



Network of Universities
from the Capitals of Europe



9th UNICA EU Research Liaison Officers Meeting:

Clearing the Horizon

Université Pierre & Marie Curie, 20-21 November 2014

Session I: Strategies and Organization of University European Research Offices

The CASE of NOVA

João SÀÁGUA, Vice-Rector, Universidade NOVA de Lisboa



Universidade NOVA de Lisboa

NOVA Governance System

- **Rector elected by the University**
- **Deans elected by their Faculties**
- **Scientific Councils of each School: ‘last word’ scientific strategy**
- **College of Deans (Rector + Vice-Rectors + Deans): budget, strategic decisions, general management decisions**
- **All in all: more a bottom up than top down system, that works very well, given the nature of the different Schools**
- **HORIZON 2020 is ‘decentralized’ at NOVA, but CAN be partially centralized if the Rector finds it necessary**

NOVA Governance System

- **Each School has a Research Office: spots research opportunities, contacts the relevant R&D units of the school, and provides expert aid to the teams that are submitting proposals (2 to 4 persons per office)**
- **The ‘central’ Research Office , at NOVA Rectory, has a different job description (4 persons coordinated by one Vice-Rector + some important tasks outsourced)**

1. CAPACITATION 1: CAREER DEVELOPMENT OF RESEARCH STAFF

2. CAPACITATION 2: NOVA DOCTORAL SCHOOL

3. INSTITUCIONAL LEVEL RESEARCH PROJECTS

H2020: SPREADING EXCELLENCE AND WIDENING PARTICIPATION

4. RESEARCH INFORMATION MANAGEMENT 1:

CONVERIS: CURRENT RESEARCH INFORMATION SYSTEM (CRIS)

5. RESEARCH INFORMATION MANAGEMENT 2: LEIDEN REPORT AND RANKINGS

UNIVERSIDADE NOVA DE LISBOA

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Career development of research staff

1. CAPACITATION 1



Capacitation action objectives

AIMS:

- **Capacitate research staff with better competences for writing successful grant proposals**
- **Increase the staff motivation and grant writing confidence**
- **Increase the number of grant proposals submitted to national and international calls**
- **Improve the quality of the grant proposals and increase the success rate in the results**

Capacitation action in 2014

Stage 1

Grant writing course with an international expert

Stage 2

Coaching 1:1 for the 2nd stage evaluation of ERC grants

Financial commitment from Rectory and Individual Schools

Stage 1: *Grant writing course*

23 participants from 7 schools:

- 17 submitted proposals
- 14 participants submitted grant proposals
- 8 proposals to ERC grants
- 5 selected for the 2nd stage of evaluation

(preparing new edition for 2015)

Stage 2: *ERC Coaching 1:1*

- 3 Researchers for Starting Grants
- 2 Researcher for Consolidator Grants
- 3 Different schools



- Distance on-line support
- Face to face coaching
- Distance on-line support





<http://www.unl.pt/en/doctoral-school/>

2. CAPACITATION 2: NOVA DOCTORAL SCHOOL

Why and what for

“Tomorrow is not what it used to be”

Paul Valery

- ✓ **Networking**
- ✓ **Non-linear thinking**
- ✓ **Encourage curiosity and risk taking**

Governance and Quality Assurance

Graduate School Committee

With the assistance of a Committee of PhD Students

- ✓ Training Courses Approval & Review
- ✓ Quality Assurance Instruments
- ✓ Code of Good Practice for Supervisors & Students

Activities of the Doctoral School

Transferable Skills Training Courses for PhD Students

(Started January 2013; more than 40 editions)

Supervisors Training Programme / Academic Staff Development

(Started in June 2014; 2nd edition next week)

Non-academic Staff Development Project

Special Events:

- . Thematic Seminars**
- . Conferences**

Transferable Skills Training

“Chance favours the prepared minds” – Louis Pasteur

Transferable Skills Training

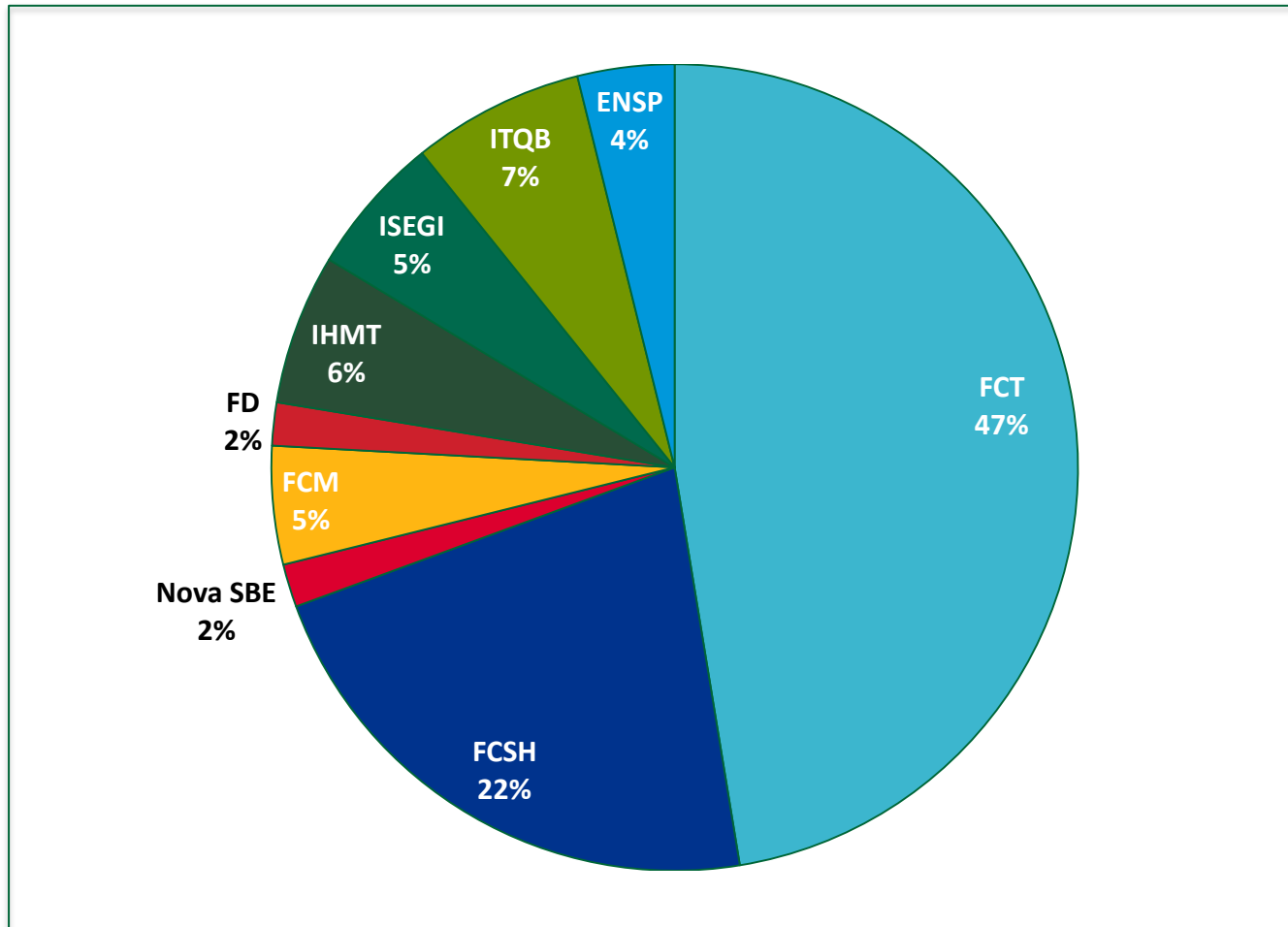
- **Voluntary**
- **Free of charge**
- **Registration is required** (*with accordance of the supervisor(s)*)
- **In English** (*courses will be also organized in Portuguese when necessary*)
- **Students are evaluated**
- **ECTS are accounted for, in the PhD programme or in the Supplement to the Diploma**

Classes integrate students with diverse scientific background

Classes take place in the various campi of NOVA

Transferable Skills Training - 2013

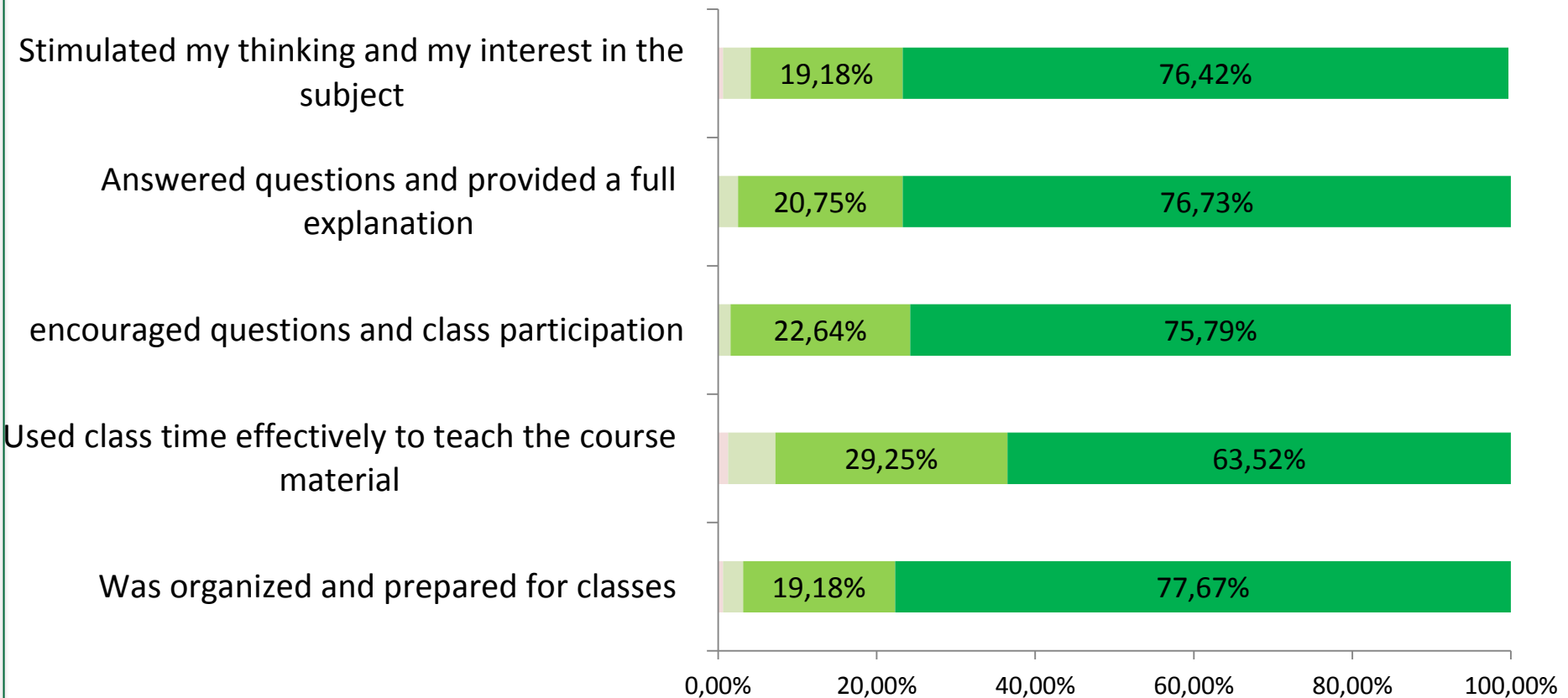
- Research Skills Development Course, **in collaboration with Imperial College London** (*for 1st year students*)
- Information Literacy
- Science Communication
- Research Ethics
- Intellectual Property
- Entrepreneurship and Innovation



In 2013: 327 students from all Schools of NOVA were involved

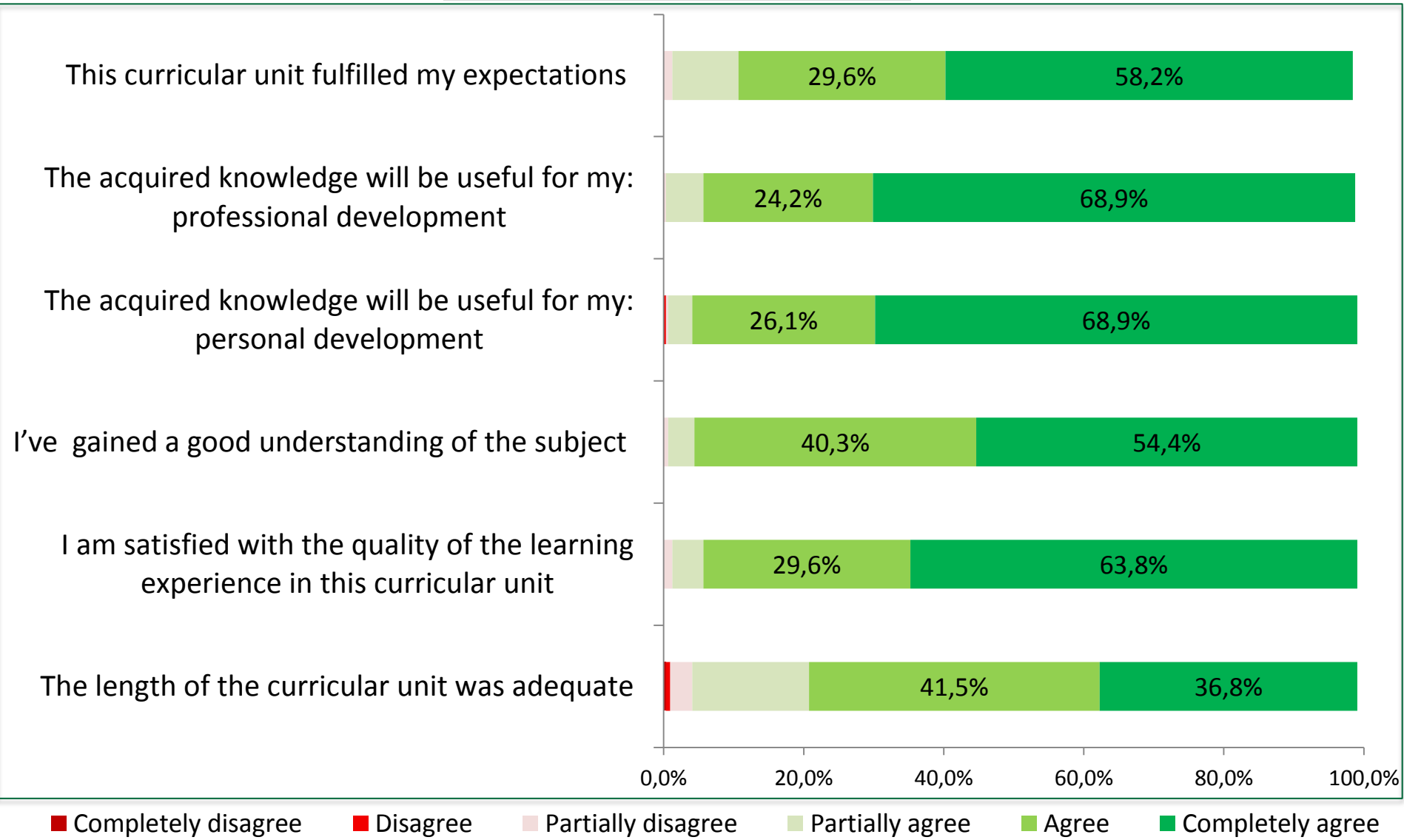
From March 2013 to June 2014: 622 students from NOVA

Students Evaluation: The Teaching Staff



■ Completely disagree ■ Disagree ■ Partially disagree ■ Partially agree ■ Agree ■ Completely agree

Students Evaluation





H2020:

Spreading Excellence and Widening Participation

3. INSTITUTIONAL LEVEL RESEARCH PROJECTS

H2020: Teaming for Excellence

Creation of new (or significant upgrade of existing) Centres of Excellence in low performing Member States and regions

The Partners - 2 parties in each Teaming project:

1) the participant organization (COORDINATOR) from a low performing Member State (for example a research agency at national or regional level, or a regional authority);

2) an institution of research and innovation excellence (public or private) or a consortium of such institutions (from all EU28 or AC);

Teaming: 2 stages

Stage 1: Funding for the development of a Business Plan for the new/upgraded Centre of Excellence facilitated by a teaming process with a leading counterpart in Europe.

Proposals (Stage 1) :

Need to demonstrate the long-term science and innovation strategy of the future Centre based on a SWOT analysis.

Teaming: 2 stages

Stage 2: Subject to the quality of the Business Plan, and a commitment of the Member State (e.g. support via Cohesion Policy Funds), the Commission may provide further substantial financial support for the first steps of implementation of the Centre.

Proposals (Stage 2) :

Business Plan (Stage 1 deliverable) with robust financial commitments (from national/ESIF funds).

Teaming: important information

Total Budget for Teaming in H2020: ~ € 270 M

Stage 1 – Call 2014 :

Business Plan for a Centre of Excellence (CoE)

- Budget: € 11.85M
- Call deadline: 17 September 2014
- Project Size: €200.000 - €500.000 per proposal
- Project Duration: 12 months
- Deliverable: Business Plan of the CoE

Stage 2 – 2016 :

Start-up/Implementation of the CoE

- Budget: ~ € 80-90 M
- Project Size: €15-20M
- Project Duration: ~ 5 years
- Funding for: Substantial support for the start up & implementation phase of the CoE (salaries, other operational and administrative costs, small equipment)
- Implementation: Specific Grant Agreement established under a Framework Partnership Agreement (Coordination and Support Action)

PORTUGAL / NOVA

Our country via Portuguese FCT submitted 3 TEAM proposals: CLEAN ENERGY; MARITIME RESEARCH AND BUSINESS; AGRICULTURE.

NOVA is a partner in each of these 3 proposals.

NOVA participation was centralized by the Rectory

The background image shows a multi-story building with a prominent rooftop terrace. The terrace is enclosed by a glass railing and has a decorative metal balustrade. Several people are standing on the terrace, looking out over the city. The building has a modern architectural style with large windows and a flat roof. The surrounding area includes other buildings and a clear sky.

4. RESEARCH INFORMATION MANAGEMENT 1: CONVERIS, CURRENT RESEARCH INFORMATION SYSTEM (CRIS)

CONVERIS

Universidade NOVA de Lisboa uses the CONVERIS software (*Thomson Reuters*) in order to monitor the research output of its 9 academic units, by centralizing the data at the Rectory Research Support Office.

The data is inserted in the system by individual researchers or at department level. Each academic unit can manage its data independently.

The data follows a workflow of validation in 3 levels:

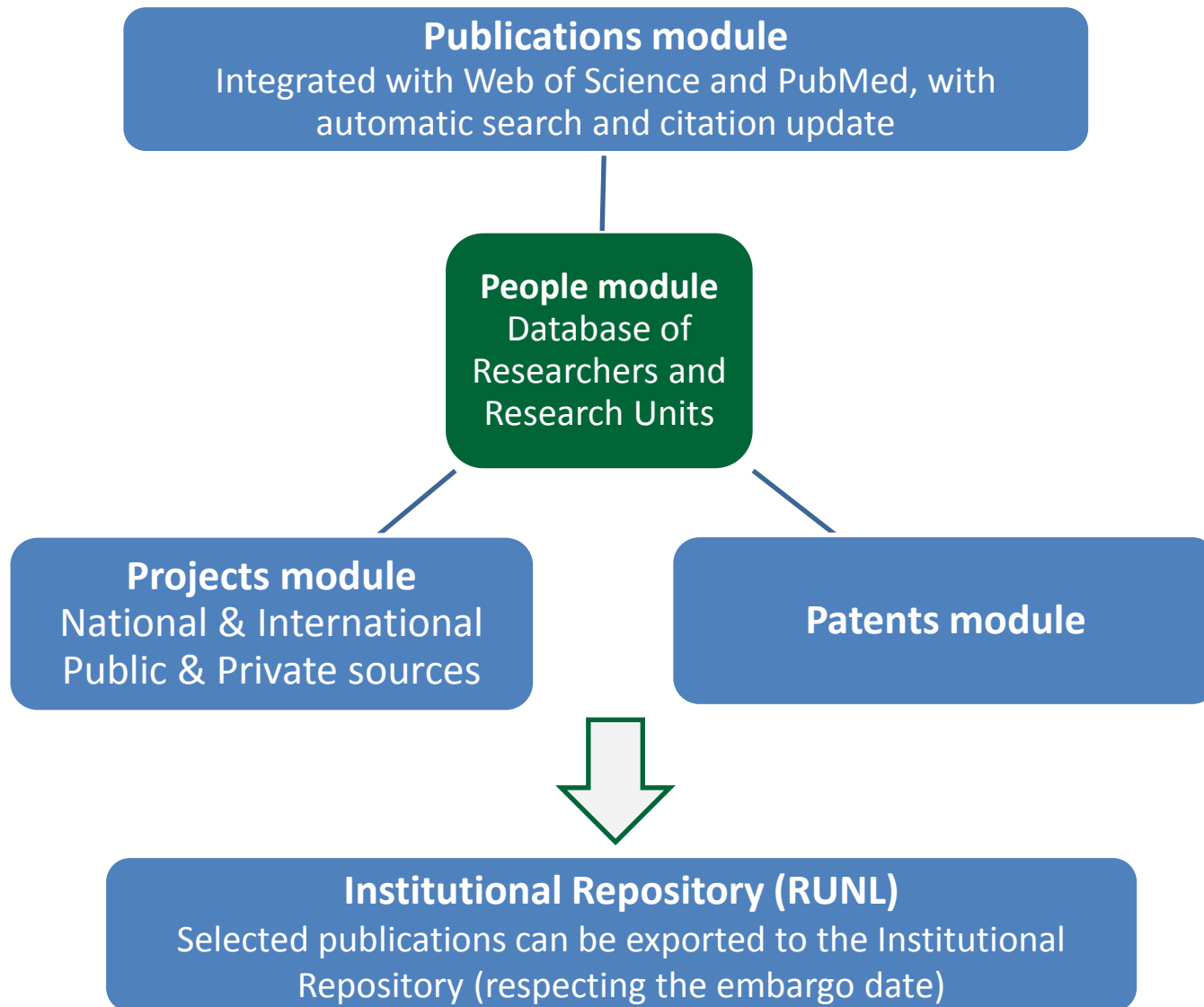
Level 1: department validator

Level 2: library validator

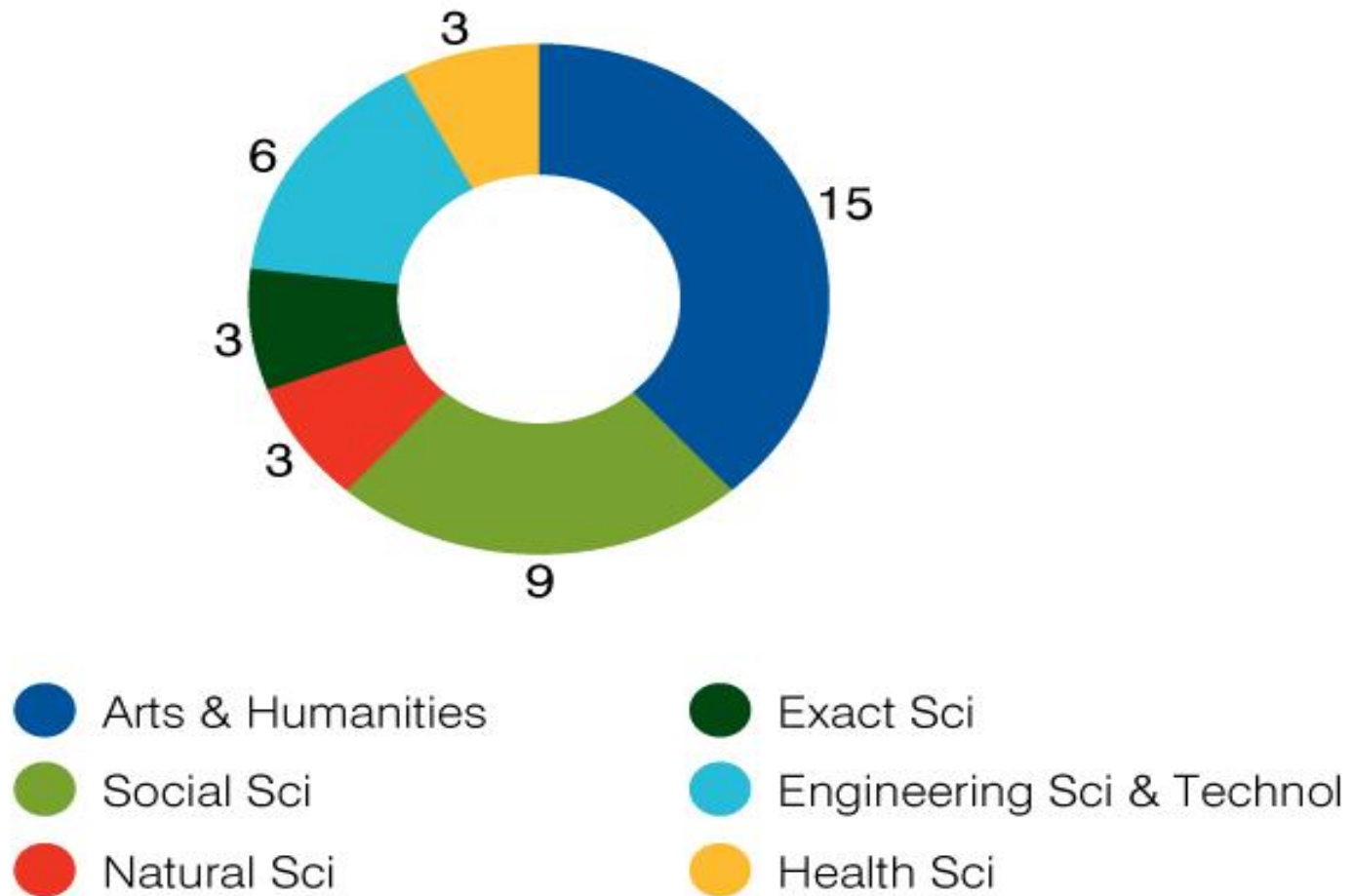
Level 3: central administrator (Rectorate)

Validated publications can then be flagged and exported to the Institutional Repository (RUNL).

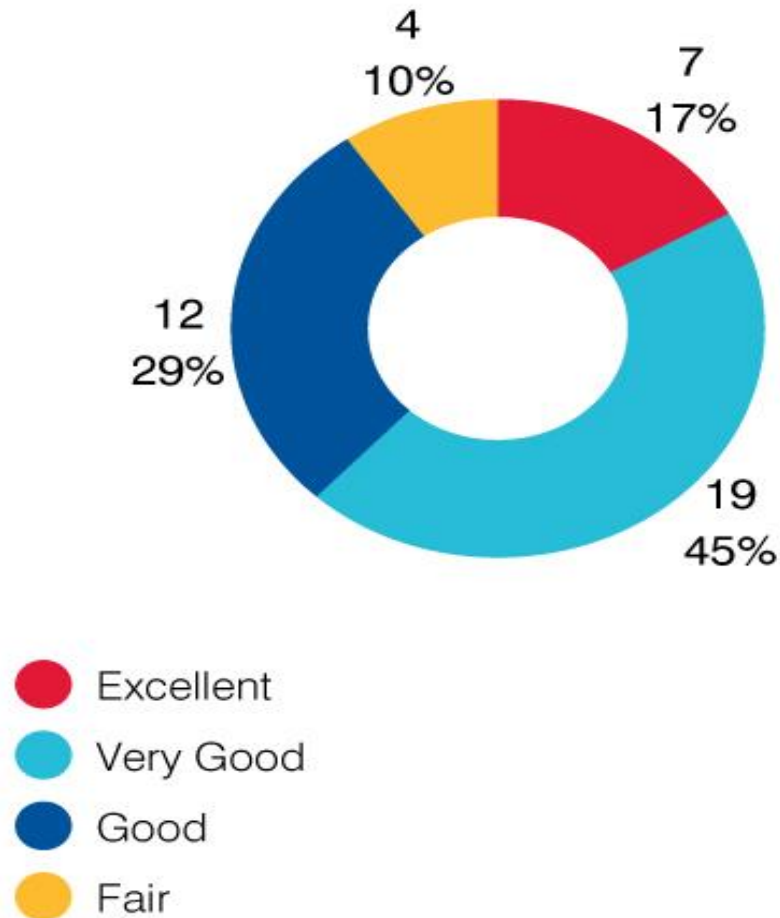
CONVERIS – CRIS Cycle



Areas of R&D Units



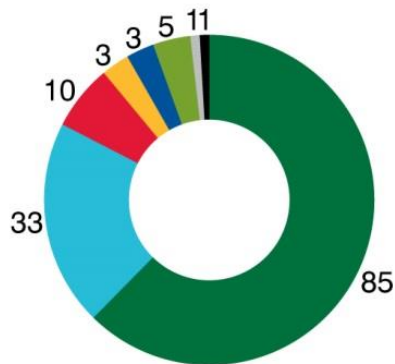
Evaluation of R&D Units



European Funding

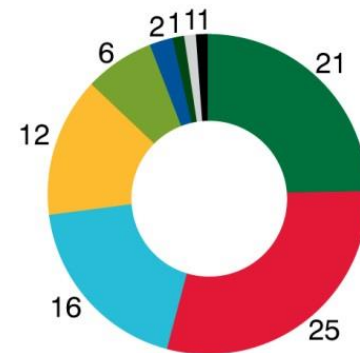
141 projects funded by the EU 7th Framework Programme (up to 2013)

NOVA IN THE 7TH FRAMEWORK PROGRAMME 2007-2013



- Cooperation
- People
- Research for SME's
- Infrastructures
- Science in Society
- Ideas (European Research Council)
- Innovative Medicines Initiative
- INCO

PROJECTS IN THE COOPERATION PROGRAMME 2007-2013



- Food, Agriculture & Fisheries, and Biotechnol (KBBE)
- ICT
- Health
- NMP
- Environment
- Energy
- Space
- Transport
- Social Sci & Humanities

5. RESEARCH INFORMATION MANAGEMENT 2: LEIDEN STUDY AND RANKINGS (STUDY IN PARTNERSHIP WITH THE CENTRE FOR SCIENCE AND TECHNOLOGY STUDIES – LEIDEN UNIVERSITY)

Leiden Study

NOVA collaborates with CWTS – Leiden in organizing a regular bibliometric study (currently in its 4th edition), centrally coordinated by the Research Support Office.

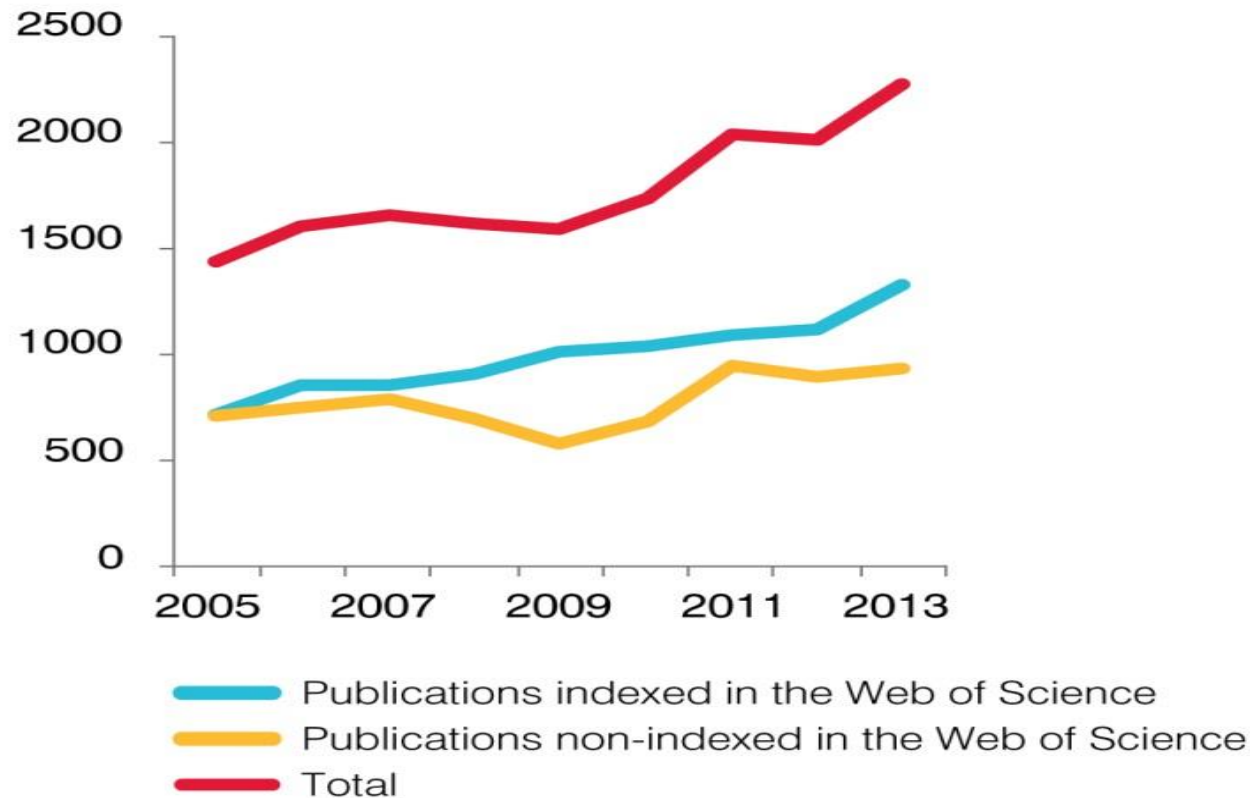
The 2014 edition focuses on publications from the period 2006-2012 and has shown the following results:

- ✓ **5565 publications** were used in the analysis, which is an **increase of 20% in output** with respect to the previous report;

Leiden Study

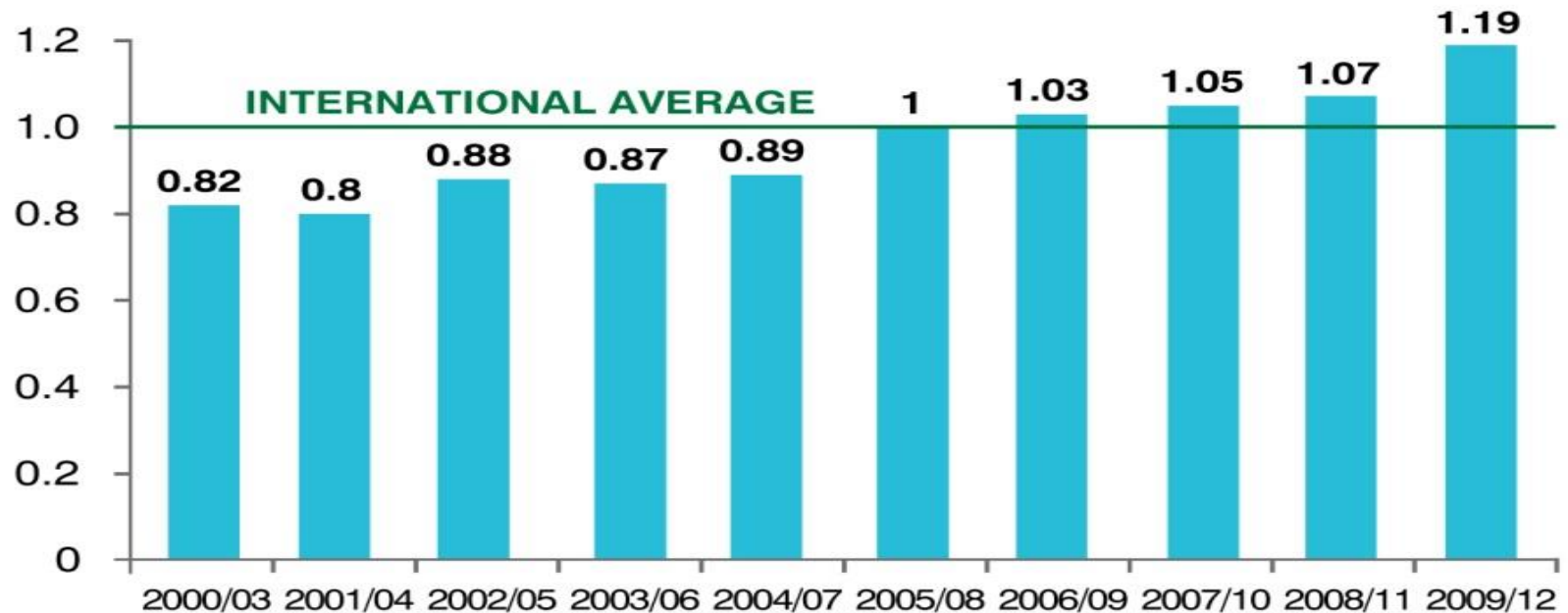
- ✓ the **Mean Normalized Citation Score (MNCS)** value for the whole period is **1.15**, which means that NOVA performs above (15%) world average. This is a significant rise in comparison to the previous report which presented an MNCS of 1.02;
- ✓ in terms of the **PPtop 10% indicator**, the results reveal that NOVA's publications keep up with the world level in the top 10% of most highly cited papers.

Publications



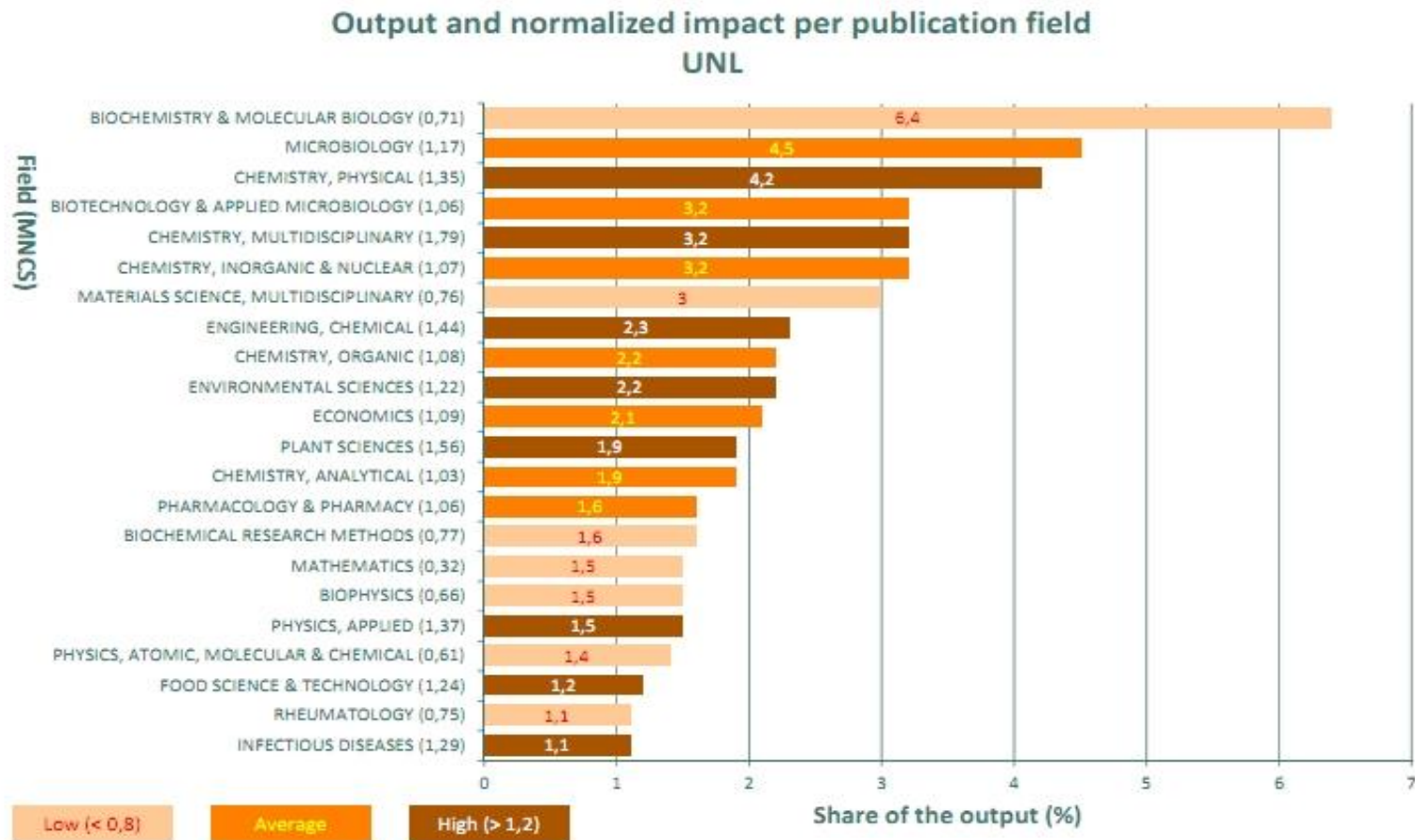
¹² Publications non-indexed to WoS include: international peer-reviewed articles and conference proceedings, books, book chapters, book reviews or editorials, edition of issues of journals

Normalized Impact (Web of Science Publications)

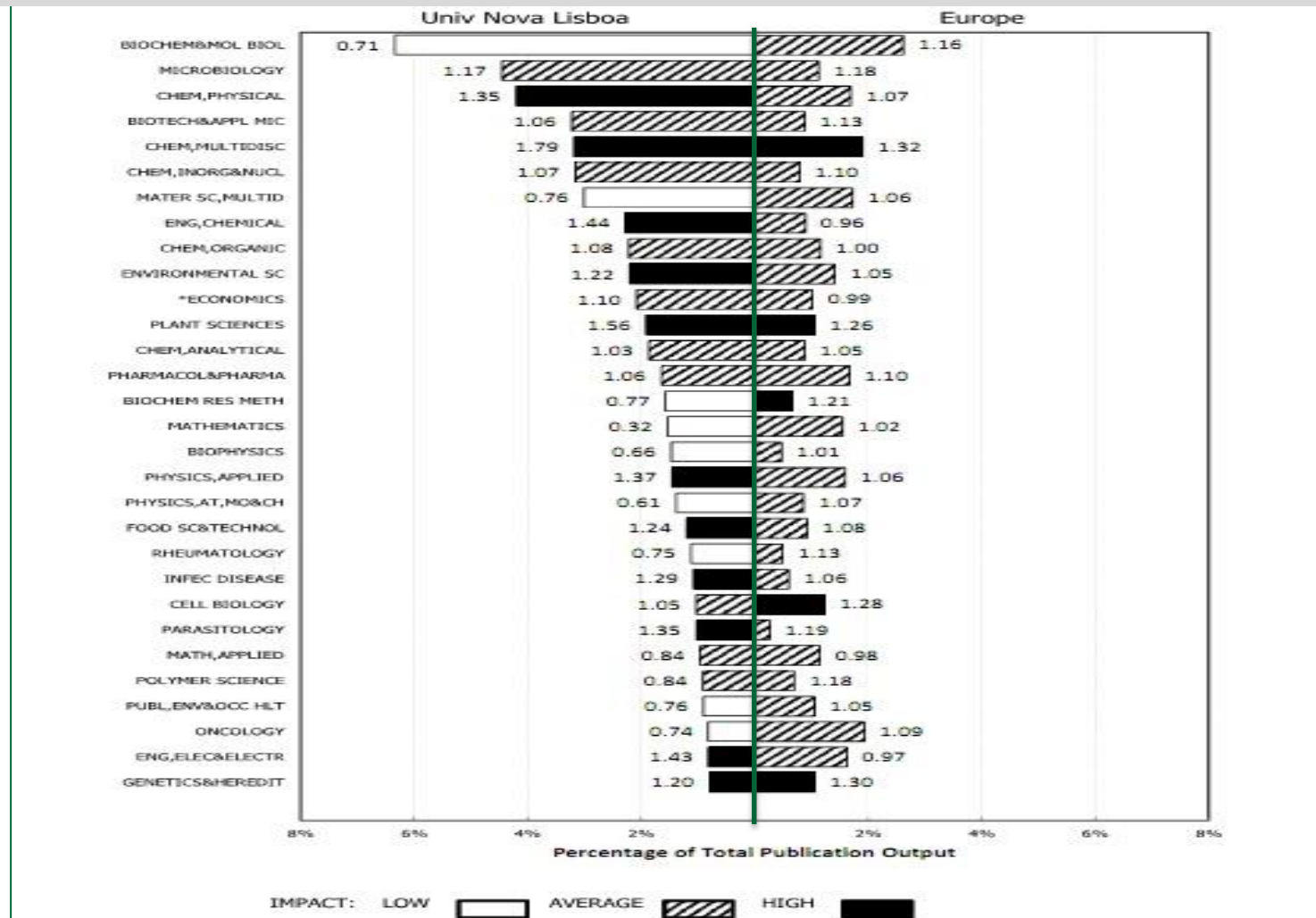


¹⁴ Indicator that compares the average number of citations excluding self-citations with the international reference value. It is a normalized indicator that corrects for differences in "citation habits" among scientific areas. Source: CWTS, Leiden University

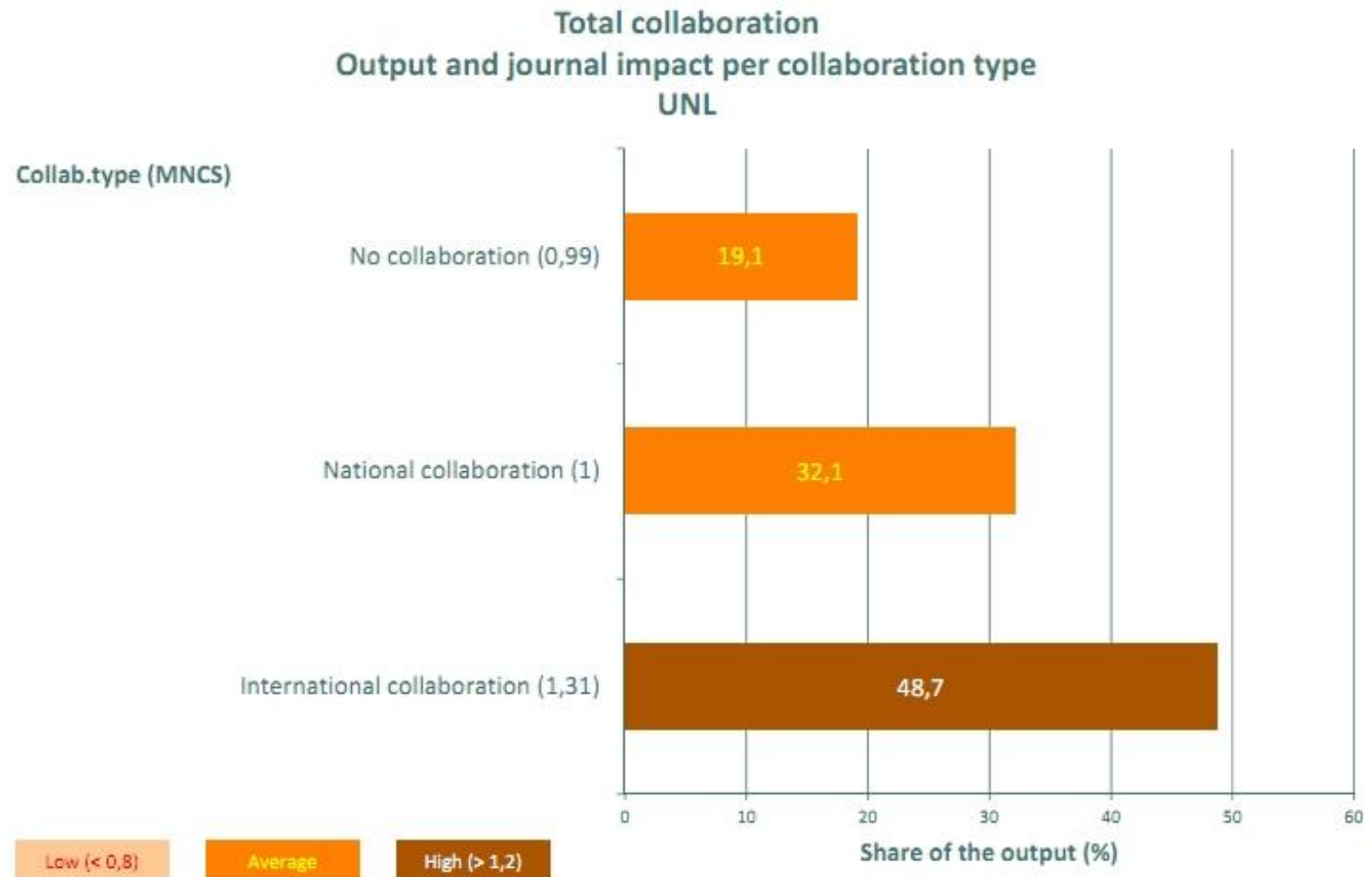
Publication impact per field (a fair sample)



Impact per field Comparison chart with Europe (2006 – 2012/2013)



Collaboration



International Rankings



NOVA ranked **312**
in the 2014 QS World University Rankings

2nd position at national level



NOVA ranked **36**
in the 2014 QS Top 50 Universities under 50 years



NOVA was positioned in the **400-450** bracket of
the 2014 Times Higher Education Ranking

Thank You!



Universidade NOVA de Lisboa

