The report

GOOD PRACTICES
IN RI MANAGEMENT

- **Published on August 30, 2023**
- **32 pages**
- **11 graphs**
- **8 case studies**

The report – structure

1. Introduction (context, base of the report)

2. Definitions (management, Research Infrastructure, glossary of terms)

3. Aim and scope of the report

4. RI of Enhanceria (general description based on WP2 report)

5. Methodology

6. Case studies
   a) Case study – WUT
   b) Case study – Polimi
   c) Case study – UPV
   d) Case study – NTNU
   e) Case study – TU Berlin
   f) Case study – RWTH Aachen
   g) Case study – CHALMERS

7. Good practices in managing RI

8. Summary and conclusions

The report – methodology

On-line survey:

- from **May 26, 2023** to **June 12, 2023**

- **33** questions (incl. 8 open questions)

- **13** respondents

- **70** minutes to complete on average

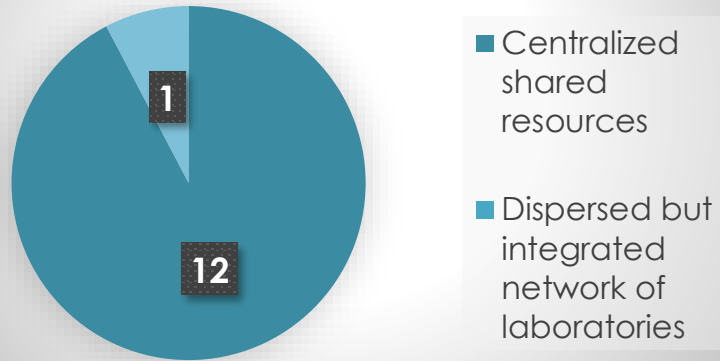- **18.000** signs of recommendations and comments

Interviews:

- from **June 21, 2023** to **July 13, 2023**

- **5** interviews

- **45** minutes on average

The report – methodology

Workshops in Milan (21-22 March 2023) and Warsaw (31 May 2023)

The survey – results

Research infrastruture type

- ■ Centralized shared resources
- ■ Dispersed but integrated network of laboratories

Research infrastruture category

- ■ Large RI (above 1.5 mln EUR)
- ■ Medium RI (above 400k EUR)

Ways of sharing RI

- ■ Only for joint research under the supervision
- ■ For any customer research under the supervision
- ■ For any research without the supervision
- ■ Movable elements of our RI are rented
- ■ Other
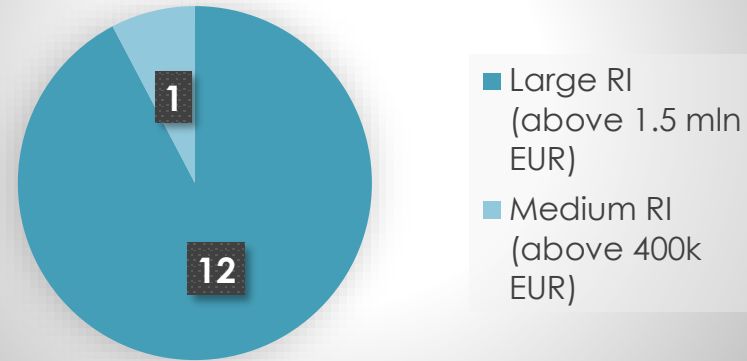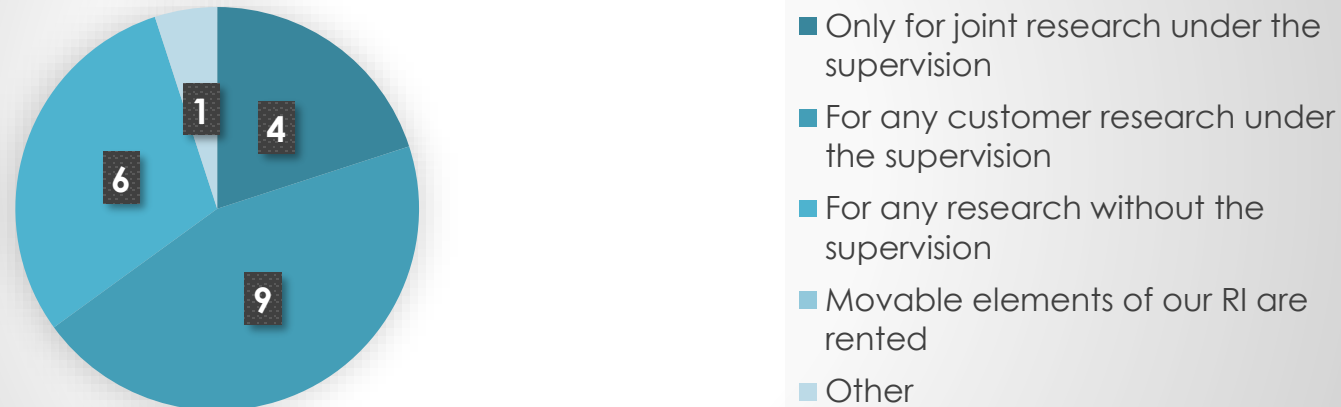
The survey – results

Having an electronic RI management system

- Yes
- No and it is not necessary
- No, but I would like to have one

(Pie chart values: 8, 3, 2)

System features

Feature	Value
OTHER	4
USAGE REPORTING	4
ACCOUNTING	1
BOOKING	4
OCCUPANCY SCHEDULE	5
PRICE-LIST OF SHARING	4
RULES OF SHARING FOR EXTERNAL USERS	4
RULES OF SHARING FOR INTERNAL USERS	5
BROWSING RI	3
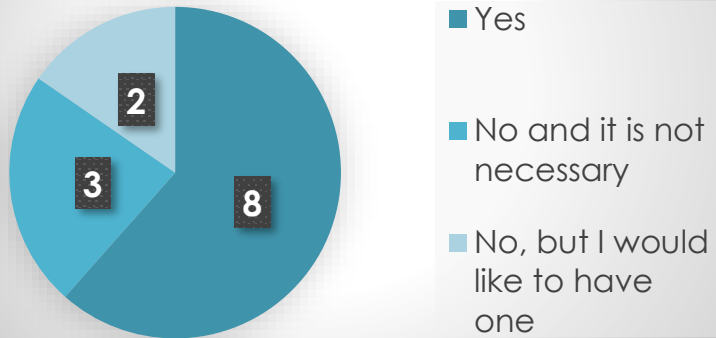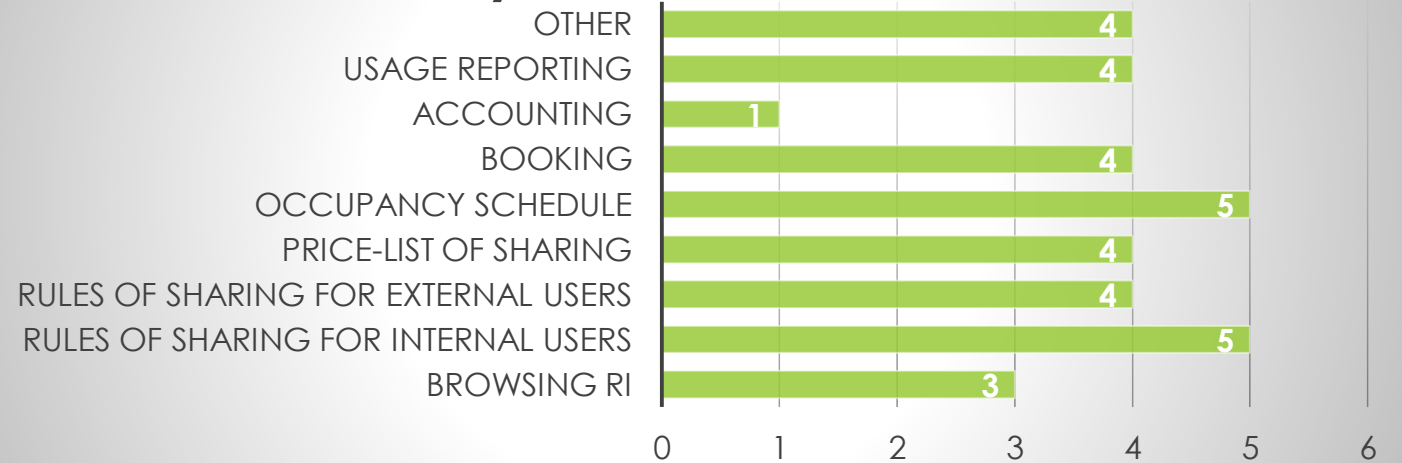
Having a price list of services

- Yes
- No

(Pie chart values: 7, 6)
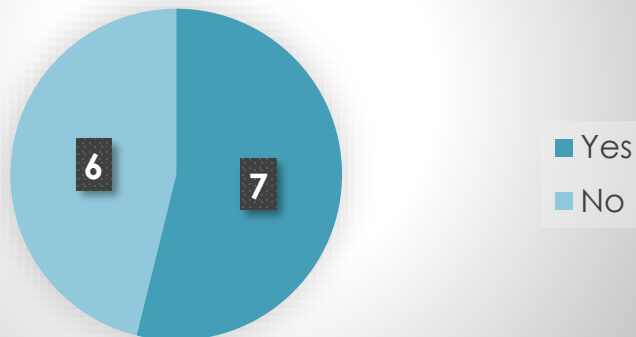
Employment of RI management specialists

- Yes and they do an excellent job
- Yes, but I'm not happy with it
- No, which is good - scientists are better in that
- No, but I would like my facility to do it

(Pie chart values: 7, 0, 2, 3)

ENHANCE ENHANCERIA
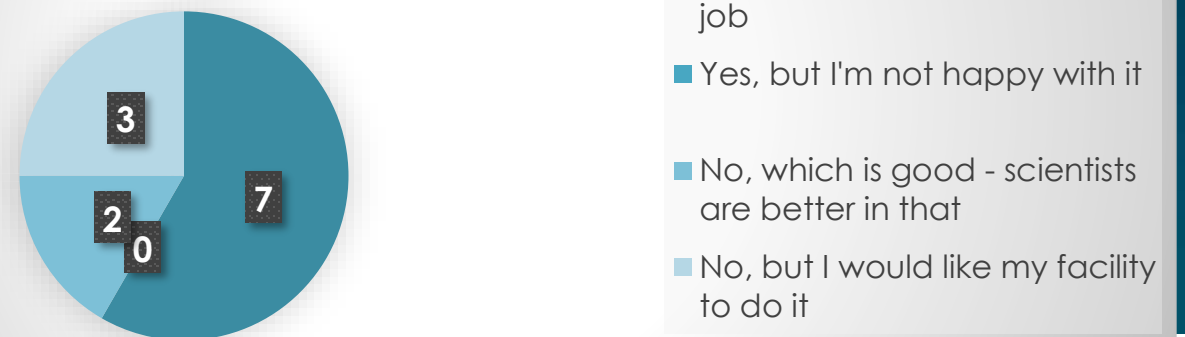
The survey & the interviews – challenges and pains

- **Public procurement** Overly defensive approach compared with peers. Excessive formal requirements consume a lot of resources.

- **Employing non-scientific personnel.** Universities are the only employers for researchers, but support employees have more competitive offers outside the research sector

- **Internal differences in approach to management.** It is useful to centralize the approach so that different infrastructures within the same institution work similarly.

- With the growing number of external users paying market fees for the use of services, **the efficiency of support processes** must be increased.

- **Searching for financing to maintain and develop the existing infrastructure** poses major problems. One should start thinking about investing in people whose duty would be to look for new sources of financing.

- **Communication and promotion of infrastructure**. It is necessary to ensure that all potential users know the offer they can use.

- **Digitalization of RI management.** The use of computer resources and systems is fundamental to the efficiency of managing and providing infrastructures. Computerization needs to happen at a faster pace.

Hints for less experienced managers

The survey & the interviews – final recommendations

- **Develop a Comprehensive Management Plan -** create a detailed management plan that outlines the goals, objectives, and strategies for the research infrastructure; this plan should cover issues of governance, funding, operations, user support, sustainability, and future development.

- **Engage Stakeholders** - involving stakeholders, including internal and external research groups, administrators, funding agencies, and user communities, requesting their input and feedback to ensure that the RI meets their needs and demands.

- **Foster Collaboration and Partnership** – actively look for collaborations and partnerships with other institutions, industry, and relevant organizations to leverage resources, share expertise, and expand the impact of the infrastructure; collaborative efforts can enhance the capabilities and reach of the infrastructure.

- **Establish Clear Governance and Management Structures** – clearly define roles, responsibilities, and decision-making processes to ensure effective coordination, accountability, and transparency in RI management.

- **Develop a Sustainable Funding Model** – identify and secure diverse funding sources to support the infrastructure's ongoing operations, maintenance, and development; explore various options such as institutional funding, external grants, user fees, public-private partnerships, and philanthropic support as well.

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The survey & the interviews – final recommendations

- **Prioritize User Support and Training** – provide comprehensive user support services, including training, technical assistance, and access facilitation; invest in training programs to enhance the skills and knowledge of users in effective and safe utilizing the infrastructure.

- **Regularly Evaluate and Assess Performance** – implement mechanisms to regularly evaluate and assess the performance, impact, and user satisfaction; use this feedback to identify areas for improvement and make informed decisions about resource allocation and future directions.

- **Monitor and Follow Technological Trends** – keep abreast with emerging technologies and trends related to the research infrastructure; continuously update the equipment, software, and support systems to ensure that RI remains at the forefront of scientific capabilities.

- **Promote Open Science and Data Sharing** – encourage open science practices by promoting data sharing, open-access publications, and transparent methodologies; develop policies and procedures for effective data management, storage, and dissemination to maximize the impact and reusability of research outcomes.

- **Implement a Culture of Innovation and Collaboration** – develop an environment that fosters innovation, creativity, and collaboration among researchers utilizing the infrastructure; encourage and stimulate interdisciplinary collaborations and knowledge exchange.

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Thank you!