

PERFORMANCE INDICATORS AND IMPACT ASSESSMENT

OF A PROFESSIONAL GRANTS AND INNOVATION OFFICE

Ludde Edgren, PhD
Head of Grants and Innovation Office
University of Gothenburg, SWEDEN

DARMA
Copenhagen June 3 2014

GRANTS AND INNOVATION OFFICE

AT THE UNIVERSITY OF GOTHENBURG



EXPANDING A GRANTS OFFICE



INNOVATION OFFICE



IMPACT ASSESSMENT





The University of Gothenburg

- One of the largest in Northern Europe
- One of the most popular in Sweden with the highest number of applicants to many programmes and courses
- 38 900 students (27 411 full-time equivalents)
- 5 700 employees, of whom
- 2 628 are teachers/researchers and doctoral students
- The 40 departments and centres of expertise and research conduct research and education within most academic areas.





Facts & figures (2012)

Total income 620 M€

External research funds 155 M€

- Swedish research council 45 M€
- Other gov. 45 M€
- Other swedish 49 M€
- EU 11 M€
- Other foreign 5 M€



University of Gothenburg

- 39 000 students
- 5 700 employees
- 483 professors

Total income

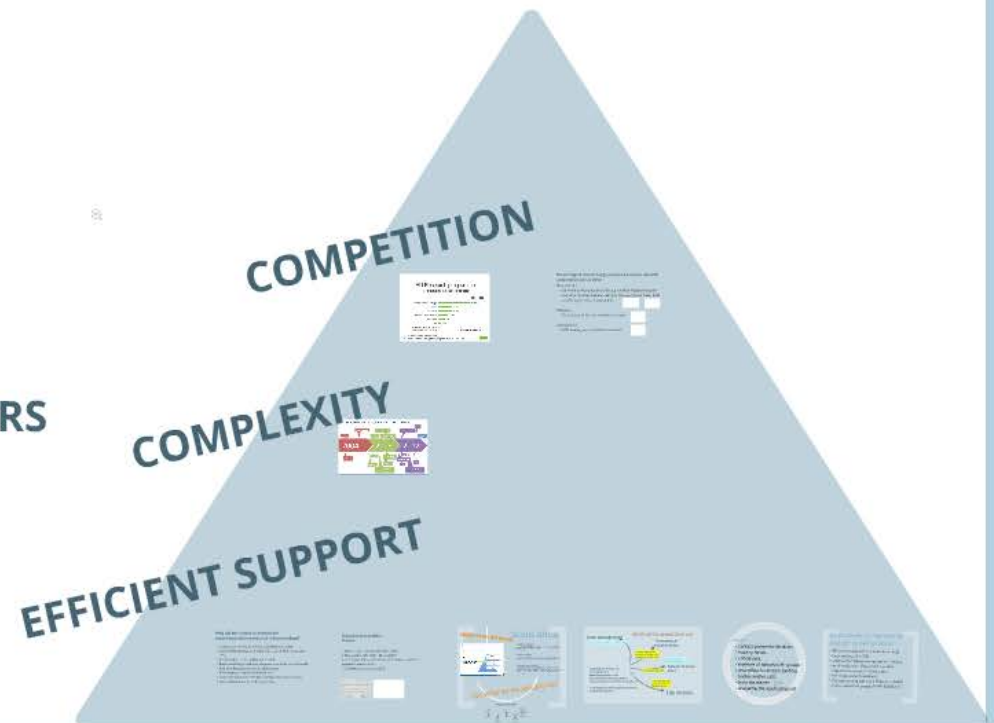
- 850 m\$

Faculty areas

- Pharmacy, Medicine, Odontology and Health Care Sciences
- Natural Sciences
- Arts and Humanities
- Fine, Applied and Performing Arts
- Social Sciences
- Business, Economics and Law
- Education
- Information Technology
- The Board of Teacher Education

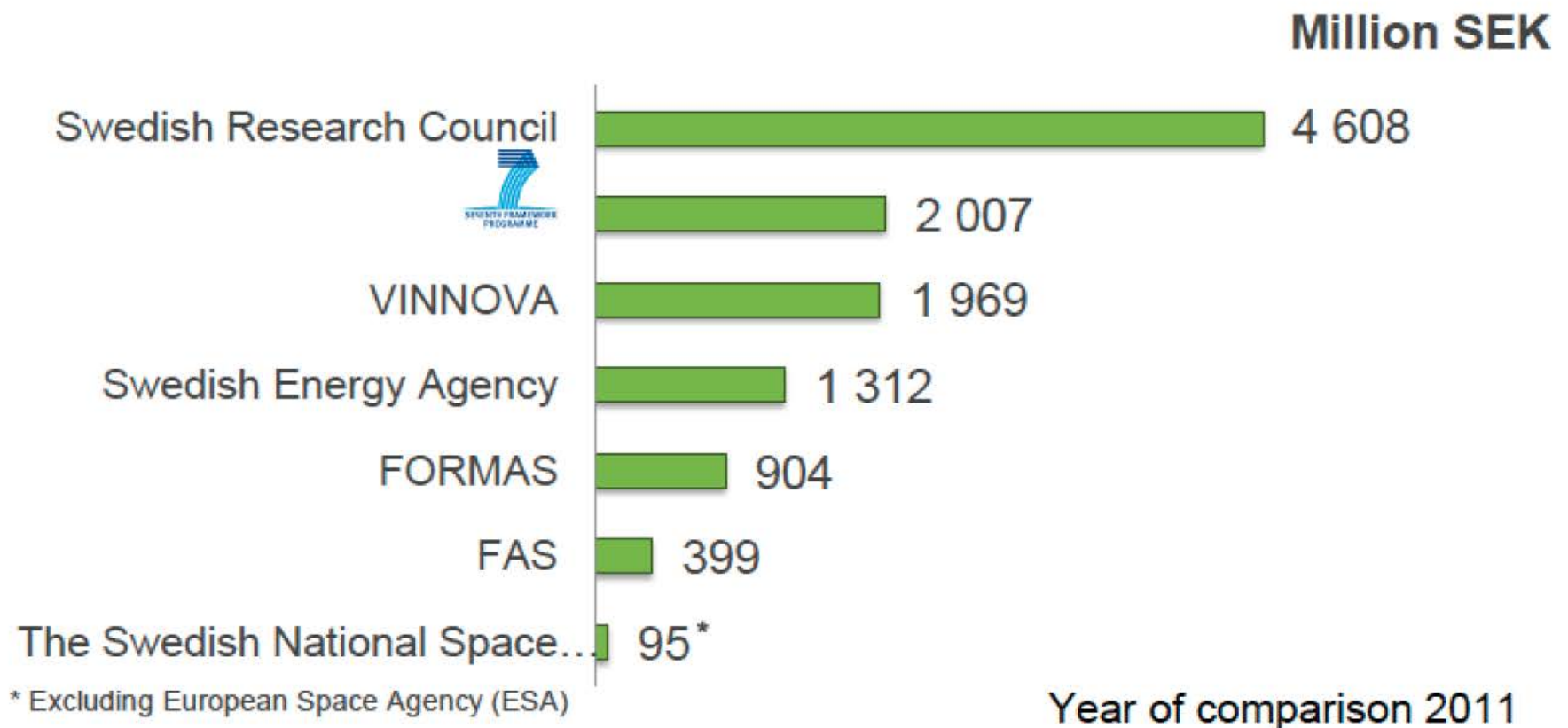


FROM 4 TO 12 PERSONS IN 2010



EU Research programme

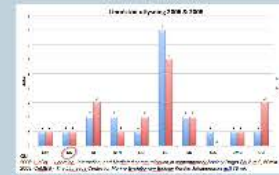
- a significant source of funding



University of Gothenburg compared to other swedish universities (prior 2010)

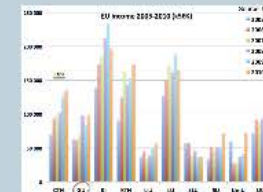
National calls

- ok in the ordinary national calls, e.g. Swedish Research Council
- not ok in the large national calls (e.g. Linneaus grants 2006, 2008 and Strategic research areas 2009)



European

- EU funding ok but can surely be increased

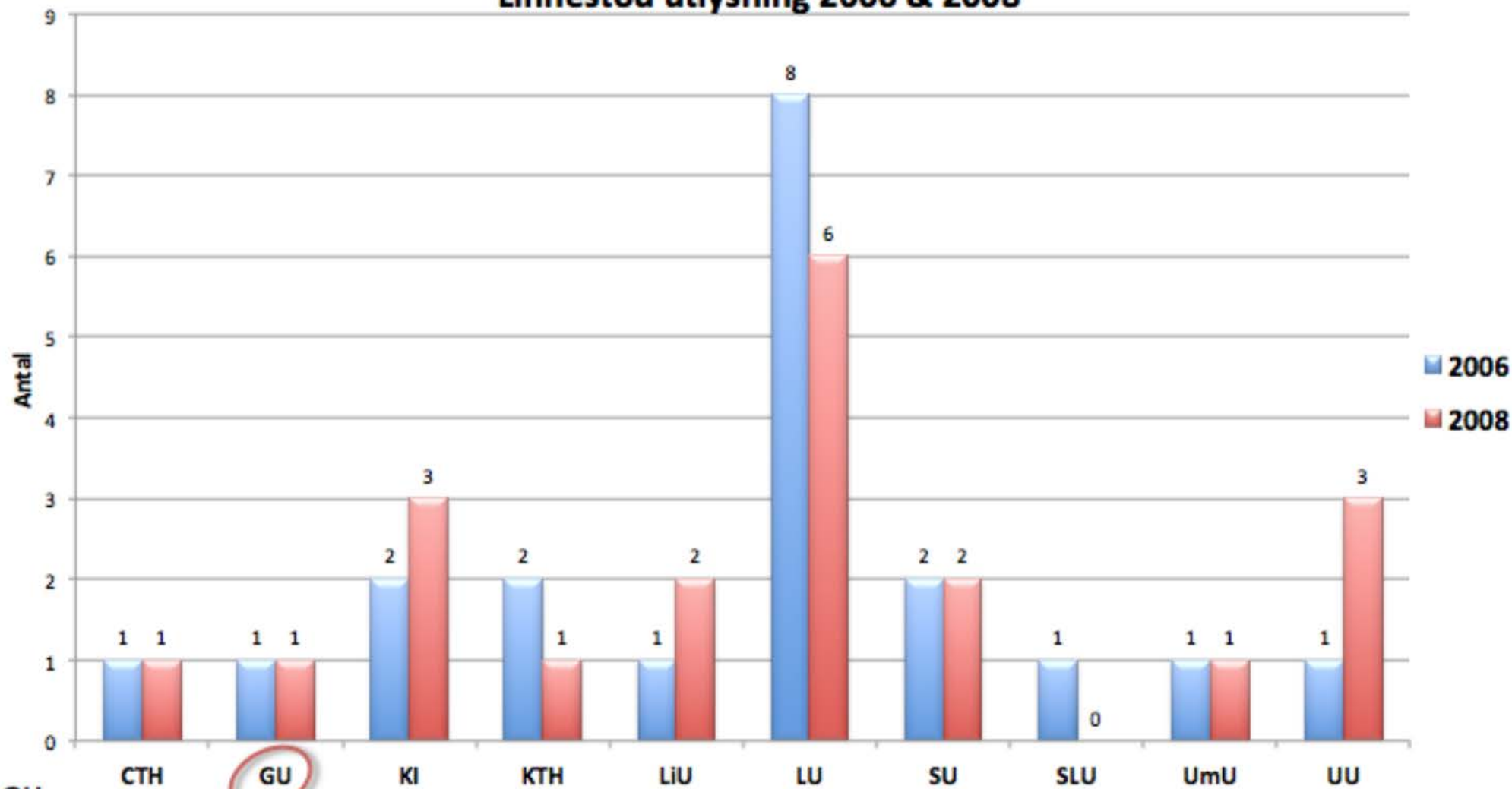


International

- NIH funding can absolutely be increased



Linnéstöd utlysning 2006 & 2008

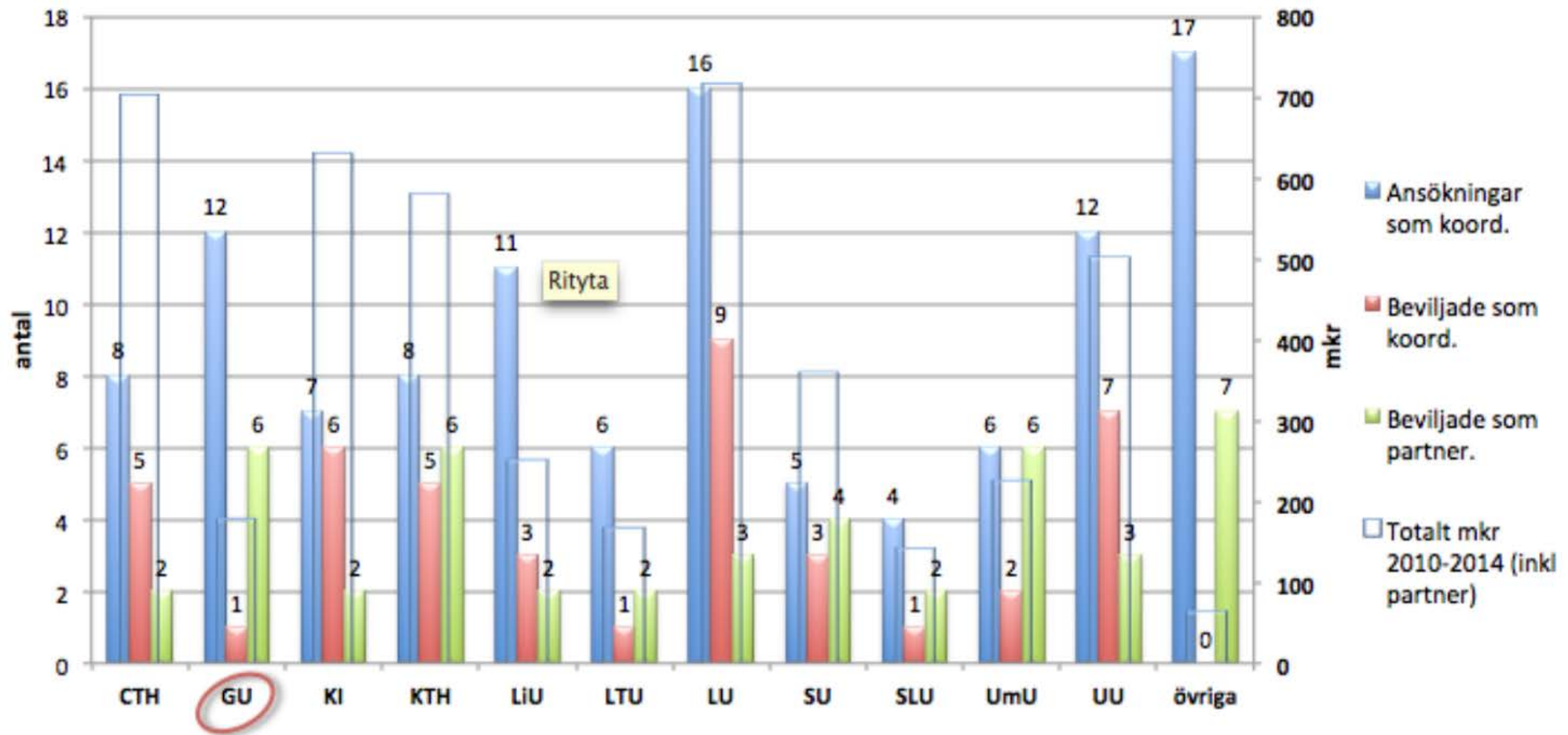


GU

2006: LInCs - Learning, Interaction, and Mediated communication in contemporary Society Roger Säljö m.fl, 50mkr

2008: CeMEB - The Linnaeus Centre for Marine Evolutionary Biology Kerstin Johannesson m.fl 78 mkr

Strategiska medel - utlysning 2009



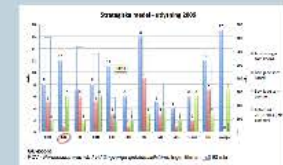
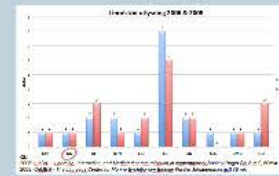
GU-koord.

PCV - Personcentrerad vård vid långvariga sjukdomstillstånd, Inger Ekman m.fl 90 mkr

University of Gothenburg compared to other swedish universities (prior 2010)

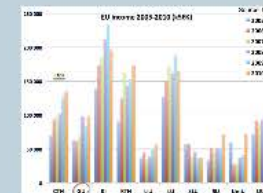
National calls

- ok in the ordinary national calls, e.g. Swedish Research Council
- not ok in the large national calls (e.g. Linneaus grants 2006, 2008 and Strategic research areas 2009)



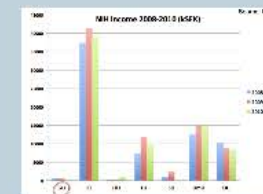
European

- EU funding ok but can surely be increased

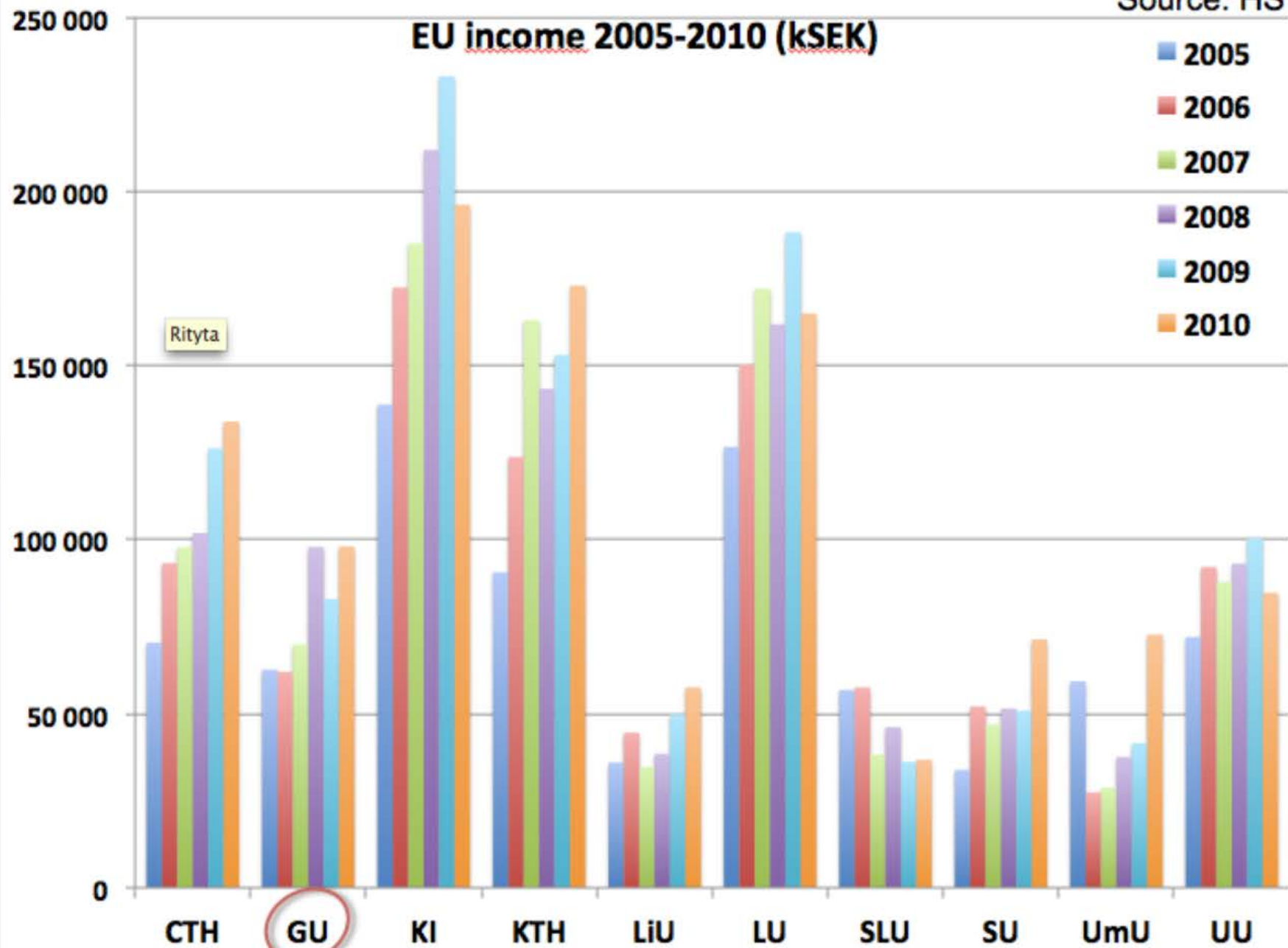


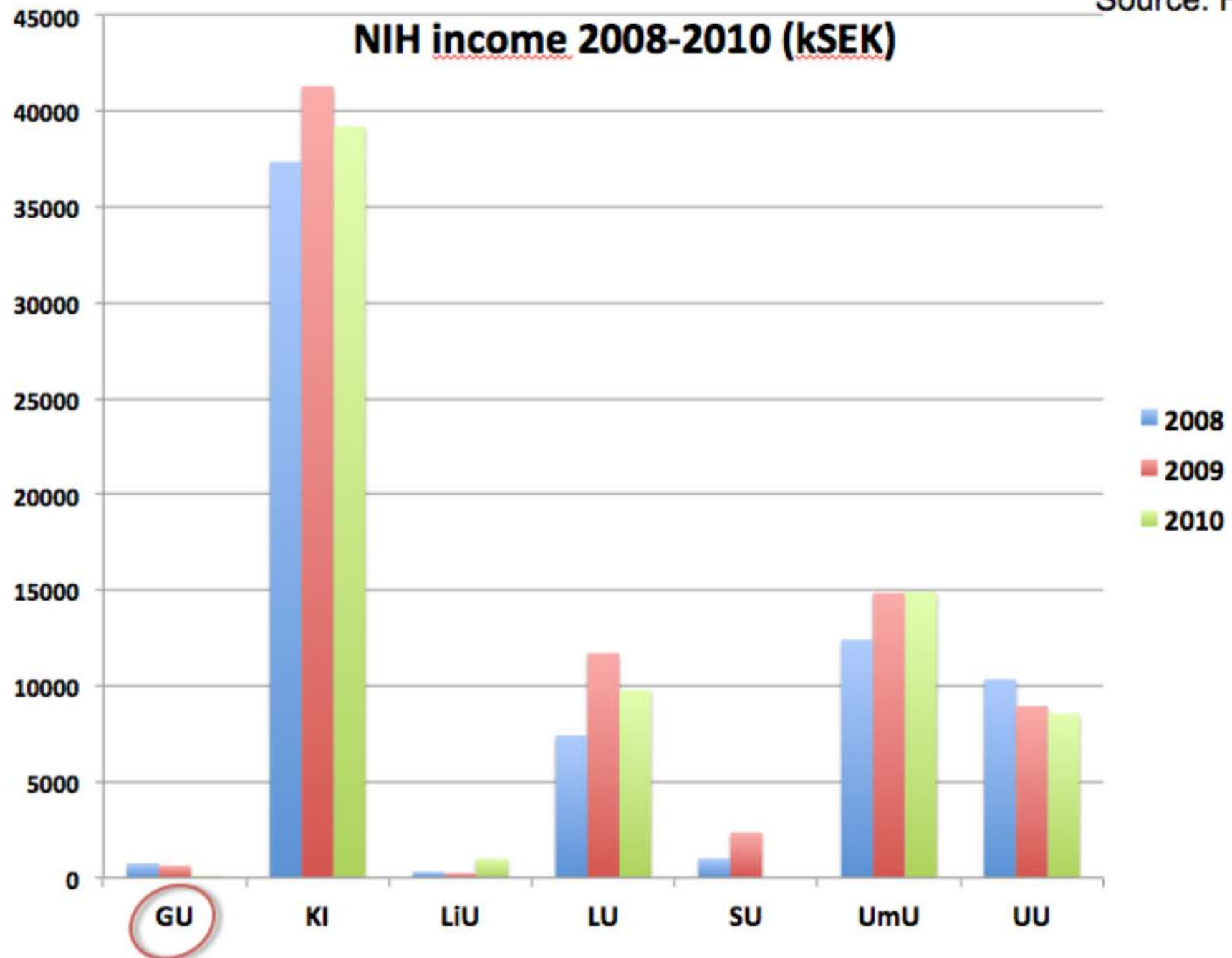
International

- NIH funding can absolutely be increased



Source: HSV





EXPANDING THE GRANTS OFFICE

FROM 4 TO 12 PERSONS IN 2010



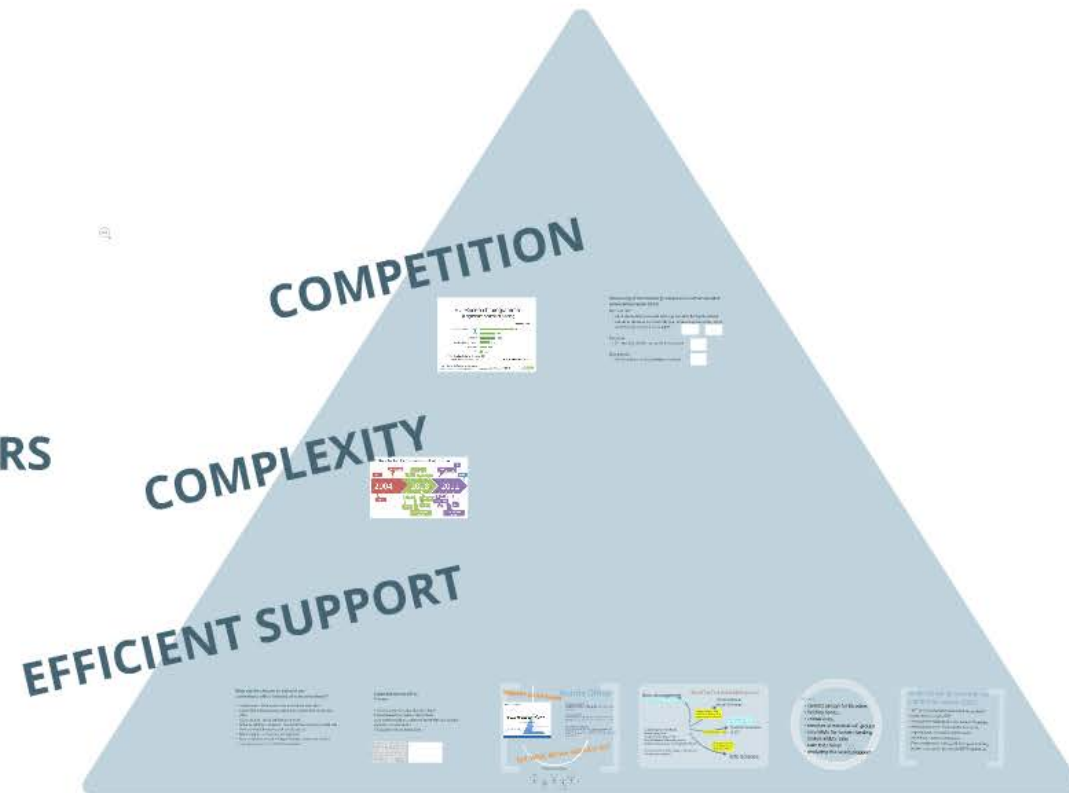
OTHER SWEDISH UNIVERSITIES



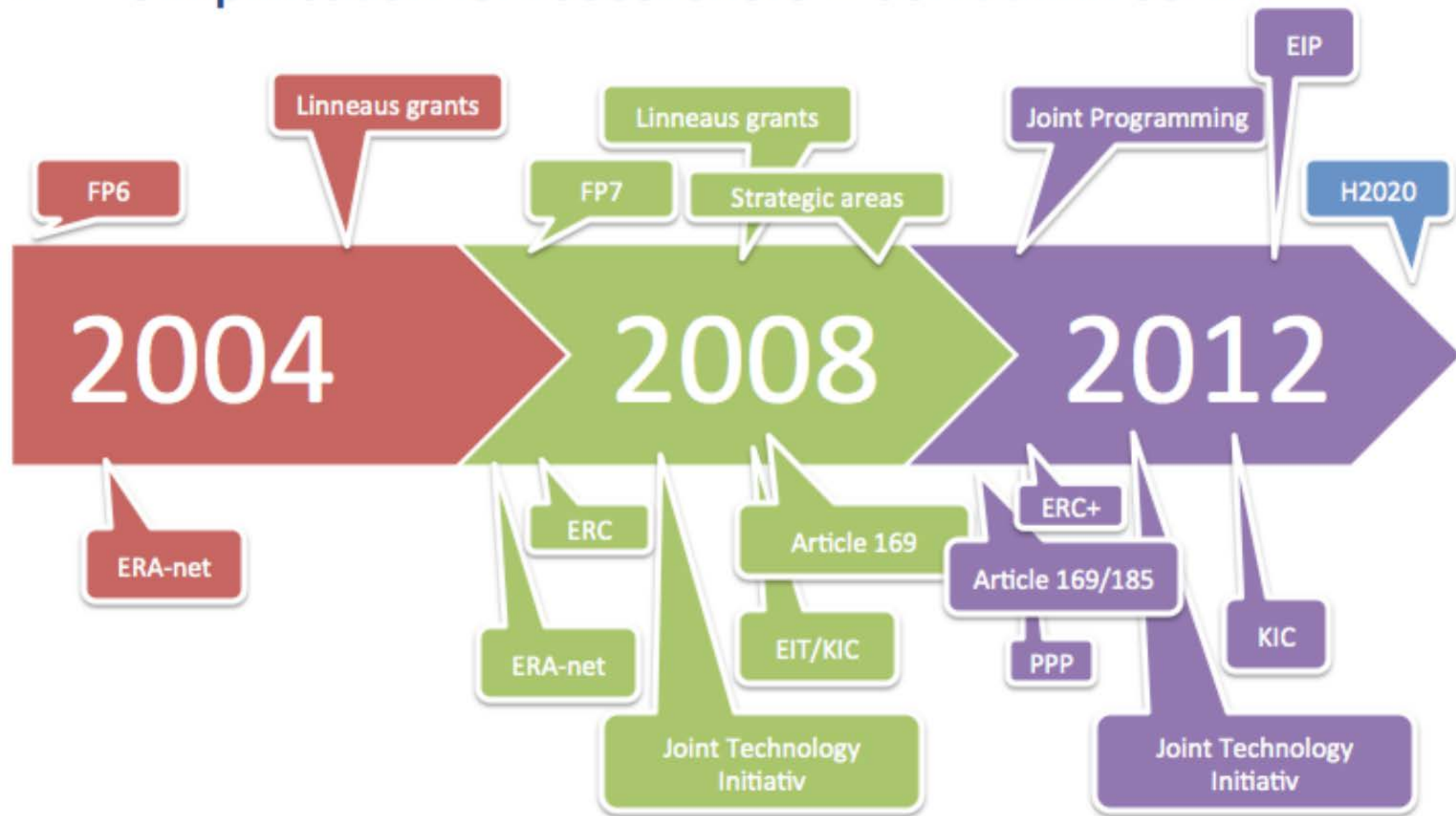
RESEARCHERS AS GRANT HUNTERS



CENTRALIZED OFFICE



Simplification for researchers – don't think so....



EXPANDING THE GRANTS OFFICE

FROM 4 TO 12 PERSONS IN 2010

1

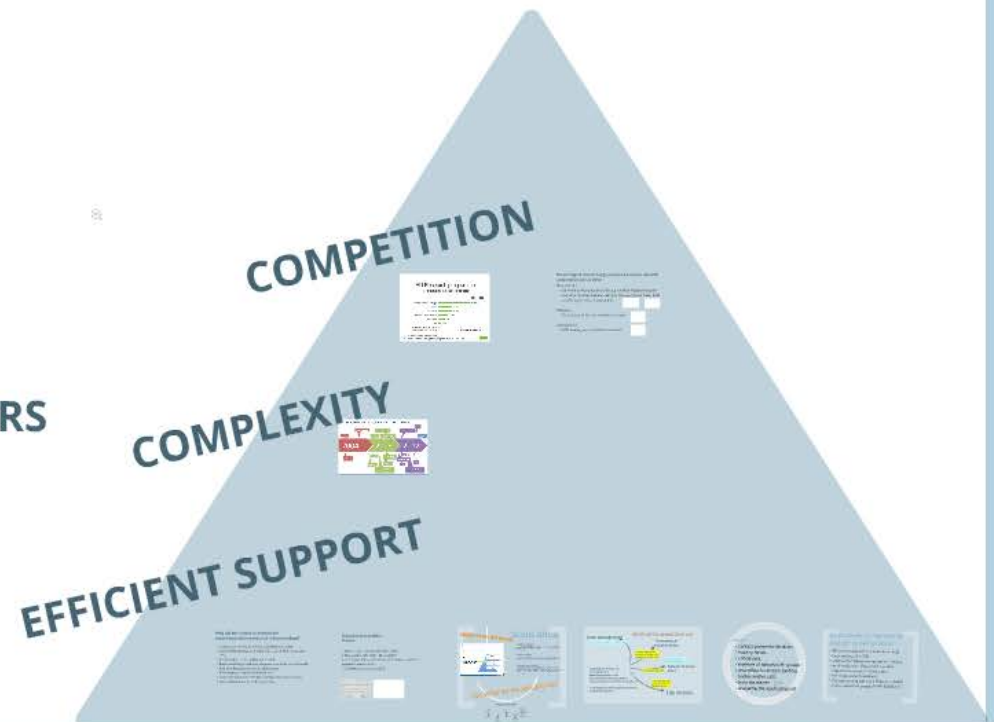
OTHER SWEDISH UNIVERSITIES

2

RESEARCHERS AS GRANT HUNTERS

3

CENTRALIZED OFFICE



Why did we choose to expand our centralized office instead of a decentralized?

- Critical mass - learning by doing and helping each other
- Don't build something new, expand the current well functioning office
- More efficient - avoid duplication of work
- Better possibility to reallocate resources if necessary for certain calls
- Find interdisciplinary research collaborations
- Better support to university management
- Easy to collaborate with the legal counsels, innovation advisers
- One common entrance for the researchers

Expanded Grants Office Process

1. Decision by vice-chancellor (Oct. 2009)
2. Recruitment (Dec 2009 – March 2010)
done together with a recruitment group with one member appointed by each faculty
3. Complete team (autumn 2010)

GRANTS OFFICE

The main task is to provide professional administrative support to researchers when coordinating and preparing research proposals, financial statements of granted projects and find suitable calls to research groups and encourage them to apply.

Our mission is to increase the number of externally financed research projects.

We deal with most national/nordic/european research funding but give priority to:

- large national calls
- calls on European level (e.g. FP7)
- other international (e.g. NIH)

Long term goal 2015:
• one granted ERC StG/CoG and AdG each year
• increased EU-funding compared to other Swedish universities
• much better results in large national calls
• NIH funds 10-15 MSEK/year from 2015

PRE- AND POST AWARD

A powerful investment in administrative research support!



In collaboration with 3 legal counsels and 2 innovation advisers

GRANTS OFFICE

PRE- AND POST AWARD

The main task is to provide professional administrative support to researchers when coordinating and preparing research proposals, financial statements of granted projects and find suitable calls to research groups and encourage them to apply.

Our mission is to increase the number of externally financed research projects.

We deal with most national/nordic/european research funding but give priority to:

- large national calls
- calls on European level (e.g. FP7)
- other international (e.g. NIH)

Long term goal 2015:

- one granted ERC StG/CoG and AdG each year
- increased EU-funding compared to other swedish universities
- much better results in large national calls
- NIH funds 10-15 MSEK/year from 2015

Long term goal 2015:

- one granted ERC StG/CoG and AdG each year**
- increased EU-funding compared to other swedish unversities**
- much better results in large national calls**
- NIH funds 10-15 MSEK/year from 2015**

A powerful investment in administrative research support!

1 Research funding manager

Ludde Edgren **APRIL 2010**

9 Research funding advisors

2 Controllers

Emilia Rung	(FP7 & NIH)	
Bertil Ohlsson	(Centres & Areas of Strenght)	
Rangnar Nilsson	(Education)	MAY
Martin Hedesström	(Social sciences & Arts.)	MAY
Ellen Knutsen Ryberg	(Health Sciences)	AUGUST
Marie Emanuelsson	(national funding)	SEP
Mohammed Belhaj	(Business, Economics & Law)	SEP
Annika Bergman	(Science & IT)	OCT
Ulf Nilsson	(Health Sciences)	FEB-11

Pirjo Gustafson
Kristina Orbán Meunier **AUG**

In collaboration with 3 legal counsels and 2 innovation advisers

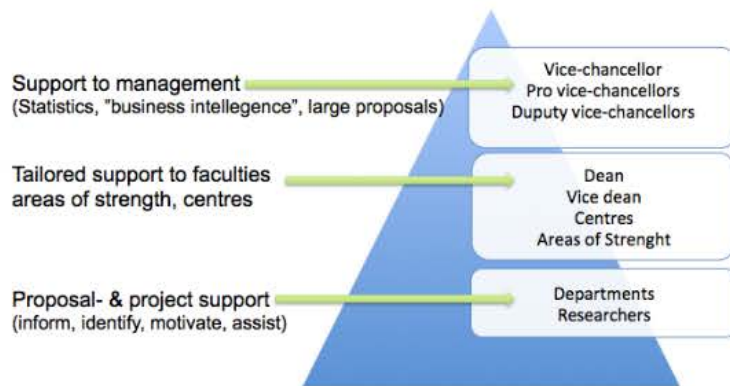
support on all levels

Grants Office



UNIVERSITY OF GOTHENBURG

Grants Office – target groups



www.gu.se/researchinnovation

Proposal support

eg: **personal advice during the proposal**, seminars, courses, match calls with researchers, adm. of Research Professional, ClinicalTrials.gov, grants.gov, Research Funding News,...

Project support

eg: **contract negotiations & signatures** (European/NIH-projects), **financial statements**, develop adm. routines, adm co-financing/seed money/currency fluct., courses in financial reporting,

Management support

eg: strategic advice regarding research funding, **adm. of nominations from the university**, monitoring and analysing, secr. "Vice-chanc. advisory board", processes to be able to have certain external grants, networks/meetings with funding bodies and other universities,...

but what do we actually do?

Project life cycle



Grants Office – target groups

Support to management
(Statistics, "business intelligence", large proposals)

Vice-chancellor
Pro vice-chancellors
Duputy vice-chancellors

Tailored support to faculties
areas of strength, centres

Dean
Vice dean
Centres
Areas of Strenght

Proposal- & project support
(inform, identify, motivate, assist)

Departments
Researchers

Proposal support

eg: **personal advice during the proposal**, seminars, courses, match calls with researchers, adm. of Research Professional, ClinicalTrials.gov, grants.gov, Research Funding News,...

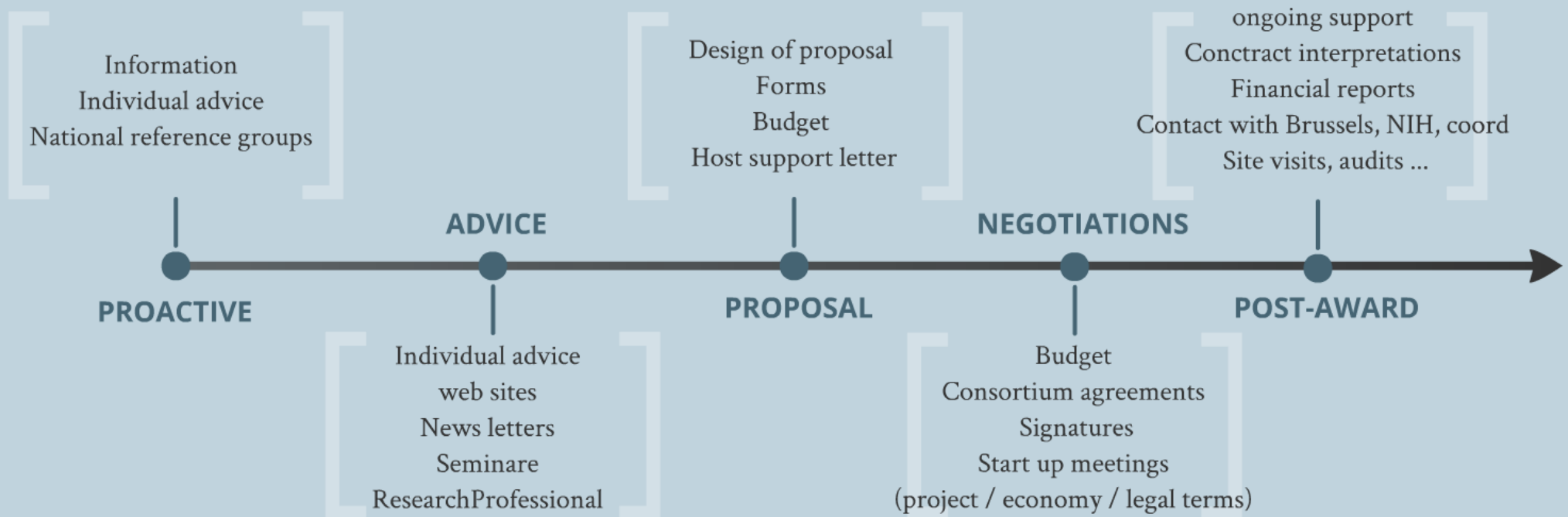
Project support

eg: **contract negotiations & signatures** (European/NIH-projects), **financial statements**, develop admin. routines, admin co-financing/seed money/currency fluct., courses in financial reporting,

Management support

eg: strategic advice regarding research funding, **adm. of nominations from the university**, monitoring and analysing, secr. "Vice-chanc. advisory board", processes to be able to have certain external grants, networks/meetings with funding bodies and other universities,...

Project life cycle



GRANTS OFFICE ORGANIZATION 2010

Univ. management

Prof. Staffan Edén (dep. vice-chancellor)

Ludde Edgren, PhD (head)
Emilia Rung, PhD
Marie Emanuelsson, PhD
Pirjo Gustafson (financial officer)
Kristina Orbán Meunier (financial officer)

in collaboration with 3 legal counsels and
2 innovation advisors

Humanities & Social Sciences

Rangnar Nilsson, PhD
Mohammed Belhaj, PhD
Martin Hedesström, PhD

Bodil Nordlander, PhD
Gabriella Olshammar, PhD

Natural Sciences & ICT

Annika Bergman, PhD

Ellen Rydberg, PhD
Bertil Ohlsson, PhD
Ulf Nilsson, PhD

Life Science



Advisor:

- contact person for faculties
- *holding hands...*
- *critical eyes...*
- member of national ref. groups
- responsible for certain funding bodies and/or calls
- train the trainer
- analyzing the results/support

Teach the trainees
E.g. Master's Course
Advise students to be the experts on Home & Care and attend relevant courses
Identify a supervisor for the value added in the system
Formulate and how to write a supporting proposal
Have a supervisor for proposal modification in the field
Identify and know to write a supporting proposal
Submit the other document
Follow up the situation and identify & questionnaire as researchers involved

Train the trainer

E.g. Marie S Curie:

- 1 advisor chosen to be the expert on Marie S Curie actions
- attend advanced courses
- have a seminare (for the other advisors) on the rules/formalities and how to write a competitive proposal
- have a seminare for proposal coordinators on the rules/formalities and how to write a competitive proposal
- support the other advisors
- follow-up: discussion with advisors & questionnaire to researchers involved

What can we do now that we couldn't do before 2010?

- FP7 professional advice in much more detail
- large national calls, NIH
- seminars/workshops also for national funding
- work on the univ. Vision2020, new univ. organisation, research infrastructure
- interdiscp. research seminars
- Pro-actively with national & European funding bodies. expert/ref. groups, SUHF/EARMA etc

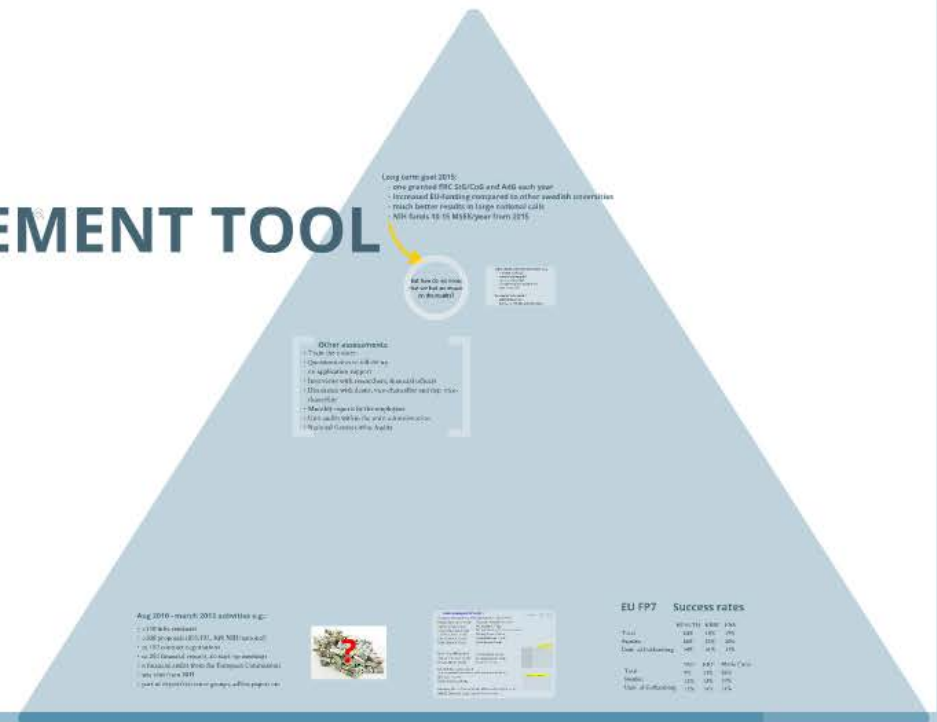
IMPACT ASSESSMENT

OF THE GRANTS OFFICE

METRICS AS A MANAGEMENT TOOL

OTHER ASSESSMENTS

IMPACT SO FAR?



Long term goal 2015:

- one granted ERC StG/CoG and AdG each year
- increased EU-funding compared to other swedish unversities
- much better results in large national calls
- NIH funds 10-15 MSEK/year from 2015



But how do we know

Using metrics, performance indicators e.g:

- increased funding?
- number of proposals?
- better success rate?



But how do we know
that we had an impact
on the results?

Using metrics, performance indicators e.g:

- increased funding?
- number of proposals?
- better success rate?
- researcher spend less time on administration?

And compared to whom?

- other universities?
- our own university, previous years?

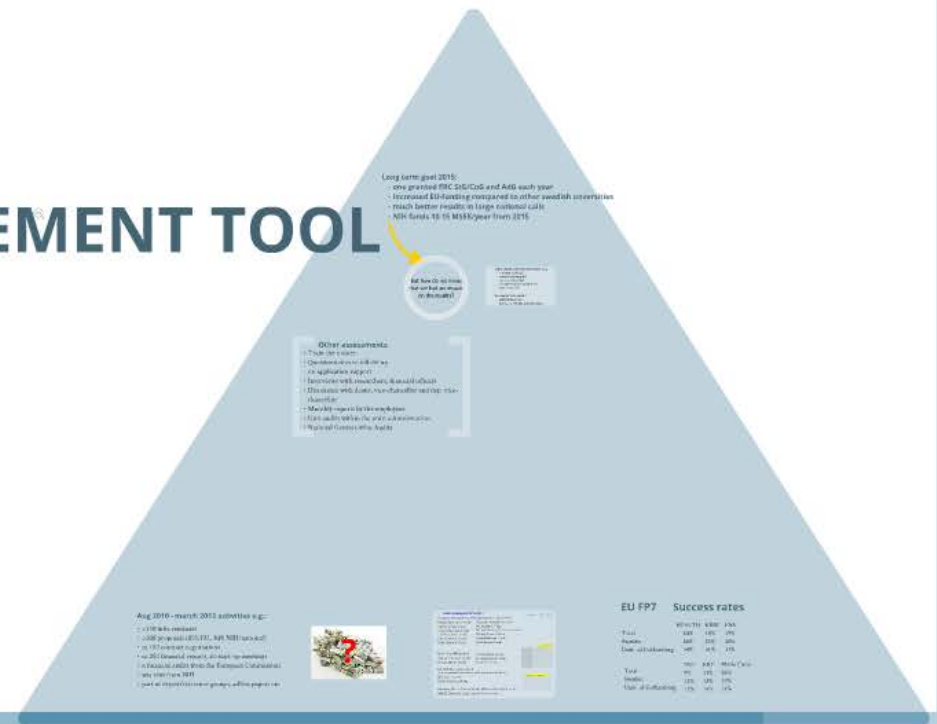
IMPACT ASSESSMENT

OF THE GRANTS OFFICE

METRICS AS A MANAGEMENT TOOL

OTHER ASSESSMENTS

IMPACT SO FAR?



Other assessments

- Train the trainer
- Questionnaires to follow-up on application support
- Interviews with researchers, financial officers
- Discussion with deans, vice-chancellor and dep. vice-chancellor
- Monthly reports by the employees
- Unit audits within the univ. administration
- National Grants Office Audits

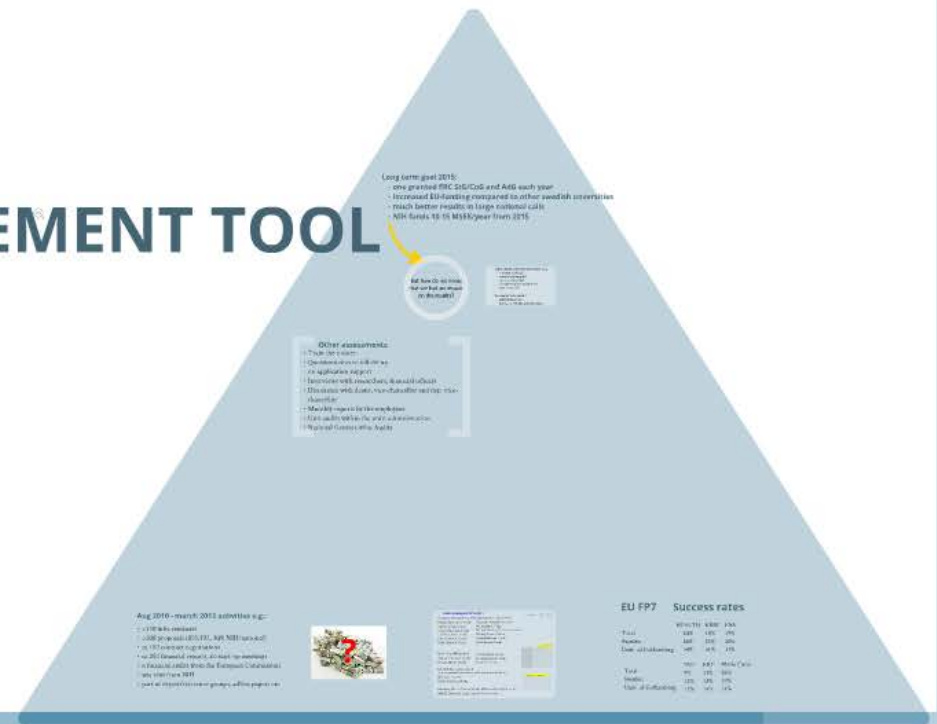
IMPACT ASSESSMENT

OF THE GRANTS OFFICE

METRICS AS A MANAGEMENT TOOL

OTHER ASSESSMENTS

IMPACT SO FAR?



Aug 2010 - march 2013 activities e.g.:

- >150 info. seminars
- >500 proposals (80% EU, 20% NIH/national)
- ca 180 contract negotiations
- ca 250 financial reports, 60 start-up meetings
- 6 financial audits from the European Commission
- site visit from NIH
- part of expert/reference groups, advice papers etc



Some examples 2010-2013

(1 mkr = 0.83 DKK)

European Research Council

Alexandre Antonelli 15 mkr	Sebastian Westenhoff 16 mkr
Kristian Kristiansen 25 mkr	Mate Erdelyi 15 mkr
Andrew Ewing 25 mkr	Maria Falkenberg Gustafsson 15 mkr
Thomas Nyström 25 mkr	Ericka Johnson 10 mkr
Claes Gustafsson 15 mkr	Fredrik Bäckhed 15 mkr
Johan Åkerman 15 mkr	Bo Rothstein 25 mkr
Robert Berman 12 mkr	

Knut Alice Wallenberg

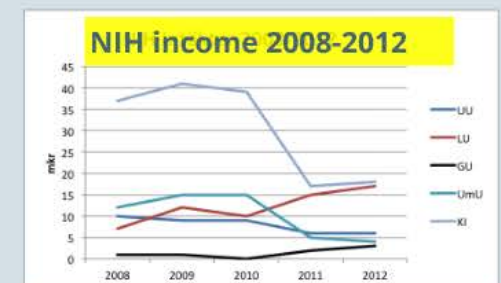
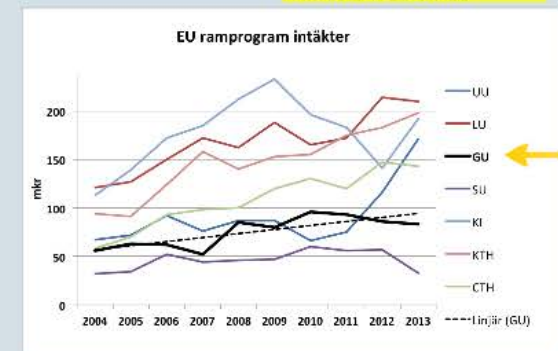
Gunnar C Hansson 28 mkr	Sven Enerbäck 32 mkr
Richard Neutze 18 mkr	Fredrik Bäckhed 18 mkr
	Nils Lycke 16 mkr

Swedish Research Council
- international recruitment of leading researchers

Ellen Lust 131 mkr
Patrik Rorsman 118 mkr

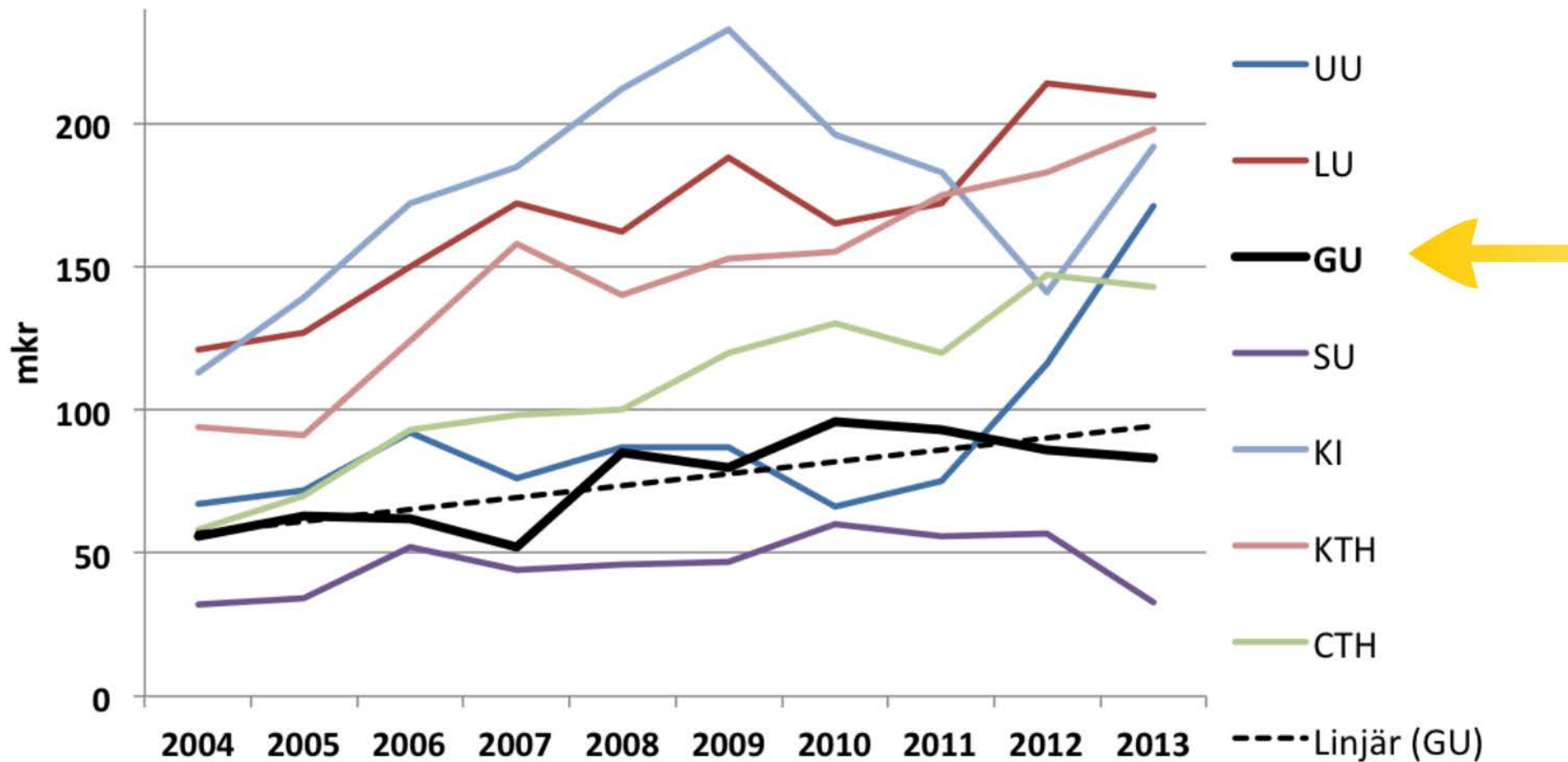
Vinnova: Martin Holmen 18 mkr **SIDA:** Anders Ekbohm 22 mkr
FORTE (Ageing Society): Ingemar Skoog 86 mkr

FP7 income (European funding)
1 mkr (SEK) = 0.83 DKK

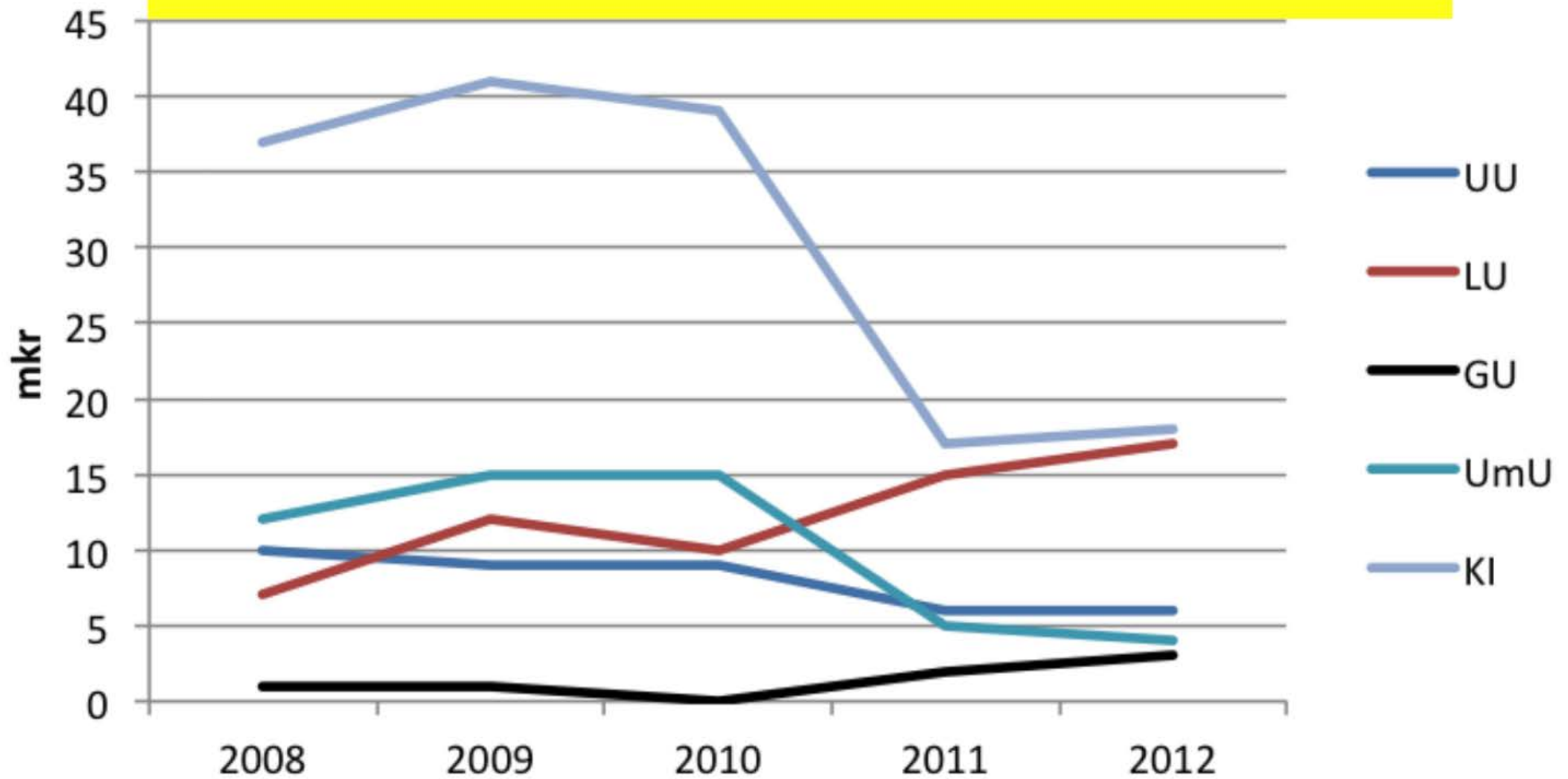


FP7 income (European funding)
1 mkr (SEK) = 0.83 DKK

EU ramprogram intäkter



NIH income 2008-2012



EU FP7

Success rates

	HEALTH	KBBE	ENV
Total	24%	18%	19%
Sweden	28%	25%	20%
Univ. of Gothenburg	34%	31%	33%

	SSH	ERC	Marie Curie
Total	9%	13%	26%
Sweden	12%	13%	19%
Univ. of Gothenburg	12%	14%	21%

INNOVATION OFFICE 2013

UTILIZATION AND BUSINESS LAW



GOVERNMENTAL BILL 2012



MERGE WITH GRANTS OFFICE



A NEW APPROACH

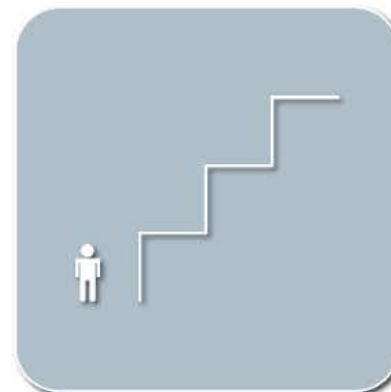
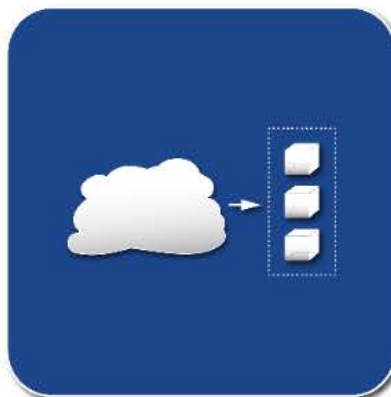


Teachers Exemption, Professor's Privilege (Sweden)

Teachers, researchers and doctoral students are exempt = they own the right to their own patentable inventions even if they are made during working hours.

University of Gothenburg

GRANTS AND INNOVATION OFFICE



GRANTS AND INNOVATION OFFICE

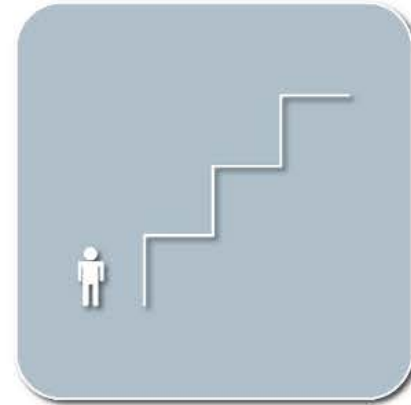


The overall aim is to deliver professional and effective support services which contribute to:

- increasing the University's **external research funding**
- preserving quality while strengthening **utilisation of University research**
- ensuring quality and consistent **contract management**, particularly in regards to research collaborations with external partners



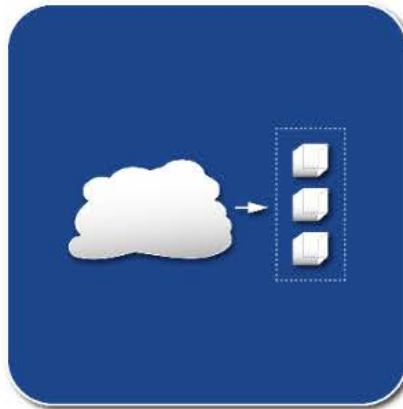
LOGICS



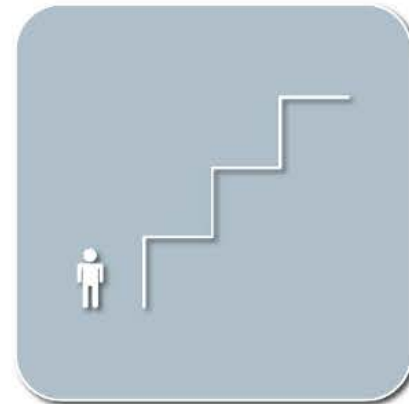
FUNDING



Idea driven



Knowledge driven

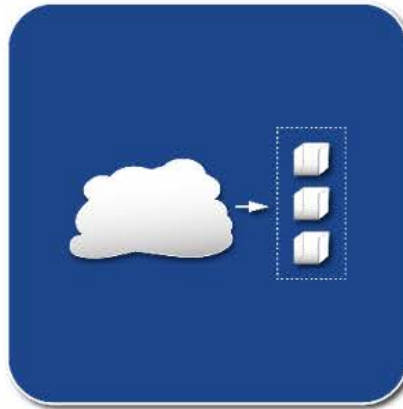


Challenge driven

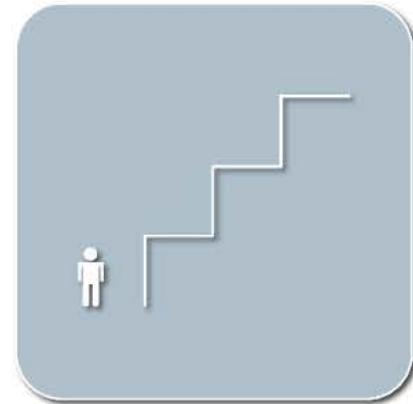
UTILISATION



Idea driven



Knowledge driven



Challenge driven

C O N T R A C T S

F U N D I N G



Idea driven



Knowledge driven



Challenge driven

U T I L I S A T I O N



Idea driven



Knowledge driven



Challenge driven

UTILIZATION AND INNOVATION

INTEGRATION WITHIN EDUCATION AND RESEARCH



UNIVERSITY LEVEL



RESEARCH AND EDUCATION ENVIRONMENT LEVEL



INDIVIDUAL RESEARCHER AND TEACHER LEVEL



EXPECTATIONS

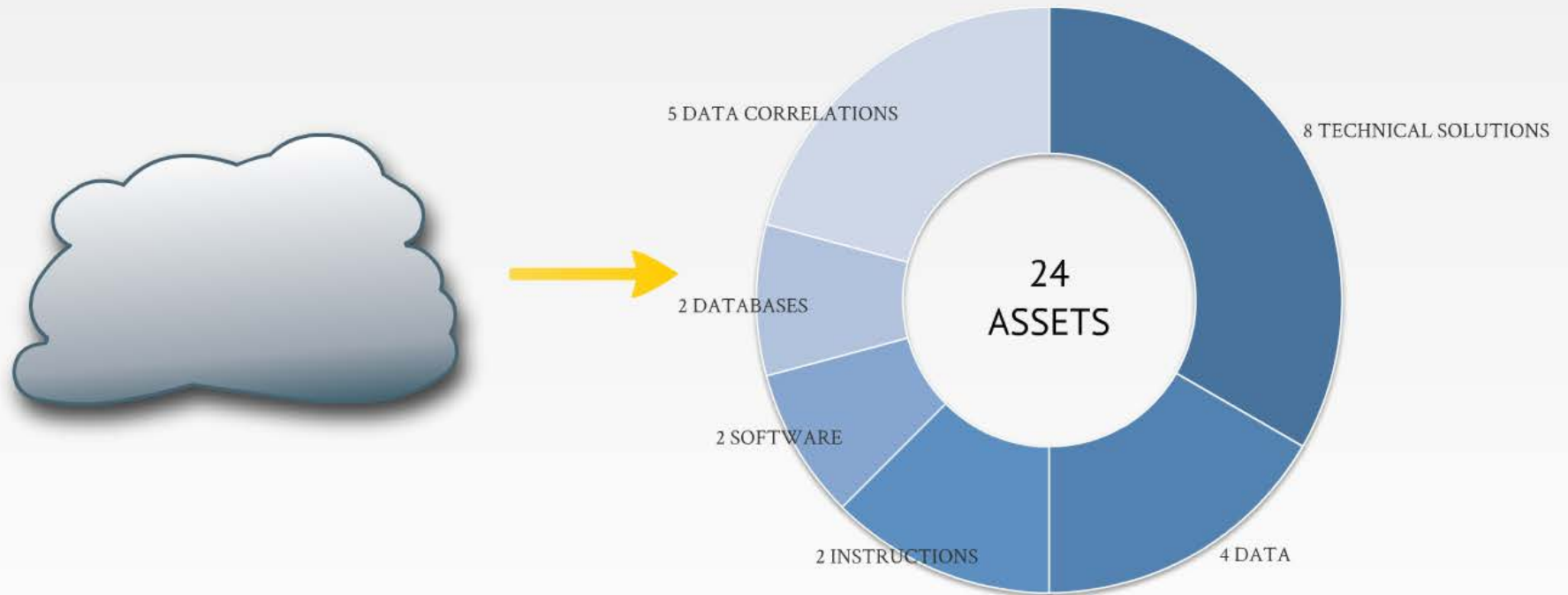
CHALLENGES

ACTIVITIES

SCENARIO 1: A VALUABLE RESEARCH TOOL



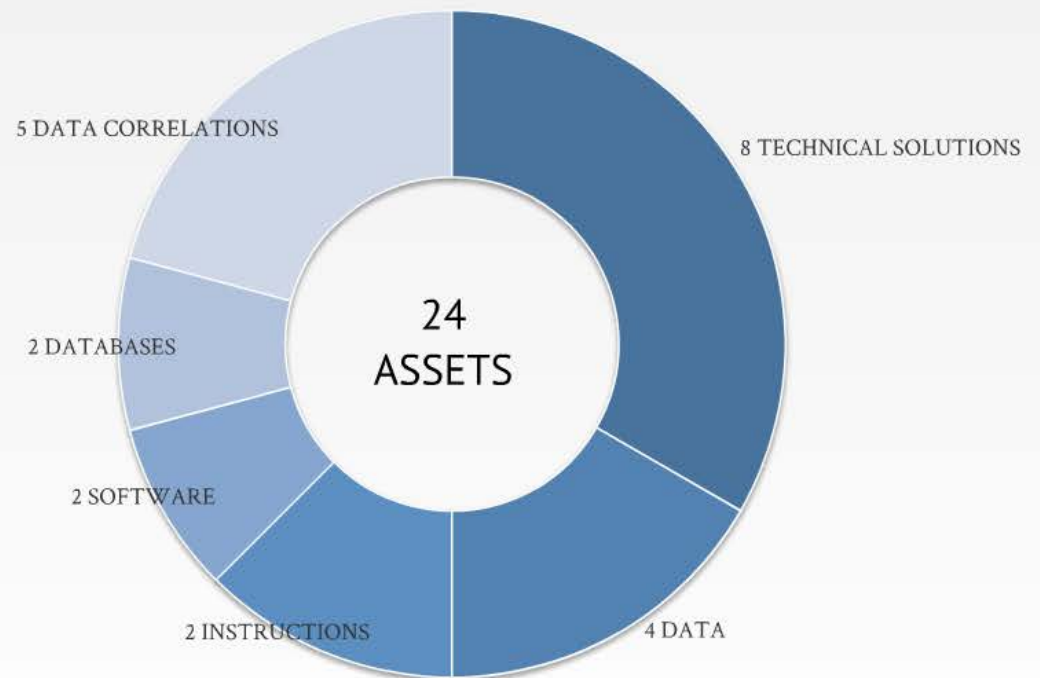
WHAT VALUABLE ASSETS EXIST?



WHAT ASSETS EXIST AND IN WHAT WAYS CAN THEY BE USED?

KEY CONCLUSIONS REGARDING THE ASSETS:

- Potential patentable inventions
- Costly and complex research tool
- High knowledge barrier to use the tool
- Research tool itself can be used for other indications



WHICH ASSETS ARE VALUABLE AND IN WHAT WAYS CAN THEY BE USED TO CREATE VALUE?



IAM- FRAMEWORK

CAPTURE



MANAGE



POSITION



DECIDE

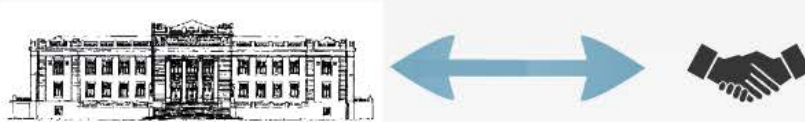


WHAT ROLES AND RESPONSIBILITIES EXIST IN RELATION TO TAKING DECISIONS REGARDING VALUABLE ASSETS?

SCENARIO 1 - POTENTIAL UTILIZATION OPPORTUNITIES

1

RESEARCH INFRASTRUCTURE CAN FORM THE BASIS FOR STRATEGIC NATIONAL AND INTERNATIONAL PARTNERSHIPS



2

STRONG RESEARCH INFRASTRUCTURE CAN GENERATE RESEARCH FINANCING AND FACILITATE RECRUITING OF TOP RESEARCHERS



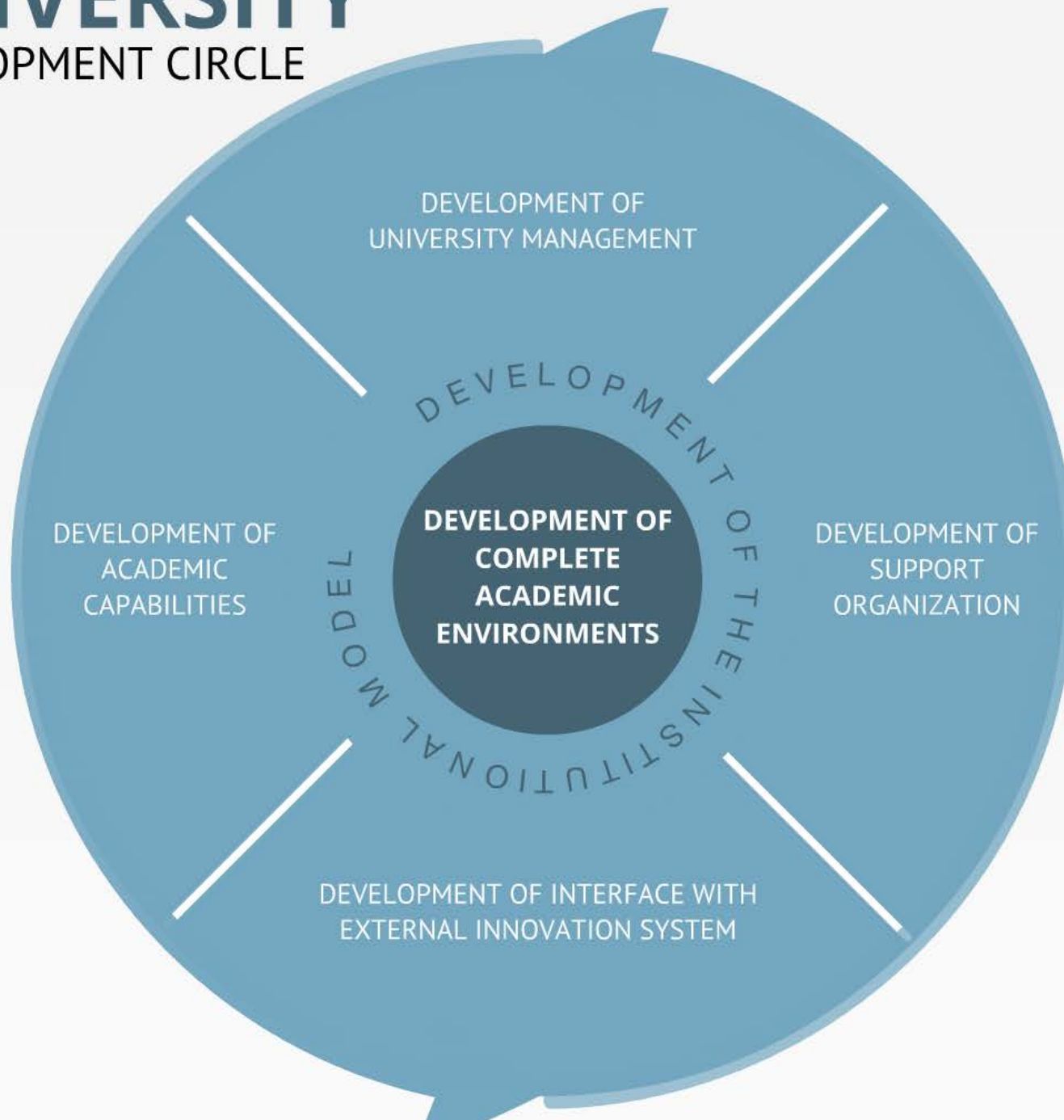
3

COMMERCIALIZATION VERIFICATION AND DEVELOPMENT POTENTIAL



UNIVERSITY

DEVELOPMENT CIRCLE



CHALLENGES

WHAT CHALLENGES DO WE FACE IN FACILITATING UTILIZATION ACTIVITIES?

How do we know what we have?

Who is responsible?

What is required in order to take a decision?

What do we want to achieve?

What resources do we need to take action and implement?

KNOWLEDGE MANAGEMENT PLATFORM

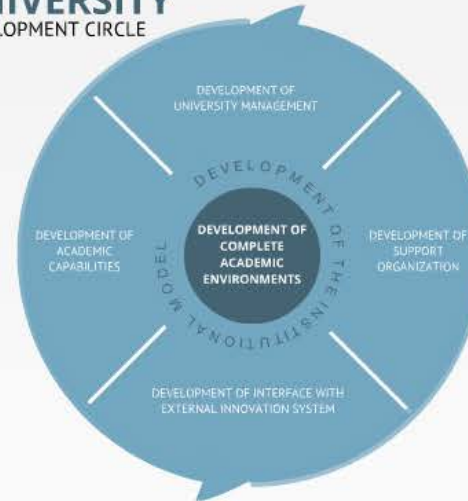
UNIVERSITY'S CAPABILITY TO CREATE
VALUE BY INTEGRATING RESEARCH,
EDUCATION AND INNOVATION

**IAM-
FRAMEWORK**



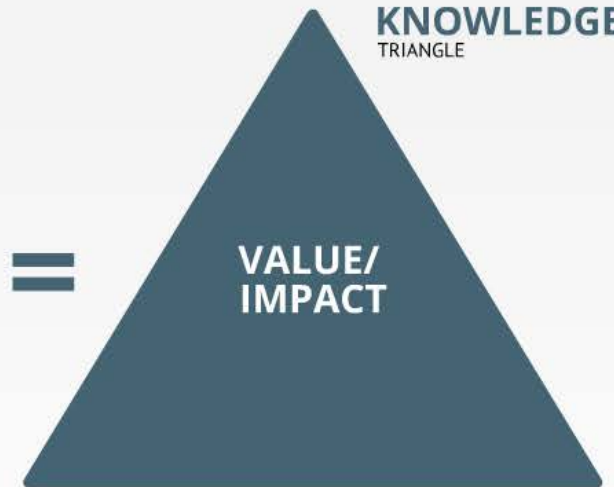
**UNIVERSITY
DEVELOPMENT CIRCLE**

X



=

**KNOWLEDGE
TRIANGLE**



C O N T R A C T S

F U N D I N G



Idea driven



Knowledge driven



Challenge driven

U T I L I S A T I O N



Idea driven

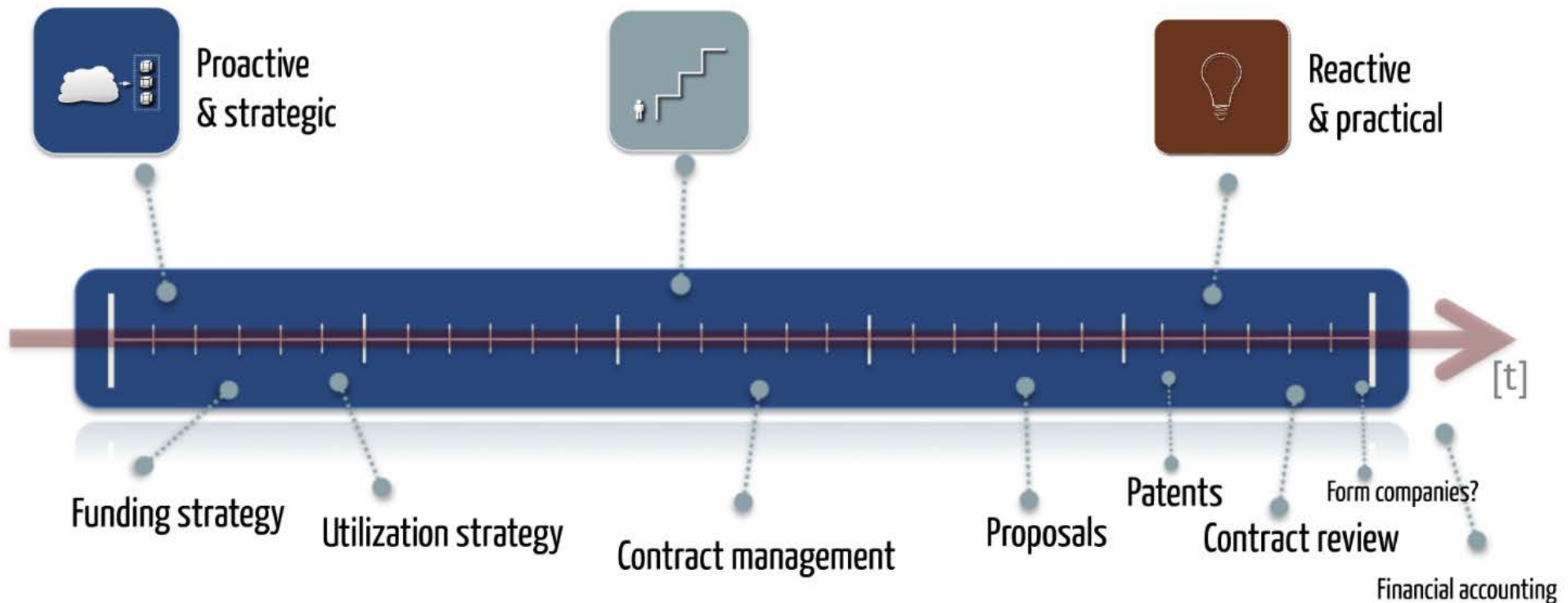


Knowledge driven



Challenge driven

When? How? What?



University management

Prof. Staffan Edén (dep. vice-chancellor)
Prof. Margareta Wallin Peterson (dep. vice-chancellor)

Grants and Innovation Office

Ludde Edgren PhD (head, team leader funding)
Sara Dahlberg (dep. head, team leader legal)
Andrew Telles (team leader innovation)
Emilia Rung PhD (funding)
Ulrika Hjelm PhD (funding)
Tinna Carlsson (financial)
Malin Ceder (financial)
XXX (innovation/IAM specialist)
Ana Popescu (innovation/IAM specialist)
Mattias Lindgren (communication)

Rangnar Nilsson PhD (funding)
Mohammed Belhaj PhD (funding)
Jörgen Kyle PhD (innovation)
Andreas Dynefors-Hallberg (legal)

Humanities & Social Science

Maria Enge PhD (funding)
Henrik Lindskog PhD (funding)
Camilla Pettersson PhD (innovation)
David Storek PhD (innovation)
Isabelle Nugin (legal)

Science & ICT

Ellen Rydberg PhD (funding)
Bertil Ohlsson PhD (funding)
Ulf Nilsson PhD (funding)
Ann Lindgård PhD (innovation)
Gia Kourouklidou (innovation)
XXX (innovation)
Michael Uddmark (legal)
Mathilda Segerstad (legal)

Life Science

IMPACT ASSESSMENT AND PERFORMANCE INDICATORS



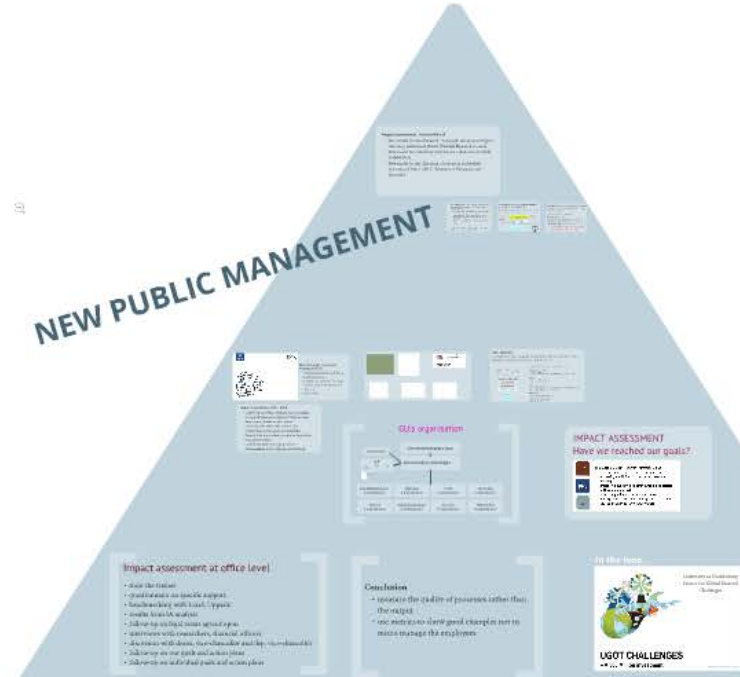
NATIONAL LEVEL



UNIVERSITY LEVEL



GRANTS AND INNOVATION OFFICE



Impact assessment, national level

- New model for the allocation of research resources to higher education institutions (2018) [Swedish Research Council]
- New model for evaluating institutions' collaboration (2016) [VINNOVA]
- New model for the allocation of resources to Swedish Innovation Offices (2015) [Ministry of Education and Research]

New (suggested) model for the allocation of research resources to higher education institutions (2018) [Swedish Research Council] "FOKUS"

- Ca 2.5 Mkr, 20% of the research funds (directly from gov.)
- **Research quality** 70% (self eval., publ., citation, etc.)
- **Development of quality factors** 15% (new researchers, PhDs, mobility, infrastructure, gender, int./nat. coop.)
- **Impact** 15 % (case studies, description on strategy and resources)

All assessments are made by international peer review panels, (5 panels & 24 sub panels) every 6th year.

New (suggested) model for evaluating institutions' collaboration (2015) [VINNOVA]
(part of the research allocation of research resources
Pilot calls, 60 mkr in 2015 & 2016

- strategy
- implementation
- activities
- results

Peer review panel

- involvement
- results

self evaluation evaluation from others

Background info



Bedömningskriterier		Kärnprocesser			Sammanfattande bedömning per perspektiv
		Utbildning	Forskning	Tillgängliggörande	
Kvalitet och prestation	Samverkansstrategi				
	Implementering				
	Samverkansaktiviteter				
	Samverkansresultat				
Sammanfattande betyg och motivering					

New (suggested) model for the allocation of resources to Swedish Innovation Offices (2015) [Ministry of Education and Research]

12 innovation offices, ca 100 mkr/year

Basic 25% (same for all)

Needs 40% (# students/PhD/researchers/teachers)

Support to other inst. 10% (not depending on size)

Performance 25% (indicators, interviews, case studies)

-every fourth year, external evaluation, grade 1-5

-e.g. #meetings with students/researchers

Impact assessments, univ. level:

- Follow-up on Vision, strategy and action plans
- Central administration dialogues with faculties, departments (heads of adm. units)
- Internal audits within the Central adm.
- 2 visits/year by the head of Central adm.
- Report: how much administration is done by the researcher/teacher?
- Central administration questionnaire
- Benchmarking Lund, Uppsala, Gothenburg



VISION
2020

*Quality-driven
research, education
and cooperation in an
inspiring environment,
strong social responsibility
and global engagement
enable the University of
Gothenburg to contribute
to a better future.*

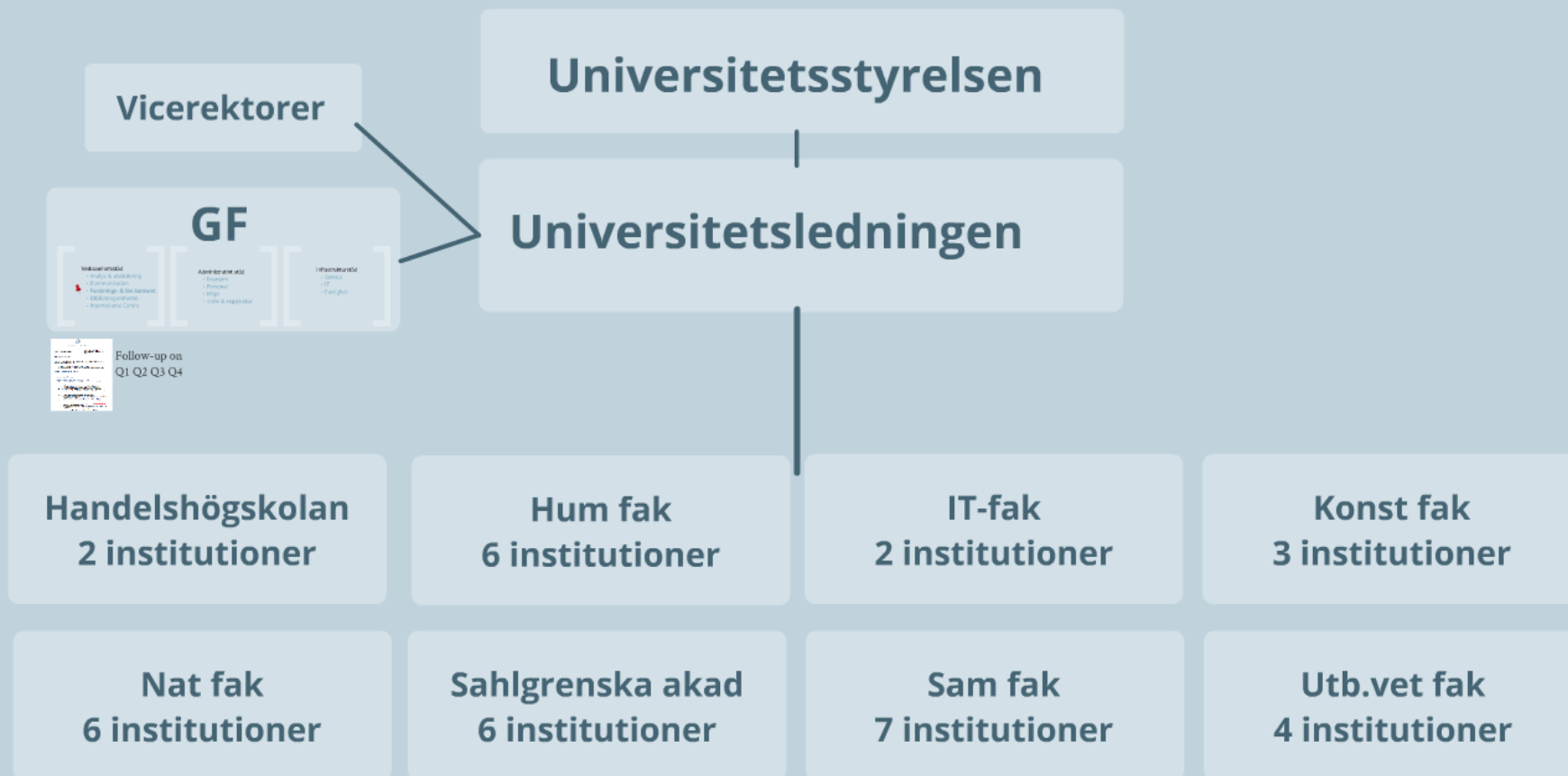
New university Vision and Strategy 2013-2020

- public management on all levels...
- goals and visions
- activities (at univ.level / faculty level / central administration / office,...)
- risk analysis

Impact assessments, univ. level:

- Follow-up on Vision, strategy and action plans
- Central administration dialogues with faculties,

GU:s organisation



GF

Verksamhetsstöd



- Analys & utvärdering
- Kommunikation
- **Forsknings- & Inn.kontoret**
- Utbildningsenheten
- International Centre

Administrativt stöd

- Ekonomi
- Personal
- Miljö
- Arkiv & registratur

Infrastrukturstöd

- Service
- IT
- Fastighet

Follow-up on
Q1 Q2 Q3 Q4



GÖTEBORGS UNIVERSITET

FORSKNINGS OCH
INNOVATIONSKONTORET

MÅLSÄTTNING OCH
VERKSAMHETSPLAN 2014-2016
2014-09-22

Målsättning 2016

- Forskning- och innovationskontoret vill stärka de verksamheter som vill utveckla och förbättra sin verksamhet till att:
- stärka utvecklingen av nya forskningsprojekt
 - stärka och förbättra samarbetet mellan forskare
 - stärka samarbetet mellan forskare och andra aktörer

Verksamhetsplan 2014

FORSKNING SOM PÅVERKAR

- Utbildningsenheten vill stärka och förbättra sin verksamhet till att:
- stärka utvecklingen av nya forskningsprojekt
 - stärka och förbättra samarbetet mellan forskare
 - stärka samarbetet mellan forskare och andra aktörer



GÖTEBORGS UNIVERSITET

**FORSKNINGS- OCH
INNOVATIONSKONTORET**

**MÅLSÄTTNING OCH
VERKSAMHETSPLAN 2014-2016**
2014-04-22

Målsättning 2016

Forsknings- och innovationskontorets målsättning är att med ett professionellt, effektivt och kvalitativt verksamhetsstöd bidra till:

- att öka universitetets externa forskningsmedel
- att stärka och kvalitetssäkra nyttiggörandet av forskning
- en säker avtalshantering, särskilt avseende forskningssamarbeten med externa parter

Verksamhetsplan 2014

FORSKNING SOM PÅVERKAR

Utbildningsanknuten forskning med både bredd och spets

- Vidareutveckla det administrativa stödet för forskare vid koordinering och utformning av forskningsansökningar
 - Integrera arbetet mellan forskningsrådgivare, innovationsrådgivare och affärsjurister
 - Utveckla gemensamma verktyg såsom utlysningsskalender, checklistor etc.
 - Utveckla samarbetet med institutionsadministratörer (budget, personallfrågor)
- Uppsökande verksamhet för att stimulera forskargrupper att söka externa medel
 - Särskilt H2020 och Vinnova, även "outnyttjade" finansiärer beroende på forskningsfält
 - Använda analys av kunskapstillgångar som ett sätt att identifiera utgångspunkter för ny forskningsfinansiering
- Arbeta pro-aktivt med forskningsfinansiärers framtida utlysningar
 - Stöd till påverkan av framtida utlysningar inom H2020, i samarbete med Brysselkontoren (VGR, GBG Stad och Vinnova)
 - Delta som evaluerare i Vinnovas program kring nationella påverkansplattformar
- Vidareutveckla struktur och process för att säkerställa att universitetet uppfyller regler och villkor för att ta emot bidrag från EU och NIH
 - Se över alla H2020-dokument så som prefektintyg, forskarintyg, medfinansieringsdok., hanteringsordning, handläggningsordningar
 - Ta fram gemensamma checklistor för kontraktsförhandlingar, synliggöra kontraktsprocess på webben(H2020)
 - EU: Tydliggöra intern ansvarsfördelning för administrativa processer (t.ex. kontraktssignering, konsortialavtalsförhandling, "amendments") NIH: Särskilt

Follow-up on Q1 Q2 Q3 Q4

Impact assessments, univ. level:

- Follow-up on Vision, strategy and action plans
- Central administration dialogues with faculties, departments (heads of adm. units)
- Internal audits within the Central adm.
- 2 visits/year by the head of Central adm.
- Report: how much administration is done by the researcher/teacher?
- Central administration questionnaire
- Benchmarking Lund, Uppsala, Gothenburg



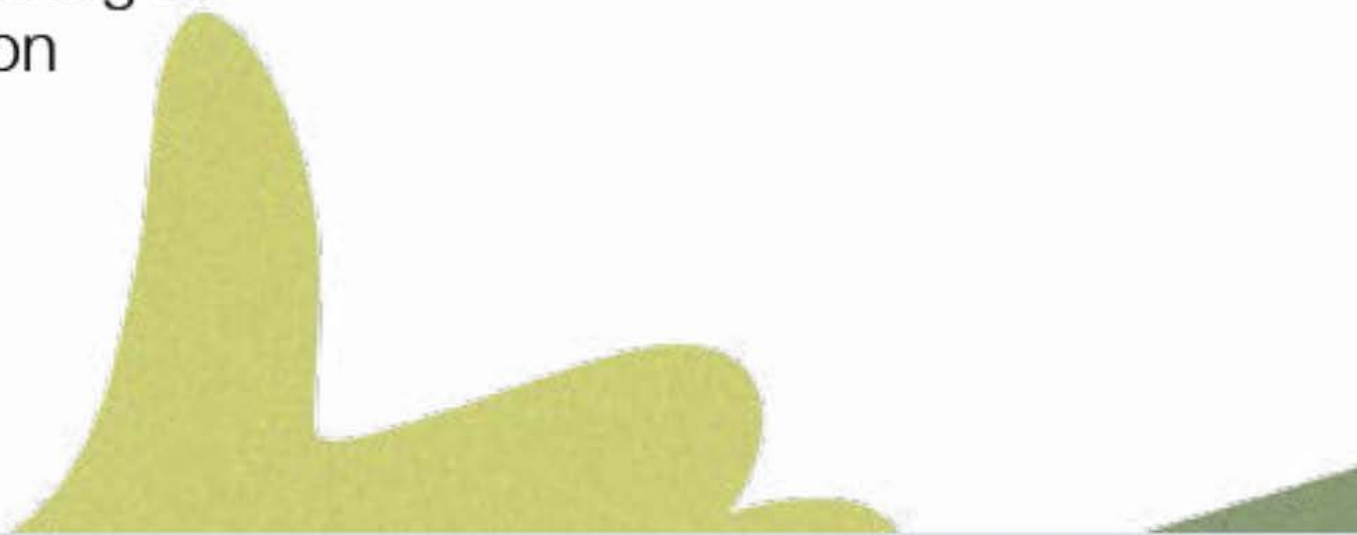
UNIVERSITY OF
GOTHENBURG

ANALYSIS AND
EVALUATION

UNIVERSITY ADMINISTRATION 2014

[UNIVERSITETSFÖRVALTNING]

Perspectives on the
University of Gothenburg's
Central Administration



CONTACT WITH THE CENTRAL ADMINISTRATION

1. How often in the last 12 months have you been in contact with the Central Administration regarding the following issues?

☐ I have not been in contact with the Central Administration with regard to any matter in the last 12 months. $\longrightarrow$ Send in the survey without answering any further questions!

	Never	Sometimes/ A few times	Often/ Several times
IT and Phone Services <i>e.g. support and fault reporting 2020, ordering, standard personal computer, operational information, printing, phone services and virtual meetings</i>	☐	☐	☐
General Services <i>e.g. conference services and catering, cleaning, guest services, Servicecenter, GU card</i>	☐	☐	☐
The Faculty Service Unit ("Campusservice") <i>e.g. fault reporting and supervision of premises, transportation of mail and goods, user support for technical equipment in classrooms and waste management</i>	☐	☐	☐
Buildings <i>e.g. rental matters, rebuilding processes, security and access issues</i>	☐	☐	☐
Communication and Public Image <i>e.g. counselling, communication planning, web publishing, visual identity, press/media, printed materials, presentation materials, events, evaluations</i>	☐	☐	☐
Finance and Purchases <i>e.g. budget, funding and grants, purchasing and procurement, overhead costs, official occasions expenses, scholarships, resource management</i>	☐	☐	☐
Administrative Systems <i>e.g. administrative support 4040, GUBAS, Ladok, Student Portal, Palaso, Egenrapportering, Agresso, GUL, Urkund</i>	☐	☐	☐
Students and Education <i>e.g. admissions, syllabi, degrees, application and tuition fees</i>	☐	☐	☐
Cooperation: Education/Research <i>e.g. alumni activities, careers and internships, contract education, collaboration with the local community, collaboration with commerce and industry, research communication</i>	☐	☐	☐
Staff/HR <i>e.g. employment legislation, negotiation issues, employment issues, working environment, salary administration, continuing professional development</i>	☐	☐	☐
Research funding, business law and support in matters relating to innovation/utilization <i>e.g. advice in relation to external research grants, utilization of research, cooperation agreements and financial accounting for EU projects</i>	☐	☐	☐



2. How satisfied are you with the contact/cooperation during the past year concerning those questions/matters in relation to which you have been in contact with the Central Administration?

!!! *Note that you should only give your opinion concerning those issues with regard to which you have been in contact with the Central Administration (and which are given in Question 1). Leave out the other ones!*

Completely satisfied ←————→ Not at all satisfied

Research funding, business law and support in matters relating to innovation/ utilization

e.g. advice in relation to external research grants, utilization of research, cooperation agreements and financial accounting for EU projects

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

Comment:

.....

EVALUATION AND EXPERIENCE

4. Do you feel that the Central Administration has an adequate understanding of the faculties and departments and the challenges that they face?

Yes, absolutely ☐ +3 ☐ +2 ☐ +1 ☐ 0 ☐ -1 ☐ -2 ☐ -3 No, not at all

5. Do you feel that you are sufficiently involved in the issues that are relevant to you in the work carried out by the Central Admission?

Yes, absolutely ☐ +3 ☐ +2 ☐ +1 ☐ 0 ☐ -1 ☐ -2 ☐ -3 No, not at all

6. Do you feel that you have effective channels of contact with the Central administration regarding your regular/recurring issues?

Yes, absolutely ☐ +3 ☐ +2 ☐ +1 ☐ 0 ☐ -1 ☐ -2 ☐ -3 No, not at all

7. Do you feel that you have sufficient information about how the Central Administration operates?

Yes, absolutely ☐ +3 ☐ +2 ☐ +1 ☐ 0 ☐ -1 ☐ -2 ☐ -3 No, not at all

8. On the basis of your overall experience of the Central Administration, how do you view the administration with regard to the following aspects?

								
Accessible	☐	☐	☐	☐	☐	☐	☐	Inaccessible
Service-minded	☐	☐	☐	☐	☐	☐	☐	Not service-minded
Inexpensive	☐	☐	☐	☐	☐	☐	☐	Expensive
Competent	☐	☐	☐	☐	☐	☐	☐	Incompetent
Flexible	☐	☐	☐	☐	☐	☐	☐	Inflexible
Committed	☐	☐	☐	☐	☐	☐	☐	Not committed
Efficient	☐	☐	☐	☐	☐	☐	☐	Inefficient
Resource-conserving	☐	☐	☐	☐	☐	☐	☐	Resource-consuming
Proactive	☐	☐	☐	☐	☐	☐	☐	Reactive
Professional	☐	☐	☐	☐	☐	☐	☐	Unprofessional
Comprehensible/ Manageable	☐	☐	☐	☐	☐	☐	☐	Incomprehensible/ Unmanageable

GENERAL PERCEPTION OF THE CENTRAL ADMINISTRATION

9. On the whole, how satisfied are you with the service provided by the Central Administration at the University of Gothenburg?

Completely satisfied	☐	☐	☐	☐	☐	☐	☐	Not at all satisfied
	+3	+2	+1	0	-1	-2	-3	

10. On the whole, how well do you consider that the Central Administration at the University of Gothenburg fulfills your expectations?

Completely	☐	☐	☐	☐	☐	☐	☐	Not at all
	+3	+2	+1	0	-1	-2	-3	

11. Imagine an administration that provides a perfect service. On the whole, how near to or far from such an ideal is the service offered to the faculties/departments by the Central Administration at the University of Gothenburg?

Very near	☐	☐	☐	☐	☐	☐	☐	Very far
	+3	+2	+1	0	-1	-2	-3	

GUL-ADM (2014)

A collaborative project on quality of administration between the University of Gothenburg, Lund University and Uppsala University

Benchmarking: comparative studies to gain insight for improvements

June 2nd (one-day meeting):

- process and content
- determine a common list of issues which will form the basis of the status report

Summer:

- status report is written and sent out
- a list of complementary questions is written

October (two-day meeting):

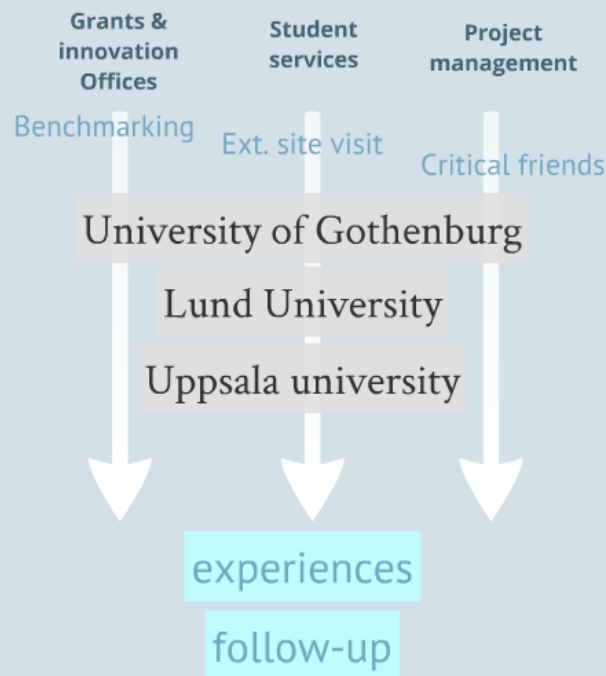
- benchmarking against one univ. at a time: responds to the consolidated list of questions from the other universities (2-3 hours / university)

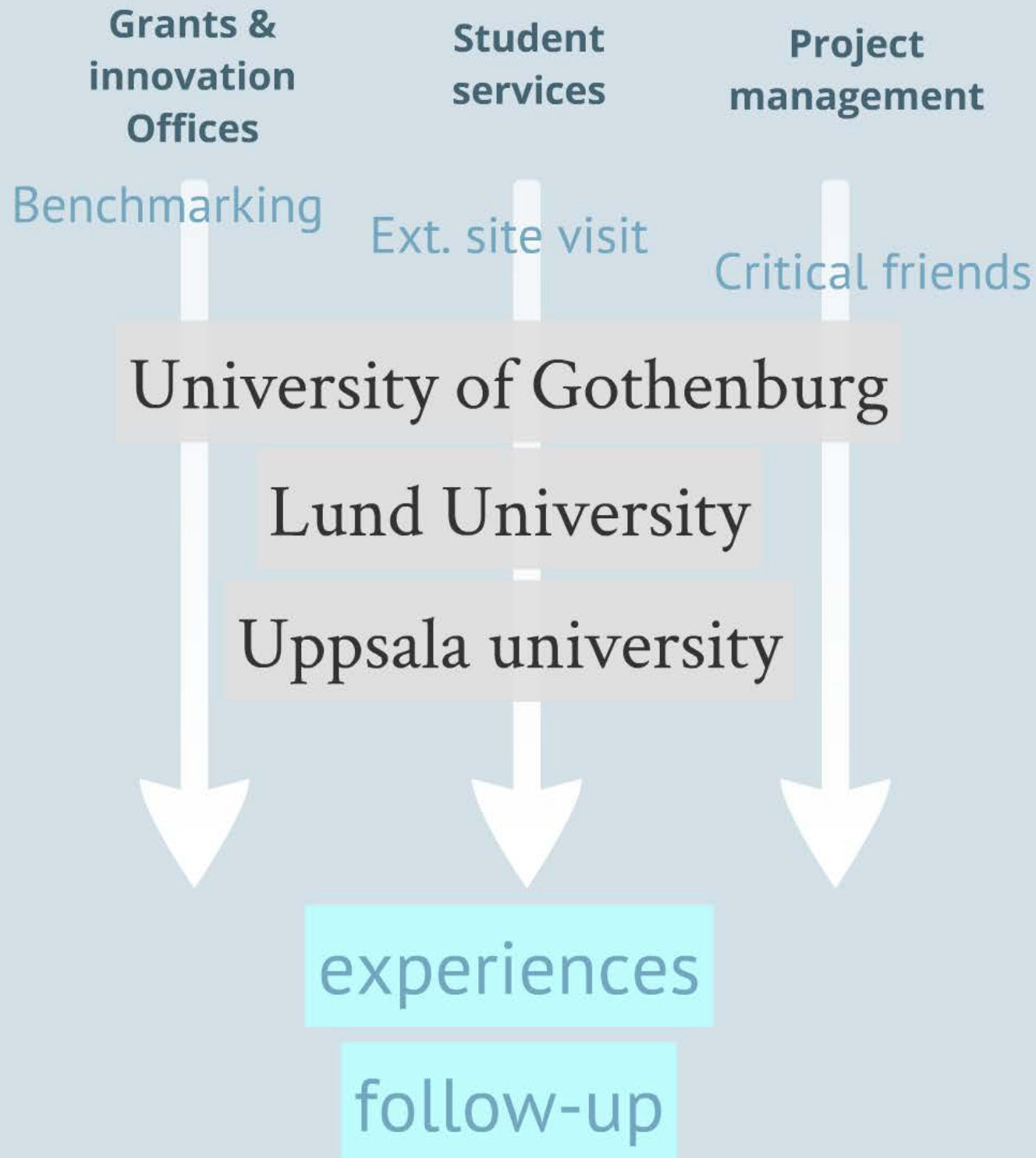
December 2014:

- action plans from the univ. are sent out

November 2015 (one-day meeting):

- follow-up & future plans





Benchmarking: comparative studies to gain insight for improvements

June 2nd (one-day meeting):

- process and content
- determine a common list of issues which will form the basis of the status report

Summer:

- status report is written and sent out
- a list of complementary questions is written

October (two-day meeting):

- benchmarking against one univ. at a time: responds to the consolidated list of questions from the other universities (2-3 hours / university)

December 2014:

- action plans from the univ. are sent out

November 2015 (one-day meeting):

- follow-up & future plans

IMPACT ASSESSMENT

Have we reached our goals?



The overall aim is to deliver professional and effective support services which contribute to:

- increasing the University's **external research funding**
- preserving quality while strengthening **utilisation of University research**
- ensuring quality and consistent **contract management**, particularly in regards to research collaborations with external partners



Impact assessment at office level

- train the trainer
- questionnaire on specific support
- benchmarking with Lund, Uppsala
- results from IA analysis
- follow-up on legal terms agreed upon
- interviews with researchers, financial officers
- discussion with deans, vice-chancellor and dep. vice-chancellor
- follow-up on our goals and action plans
- follow-up on individual goals and action plans

Conclusion

- measure the quality of processes rather than the output
- use metrics to show good examples not to micro manage the employees

In the loop...



University of Gothenburg
Centre for Global Societal
Challenges

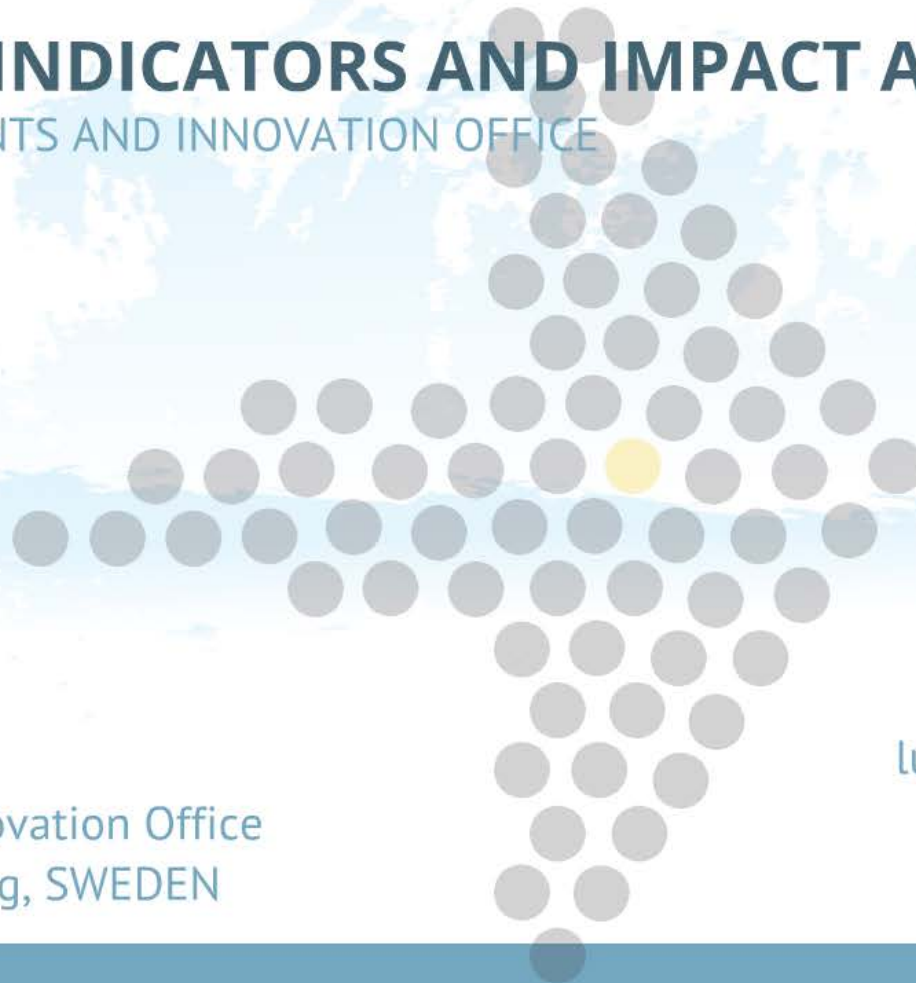
UGOT CHALLENGES

– A 300 Million investment

www.gu.se/ugotchallenges

PERFORMANCE INDICATORS AND IMPACT ASSESSMENT

OF A PROFESSIONAL GRANTS AND INNOVATION OFFICE



Ludde Edgren, PhD
Head of Grants and Innovation Office
University of Gothenburg, SWEDEN

ludde.edgren@gu.se
+46-31-7862783
www.gu.se