instructor: **Aleksandar Džakula, Tea Vukušić Rukavina, UZSM**

Target audience: **Research managers and administrators**

Annotation:

At the heart of the RMA Academy lies a commitment to nurturing and enhancing the professional skills of research managers and administrators. The success of the scientific project is strongly associated with the support of the research managers and administrators. Their professional development must be supplemented by crucial project managerial competencies. Achieving a vision is not just the result of hard work but the systematic use of knowledge, skills and management tools. Many management tools are simple and easy to use, but it is essential to understand their purpose and how to use them. The aim of this course is to teach participants some basic concepts and tools necessary for project management (SWOT, PESTLE, Force Field, Fish-bone diagram, etc.) and to enable them to differentiate vision from the mission.

Course content / Which skills will you gain:

- Defining key determinants for project management
- Understanding the meaning and use of the managerial tools
- Detect and prepare inputs for managerial tools (SWOT, PESTLE, Force Field, Fish-bone diagram)
- Differences between defining vision and mission

About the trainers:

Associate Professor Aleksandar Džakula is a specialist in Public Health- Organization of Health Care. He has over 20 years of experience in the field of healthcare services analysis and development. He focuses on organizational changes in healthcare, particularly in healthcare system management and processes.

Associate Professor Tea Vukušić Rukavina is a specialist in psychiatry, with a strong focus on the promotion of mental health, mental health policy, communication in health care and science and health management.

Both of them have finished the Management for International Public Health Course at the Centers for Disease Control and Prevention (CDC), USA.

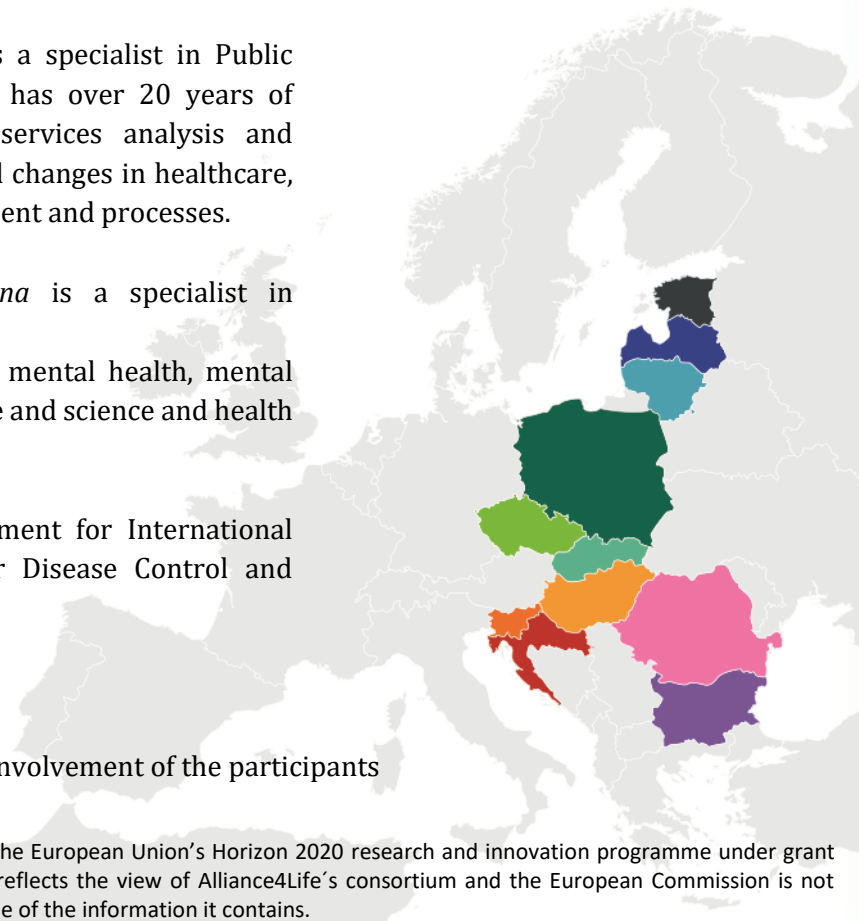
Maximum number of participants: 15

Course duration: 180 minutes

Mode: in person participation with active involvement of the participants



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CONVINCING COMMUNICATION: Mastering Presentation Skills for Effective Research Leadership

Course instructor: **Ester Jarour, CEITEC**

Target audience: **Research Management Professionals**

Annotation:

Giving scientific presentations is an important part of every research managers work. The ability to do so effectively can greatly contribute to career success, achieving professional goals and the goals of the institution. However, instead of engaging audiences and conveying enthusiasm, many presentations include pitfalls such as overly complicated content, monotone delivery and focusing on what the speaker wants to say instead of satisfying the needs of the audience. The goal of this course is to teach research managers how to prepare effective presentations that would appeal to a wide range of audiences, including scientists, policymakers and colleagues from other departments.

Training content / Which skills will you gain:

- Introduction to effective communication
- Information processing and target audiences
- Goal oriented communication
- Storytelling and defining your own narrative
- Structuring your presentation
- Presentation delivery techniques for dynamic presentation

About the trainer:

Ester Jarour Ester Jarour is communications expert from CEITEC Masaryk University. She has a proven track record of improving the overall visibility of CEITEC research results, as well as in engaging researchers in science communication activities. She developed by students well-rated science communication course that teaches students how to deliver engaging scientific presentations to various audiences. Ester studied International Management at the Zurich University of Applied Science in Switzerland. She enjoys helping others to achieve their professional goals.

Maximum number of participants: 12

Course duration: 90 minutes

Mode: in person participation with active involvement of the participants



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HOW TO ESTABLISH COOPERATION BETWEEN ACADEMIA AND BUSINESS?

Course instructors: **Karolina H. Czarnecka-Chrebelska, Magdalena Wrzesińska, MUL**

Target audience: **Research Management Professionals**

Annotation:

Collaboration between academia and industry offers reciprocal advantages. For research managers and administrators, it facilitates the validation of research outcomes in real-world settings, supports collaborative initiatives for innovative research, and enables the practical application of cutting-edge solutions. Furthermore, it presents opportunities for generating revenue through commercializing research findings or licensing intellectual property. Conversely, organizations can optimize their initial research expenditures by leveraging university partnerships. This strategic approach also enables organizations to access top-tier expertise in specialized scientific and engineering disciplines. Nonetheless, cultivating enduring partnerships between academia and industry poses its own set of challenges.

Training content / Which skills will you gain:

- What are the standard ways of establishing collaboration between academia and business?
- How can the Technology Transfer Centers (TTCs) help establish a partnership?
- How to find a common language and elaborate common goals and gains in cooperation?
- What should we learn before entering into collaboration with SMEs?
- How to protect the IP?
- What are the most common mistakes in establishing cooperation?

About the trainers:

Karolina H. Czarnecka-Chrebelska is Assistant Professor in Medical University of Lodz, researcher in the molecular biology & oncology. PI in scientific and implementation grants, experienced evaluator of scientific projects and Innovation Broker. She is experienced in conducting scientific and pitch presentations workshops, design-thinking, or boosting creativity training.

Magdalena Wrzesińska is Associate Professor in Medical University of Lodz. Lecturer and researcher in public health. Specialist in development and commercialization of the innovation in health care. Participant of the fellowships organized by EIT-Health, tutor in the ETC-PHHP.

Maximum number of participants: 100

Course duration: 90 minutes workshop

Mode: online lecture in ZOOM/TEAMS



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MANAGEMENT OF RESEARCH PROJECT USING ONLINE TOOLS

Course instructor: **Karolina H. Czarnecka-Chrebelska, MUL**

Target audience: **Research Management Professionals**

Annotation:

Managing research initiatives often involves coordinating diverse teams and conducting numerous meetings. In more intricate projects that engage researchers and clinicians across various institutions, cities, or countries, collaboration may predominantly occur online. Effectively organizing and assessing team efforts can be challenging, particularly without the implementation of a structured management system. This course is designed to equip research managers and administrators with practical skills in leveraging online tools to streamline team collaboration and project oversight. Participants will explore a range of tools tailored to different project phases, from project inception and team building to planning, coordinating, and executing tasks. The course will cover platforms such as Asana, Trello, Slack, Doodle, Miro, Survey Monkey, GoogleDocs, and Microsoft 365 online services. Additionally, methods for articulating project activities and tasks at various stages of project development will be examined, including Mind Mapping, Drill Down, the PERT method, and CPM.

Training content / Which skills will you gain:

- team-work, organizing and evaluating the work in project
- organizing teamwork using modern information and communication technology, controlling the course of the project using web tools and applications
- solving problems related to team management
- development of research project management competences,
- preparing a project plan, techniques used at individual stages of project creation, project management.

About the trainer:

Karolina H. Czarnecka-Chrebelska is Assistant Professor at Medical University of Lodz. She has >15yrs experience in molecular biology, epigenetics & oncology. She acted as PI in scientific and implementation grants realised in Poland, and Spain also worked as Innovation Broker. She was granted the MSCA Individual Fellowship for experienced scientists. She is experienced in conducting scientific and pitch presentations workshops, team-management workshops, design-thinking, or boosting creativity training.

She is also a professional evaluator of scientific projects.

Maximum number of participants: 12

Course duration: 2*90 (or 2*115) minutes workshop

Mode: workshops with the active involvement of participants. Preferably on-site, optionally online (TEAMS)



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PROJECT PROPOSAL WRITING

Course instructor: **Smiljka Vikić-Topić, UZSM**

Target audience: **Research Management Professionals**

Annotation:

Securing funding for scientific research often hinges on the quality of project proposals, and researchers invest significant time in crafting these submissions. It's crucial for research managers and administrators to possess the requisite skills to facilitate successful proposal submissions.

This foundational course on project proposal development will primarily focus on the European Union's research and innovation programme, Horizon Europe, with a specific emphasis on the health sector. However, the principles and strategies covered will be applicable to preparing proposals for any EU competitive grants and other funding opportunities.

The objective of this course is to equip participants with the knowledge and skills necessary to guide researchers in drafting compelling project proposals and to provide insights into funding opportunities for life science research across Europe.

Course content / Which skills will you gain:

- Project and project proposal –definition, types and structure
- Why is it important to apply for projects
- Steps toward the successful project proposal submission
- Coordinator of the EU project – tasks and characteristics of the project leader
- Main mistakes in the proposal preparation
- EU funding sources for Life sciences

About the trainer:

Smiljka Vikić-Topić is a professional with >12 years of experience in technology transfer and project proposal writing and management, with extensive pharma-industry experience. She assisted in preparation of over 80 European and national projects proposals, managing more than 20 (two coordinating, FP7 and H2020). She teaches project proposal writing, IP protection and technology transfer at doctoral studies in biomedicine at the University of Zagreb.

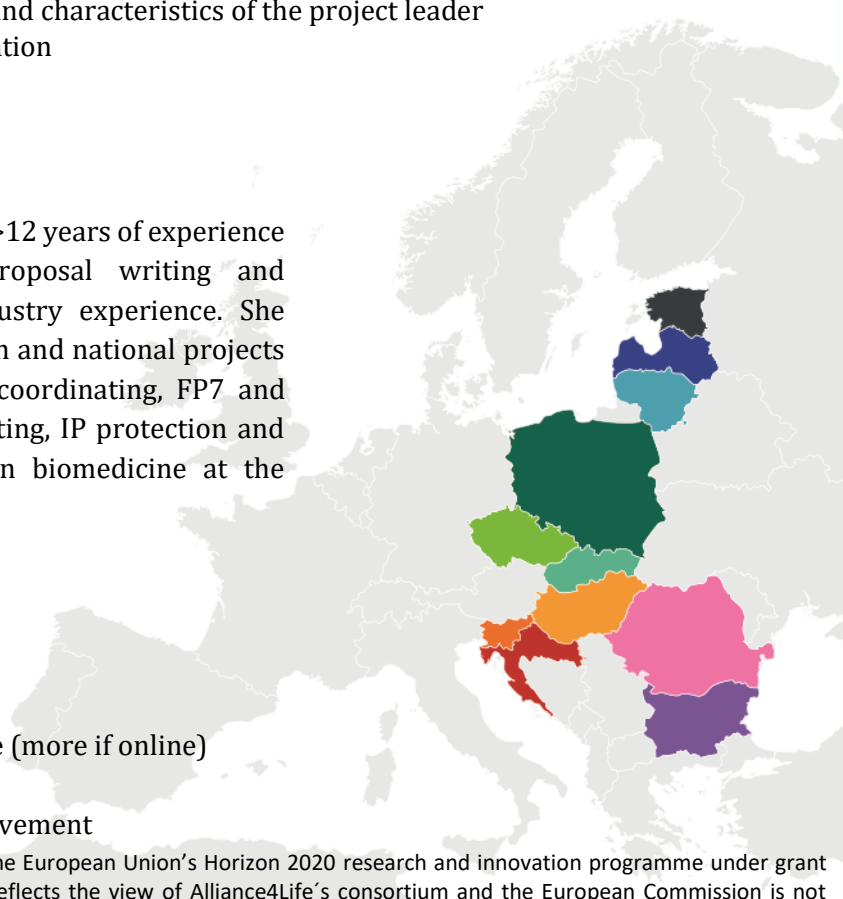
Maximum number of participants: 30 live (more if online)

Course duration: 120 minutes

Mode: presentation with participants' involvement



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TECHNIQUES OF PRESENTATIONS PRACTICAL COURSE

Course instructors: **Karolina H. Czarnecka-Chrebelska, Kinga Zel, MUL**

Target audience: **Research Management Professionals**

Annotation:

Effective communication is essential in the realm of research management and administration, whether addressing stakeholders, presenting project updates, or advocating for funding. While some individuals may find public speaking to be second nature, others may view it as a daunting challenge. While innate talent may play a role, we believe that delivering impactful presentations is a skill that can be honed through training and practice.

While we cannot promise to eliminate all stress or make public speaking effortless, this course aims to equip participants with techniques to structure presentations tailored to specific audiences, foster engagement, effectively showcase research outcomes, and encourage ongoing collaboration. Emphasis will be placed on meticulous preparation of visual aids and understanding audience needs and expectations, enabling participants to seamlessly transition from presenting complex scientific information to delivering persuasive pitches.

Training content / Which skills will you gain:

- Conducting presentations, moderating discussions
- Analysis of the needs / expectations of audience and adjusting the structure and content of the presentation regarding the type of performance: scientific, didactic or pitch-presentation
- Learning the principles of creating and preparing the presentation tailored to the needs of the audience, i.e. adjusting the level of complexity of the lecture to the target group,
- Mastering the techniques of presenting visual data - pictorial presentation of research results
- Developing communication skills

About the trainers:

Karolina H. Czarnecka-Chrebelska is Assistant Professor in Medical University of Lodz. She has >15yrs experience in molecular biology, epigenetics & oncology. PI in scientific and implementation grants, experience evaluator of scientific projects. She is experienced in conducting scientific and pitch presentations workshops, design-thinking, or boosting creativity training.

Kinga Zel is a senior specialist on international projects in Medical University of Lodz. She has >14yrs experience in prepreparation, implementation and reporting of international projects. Many years of experience in presentation of funding opportunities and presentations on and within projects that are implemented at MUL.

Maximum number of participants: 15

Course duration: 2*90 (or 2*135) minutes workshop

Mode: workshops with the active involvement of participants. Preferably on-site, optionally online (TEAMS)



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SCIENCE POLICY AND PRACTICE AT THE INSTITUTIONAL LEVEL

Course instructor: **Nikola Kostlanova**

Target audience: **management of institutions and researchers entering key managerial positions**

Annotation:

A position in the management of scientific institutions is often a logical step in the career of successful scientists. Readiness for this position is usually based on a previous career and experience. However, one cannot rely solely on scientific knowledge nor on that gained through leadership and supervision of a research team. Managing a scientific institution requires specific skills and knowledge, which enable to lead the institution in a modern and sustainable way, with a fair approach to staff, enhancing the visibility and prosperity of the institution, and always ensuring the integrity of the research.

EU or national policies set the formal framework for the institution's functioning. However, the setting of a specific scientific strategy must consider the particular mission of the institution and the fulfillment of long-term objectives. In this workshop, we will present different managerial tools to support the institutional strategy setting and help achieve the planned goals effectively.

Course content:

- Mission, vision, and values of the institution
- Career system
- Assessment of research performance
- Publication strategies
- Grant strategies
- Taking care of employees (training, up-skilling, well-being)
- Taking care of institution (PR, lobbying)
- 3rd role of a research institution

About the trainer

Nikola Kostlanova is Scientific Secretary at CEITEC Masaryk University. For more than ten years, she has held a senior position in the management of CEITEC MU, where she is responsible for formulating strategic measures and developing the institution's support tools. She was a key person in establishing the CEITEC PhD School, formulating the Career System, and the process of internal evaluation of research excellence.

Maximum number of participants: 12

Course duration: 90 minutes

Mode: in person participation with active involvement of the participants

Registration: tbd

Additional details: www.alliance4life.ceitec.cz



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R&I Funding in the EU

Course instructor: **Jakub Zeman, Ladislav Čoček**

Target audience: **RMA's, PhD students and postdocs, junior and senior researcher**

Annotation:

The landscapes of funding for research and innovation are diverse and complex. Professionals in the field of research and innovation (leaders, managers, administrators) need to navigate these landscapes to be able to efficiently raise resources to accomplish the goals and visions of theirs and their organizations. With this course, we will give you a basic understanding of main categories and modalities of R&I funding, what is their purpose and how people and organizations may benefit from them. Our main focus will be towards academic research. We will go in depth on Framework Programmes for R&I of the European Union (currently Horizon Europe), including explanation of how to understand and influence their design. Thus, this course is relevant to participants from all across Europe (and beyond, if interested in European R&I funding systems).

Course content / Which skills will you gain:

- Main principles and classification of R&I funding (national/international; public/private; TRLs; state aid; ...)
- Framework Programmes for R&I of the European Union
- Policy and priorities behind the Framework Programmes
- Programming process – how policies and priorities become work programmes, calls and topics
- Stakeholder involvement and how to benefit from it
- *for RMA's: how to support researchers in designing their funding mix / portfolio*
- *for researchers: analysing topics from Horizon Europe work programmes*

About the trainers

Jakub Zeman is a certified IPMA C project manager working at the Grant Office of MUNI Research Office. He has consulted dozens of MSCA individual projects, and several successful coordinated MSCA projects (H2020/HE). He develops trainings on project writing and provides grant writing consultations. Jakub has a master's degree in psychology from MUNI. He likes to unleash the creative potential of his clients.

Ladislav Čoček is a project manager working for the Grant Office at MUNI Headquarters. He has a master degree in social geography from Charles University and is certified in project management with IPMA level C. He worked as a pre- and post-award manager on EU funded projects (FP7, H2020, European Structural and Investment Funds – ESIF) for a regional development agency, private consultancy, and since 2013 MUNI.

Maximum number of participants: 12

Course duration: 180 minutes

Mode: in person participation with active involvement of the participants

Registration: tbd

Additional details: www.alliance4life.ceitec.cz



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Project Thinking

Course instructor: **Jakub Zeman, Ladislav Čoček**

Target audience: **RMA, PhD students and postdocs, junior and senior researcher**

Annotation:

Methods and tools of project management are integral parts of research projects implementation, and thus must be appropriately applied within the proposal preparation process. Applying project management knowledge helps to a) structure the project and allow better monitoring of its implementation b) knowingly employ instruments preventing issues that could hamper or jeopardize the implementation c) conceive and prepare a smart project design that is not only clear and attractive, but also feasible, efficient, and easy to implement. In this training, we will present the most useful tools of project management that we regularly use as project writers and consultants. We will also introduce those basic project management tools and terminology that you inevitably encounter during the preparation of research project proposals for Horizon Europe. Using them appropriately will help you to design your proposals wisely from the very beginning, and later also to easily implement your successful projects.

Course content / Which skills will you gain:

- The most useful project management tools for project designing
- Project management terminology that you must know for Horizon projects
- Project management and grant writing – what are the important links?
- Structuring project proposal to make it clear and feasible using project management knowledge
- Project design on the background of down-to-earth implementation
- Project management tools need heads and hands – or PM and the real-life experience

About the trainers

Jakub Zeman is a certified IPMA C project manager working at the Grant Office of MUNI Research Office. He has consulted dozens of MSCA individual projects, and several successful coordinated MSCA projects (H2020/HE). He develops trainings on project writing and provides grant writing consultations. Jakub has a master's degree in psychology from MUNI. He likes to unleash the creative potential of his clients.

Ladislav Čoček is a project manager working for the Grant Office at MUNI Headquarters. He has a master degree in social geography from Charles University and is certified in project management with IPMA level C. He worked as a pre- and post-award manager on EU funded projects (FP7, H2020, European Structural and Investment Funds – ESIF) for a regional development agency, private consultancy, and since 2013 MUNI.

Maximum number of participants: 12

Course duration: 180 minutes

Mode: in person participation with active involvement of the participants

Registration: tbd

Additional details: www.alliance4life.ceitec.cz



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Evaluation of R&I project proposals

Course instructor: **Jakub Zeman, Ladislav Čoček**

Target audience: **RMA's, PhD students and postdocs, junior and senior researcher**

Annotation:

Before you start writing a project proposal, you need to know answers to several questions:

What does the funder expect?

What are the evaluation criteria?

How are the proposals evaluated?

Who evaluates the proposals?

And what do reviewers really want, after all? The emotions that go with the decision-making, and how you can make them work for you, not against you.

This course will help you understand what is hidden behind these questions, will give you understanding of what answers you should seek and why they are important. We will demonstrate how you should approach such preliminary analyses on well-used European funding schemes – Clusters, MSCA-PF, ERC, and EIC.

Course content / Which skills will you gain:

- Reading the call documentation and understanding feasibility criteria
- Evaluation criteria in general and in European Projects – Excellence, Impact, Implementation
- Methods and modalities of evaluation – peer review, panels, individual reports, scoring and ranking
- Getting in evaluators' minds, and how to make them (un)happy

About the trainers

Jakub Zeman is a certified IPMA C project manager working at the Grant Office of MUNI Research Office. He has consulted dozens of MSCA individual projects, and several successful coordinated MSCA projects (H2020/HE). He develops trainings on project writing and provides grant writing consultations. Jakub has a master's degree in psychology from MUNI. He likes to unleash the creative potential of his clients.

Ladislav Čoček is a project manager working for the Grant Office at MUNI Headquarters. He has a master degree in social geography from Charles University and is certified in project management with IPMA level C. He worked as a pre- and post-award manager on EU funded projects (FP7, H2020, European Structural and Investment Funds – ESIF) for a regional development agency, private consultancy, and since 2013 MUNI.

Maximum number of participants: 12

Course duration: 180 minutes

Mode: in person participation with active involvement of the participants

Registration: tbd

Additional details: www.alliance4life.ceitec.cz



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BIBLIOMETRICS IN A RESEARCH EVALUATION

Course instructor: **Monika Sieberová, Michal Petr**

Target audience: **research managers, librarians, PhD students and postdocs**

Annotation:

Scientific publishing is a world full of ideas, new challenges and opportunities. It is not always easy to know your way around such a highly competitive environment. Those who can analyze the environment and find useful information therein have an advantage. Research evaluation and bibliometrics as a supporting tool thereof provide information for the strategic planning at the different organizational levels of the institution, but also evidence for individuals' publication strategies. Recognizing that bibliometrics can tempt to uncontrolled algorithmizing, we will highlight the importance of adequate training, respect for disciplines' diversity and the usage of common sense. Within the frame of research evaluation, especially when it influences the budget for research, hiring and individual careers, the usage of bibliometrics opens up an issue of responsibility. Let's take a look at basic concepts of bibliometrics, discuss best practices, and reveal how bibliometrics in the form of dedicated service can both inform evaluation processes and support individual scientists in the research promotion game. We will deliver examples of typical workflows in using bibliographic databases (e.g. Web of Science) for analytical purposes and for individual benefit.

Course content / Which skills will you gain:

- Introduction to research evaluation and bibliometrics
- Finding information in major bibliographic databases
- Basic metrics and how to use them in practice properly
- Introducing expert bibliometric services

About the trainers

Michal Petr and Monika Sieberová both work at the Centre for Scientometric Support and Evaluation at Masaryk University.

Monika is an expert in research evaluation and bibliometrics, focusing on its use in research management, analyzing research trends, collaboration, and publication strategies.

Michal is the head of the Centre. His background is in archaeology and history, but his recent professional interests include bibliometrics, research evaluation and scholarly publishing patterns with a special focus on social sciences and humanities. He enjoys disentangling publication behaviours of disciplines.

Maximum number of participants: 20 (for workshop)

Course duration: 60 minutes lecture + 90 minutes workshop

Mode: in person or online participation with active involvement of the participants

Registration: tbd

Additional details: www.alliance4life.ceitec.cz



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Budgeting R&I projects

Course instructor: **Jakub Zeman, Ladislav Čoček**

Target audience: **RMA's, PhD students and postdocs, junior and senior researcher**

Annotation:

Behind every R&I funding proposal, there is a need for resources – people, consumables, services, infrastructures. Ultimately, these need in most cases be expressed financially. Here, we will show you how budgets work in selected types of projects, will give you an understanding of how to calculate the usual resources, will share tips on what not to forget about and what are the usual mistakes. Finally, budgets can get interesting if you need to balance the financing needs and ambitions in a consortium. We will discuss practical ways how to approach the negotiations from the position of coordinator and achieve a well-designed budget without the partnership breaking down.

Course content / Which skills will you gain:

- Financing modalities – reimbursement of real costs, unit costs, lump sums
- Types of costs – personnel, purchase costs, subcontracting, equipment and infrastructure
- Risks and reserves
- Negotiating a budget

About the trainer

Jakub Zeman is a certified IPMA C project manager working at the Grant Office of MUNI Research Office. He has consulted dozens of MSCA individual projects, and several successful coordinated MSCA projects (H2020/HE). He develops trainings on project writing and provides grant writing consultations. Jakub has a master's degree in psychology from MUNI. He likes to unleash the creative potential of his clients.

Ladislav Čoček is a project manager working for the Grant Office at MUNI Headquarters. He has a master degree in social geography from Charles University and is certified in project management with IPMA level C. He worked as a pre- and post-award manager on EU funded projects (FP7, H2020, European Structural and Investment Funds – ESIF) for a regional development agency, private consultancy, and since 2013 MUNI.

Maximum number of participants: 12

Course duration: 180 minutes

Mode: in person participation with active involvement of the participants

Registration: tbd

Additional details: www.alliance4life.ceitec.cz



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GRANT WRITING

Course instructor: **Jakub Zeman, Ladislav Čoček**

Target audience: **RMA's, PhD students and postdocs, junior and senior researcher**

Annotation:

Your grant proposal's text necessarily interacts with reviewers who evaluate it and decide on its funding. Thus, you need to be aware of qualities that reviewers really want to see in your text. To deliver an excellent text you need to be equipped with specific knowledge, experience, and grant writing skills that you can and should continuously develop. Specifically, you need to understand the goals of the Programme you apply to, and to clearly and effectively present your innovative goals in a succinct, credible, and attractive way. The goal of this course is to present specific approaches to grant thinking and development, offer useful and required project management tools and terminology employed in specific proposal sections, and share effective tips and examples of how to deliver ideas and information clearly and effectively. You will find out how to take off and prepare an intriguing and clear concept. We will explain the grant writing tips on the framework of Horizon Europe, but the principles we will share are applicable to most kinds of funding proposals.

Course content / Which skills will you gain:

- Grant writing style – basic tips
- Usual structure of Horizon Europe proposals – Excellence, Impact, Implementation
- Formulation of objectives, project concept and methodology
- Scientific and socioeconomic impacts
- Communication, dissemination and exploitation of a project
- Project plan and implementation

About the trainer

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Grantsmanship: the art of persuasion that pays

Lecturer: **Jonas Bunikis, MD PhD**

Target audience: **PhD students, postdocs & mentors, RMAs**

Lecture summary: A successful application for a research grant is not only a technical document, but also a piece by which the author dispels the evaluators' doubts more effectively than the competitors. It weaves scientific matter into a persuasive narrative — a promise to extend knowledge. A convincing promise builds on existing understanding and the researcher's insight and record of achievement, the cognitive value of the expected findings being determined by the combination of scientific strategies — hypothesis and exploration — in the research idea. The effectiveness of these strategies is reinforced by the thoughtful balancing between extremes: safe incremental progress versus pursuit of a risky breakthrough, narrow thoroughness versus broad reach, methodological conservatism versus innovation. This lecture will discuss the formula for a successful grant application, in which, in addition to the above variables, there is one constant: professionalism nurtured by practice and patience.

About the lecturer

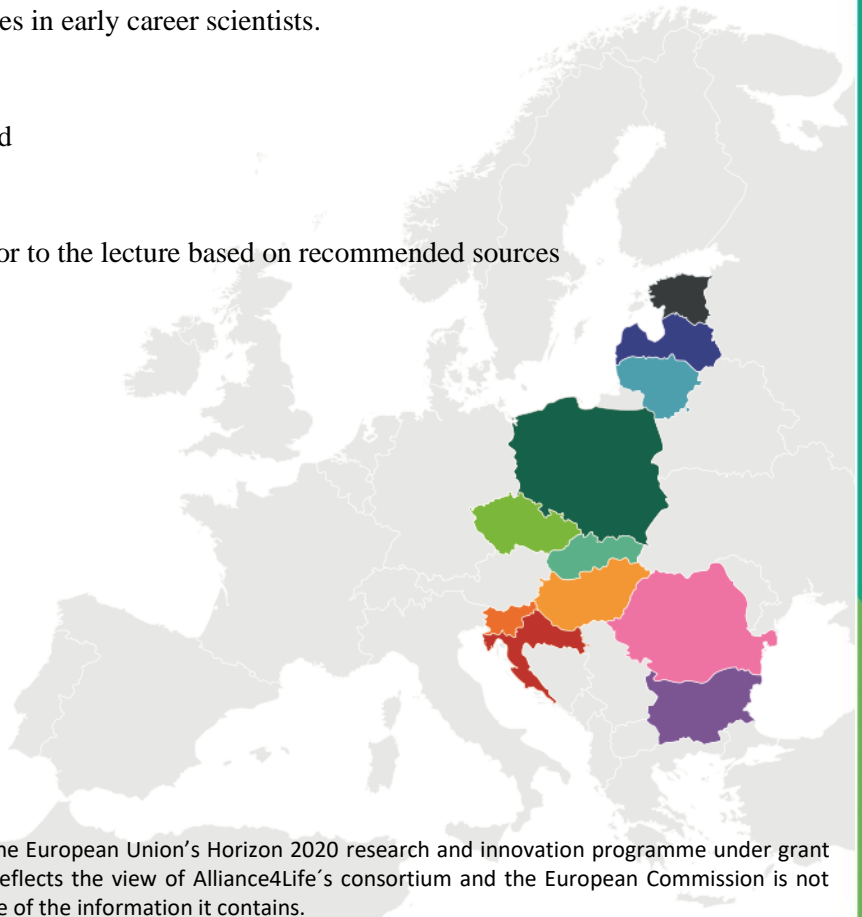
Jonas Bunikis has a degree in medicine and a PhD in medical microbiology. His past research at Umeå University, Sweden and the University of California Irvine, USA spanned the molecular biology and ecology of tick-borne infections. He is currently a Research Programme Officer in Life Sciences at the European Research Council, a prestigious European funder of frontier research (<https://erc.europa.eu>). He has nearly two decades of experience in managing research projects. His efforts in reaching out to the scientific community focus on fostering general research competences in early career scientists.

Maximum number of participants: unlimited

Lecture & discussion: 2 hours

Mode: remote or in person participation

Reading material: participant preparation prior to the lecture based on recommended sources



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INTELLECTUAL PROPERTY HANDLING AND TECHNOLOGY TRANSFER – CHALLENGES AND PECULIARITIES

Course instructor: **Zsolt Kohus**

Target audience: **RMA**s, **PhD students** and **postdocs**, **junior and senior researchers**, **TTO** and **KT experts**

Annotation:

When you obtain an invention disclosure form from your researchers, a journey starts. Before an Intellectual Property application process at the given IP office, there are several questions and challenges a TTO manages to solve. Regarding an IP application, the most crucial thing is to identify the novelty and inventive step of an invention. However, as research is becoming more international and collaborative, this is also reflected in the number and affiliation of inventors. The clarification of inventorship, ownership share or the form of invention (service invention or not) are as crucial questions as the invention itself. Intellectual property is a creative process, and the lack of industry understanding about the invention can threaten the commercialization. An invention can be new and based on an inventive step, but without the interest of commercial partners, a research facility has to be fit to make a decision about the future of the intellectual property and intellectual property rights. Within this course, we will discuss these possibilities and demonstrate how we can deal with unprecedented and sensitive situations.

Course content / Which skills will you gain:

- Invention disclosure analysis, the use of appropriate databases (wipo, lens.org)
- Evaluation criteria, novelty report, when to “leave” the project
- How to negotiate with inventors and holders of economic rights
- The importance of IP handling strategy – regional phase, EU/PCT phase, national phase: when and how? When must commercial partners come?

About the lecturer

Zsolt Kohus is the head of the Technology Transfer Department at the Semmelweis University. Zsolt holds a PhD in neuroscience; however, his new research focuses on the university-industry relations, technology transfer and the relationship of research output and university ranking.

Maximum number of participants: 12

Course duration: 90 minutes

Mode: In person, lectures with case studies

Registration: tbd

Additional details: www.alliance4life.ceitec.cz



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TIME MANAGEMENT & “THINKING SMART”

Course instructor: **Alexander Schulze Wenning, Semmelweis University**

Target audience: **administrative people**

Annotation:

Time Management & Smart Thinking: Elevate Your Efficiency and Creativity

Unlock the secrets to managing your time effectively and thinking outside the box with our Soft Skills Course. This program isn't just about organizing your day; it's about prioritizing what truly matters and achieving your goals with efficiency and less stress. Learn to streamline your tasks and find the perfect balance between your professional and personal life.

Smart thinking goes hand in hand with time management, empowering you to solve problems creatively and make insightful decisions. Through practical exercises, it will help you sharpen your ability to see beyond the obvious and discover innovative solutions to everyday challenges.

Course content / Which skills will you gain:

- Different time management strategies and traps
- Recognizing harmful patterns of thinking
- Cultivating positive types of thinking

About the trainer:

Alexander Schulze Wenning is a Medical and dental Doctor currently in his 3rd PhD year.

Beyond his medical and dental expertise, Alexander serves as the Coordinator for the 2nd and 3rd year PhD courses, where he's embraced the chance to both explore and impart valuable soft skills like Time Management and Smart Thinking. His experience has shaped a grounded approach to these essential skills, blending practical application with theoretical knowledge.

Maximum number of participants: 20 people

Course duration: 3 hours with a 30 minutes coffee-break

Mode: Lecture, workshop and discussion



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