



StR ESFRI



European Strategy Forum
on Research Infrastructures



Rltrain

Driving Leadership for
Research Infrastructures

Research Infrastructure training programme

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ESFRI WORKSHOP ON RIS AND EOSC

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Background

great need for skilled managers and operators of research infrastructures



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Most – if not all – staff in Research Infrastructures (RI), in general is trained on the job as formal education path do not or only randomly exist.

Leadership and executive members of RIs come often from research and have no or little management training.

Ritrain developed a **flagship training programme** to enable **RIs across all domains** to gain expertise on governance, organisation, financial and staff management, funding, IP, service provision and outreach in an international context.



Definition of required competencies in RIs throughout the lifecycle.

Training need survey: 163 responses from ~70 different RIs, highlighted the greatest priorities for training in management and leadership

Mapping of these competency requirements to existing training courses and programmes and flag them in [on-course®](#)



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Development of continuing professional development, including a series of webinars based on how real challenges in research infrastructures have been overcome, and a staff-exchange programme.

Development and piloting of a comprehensive curriculum, at master's level (EQF level 7) to fill the gaps, the Executive Masters in Management of Research Infrastructures – EMMRI
11 Faculty from University of Milano Bicocca; 29 Visiting Faculty (DG, CEOs, Finance Directors etc)



Empowerment model...

flexibility is a must for busy professionals



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1. **RI professionals** wishing to enhance their managerial skills can **take a full master's degree with a tailored curriculum** designed to enable them to make a step change in their ability to be effective as professional leaders and managers.
2. **Individual professionals** working in RIs are able to **dip into the content on an as-needs basis**, focusing on those areas where there is the greatest need at any time (**Open programme**).
3. **Management teams** can take the **entire curriculum (or the parts of it that are most relevant to them)** as an organisation. This leads to a **Certificate of Excellence for the RI** as a whole.



Benefits to RIs

The organisational competency framework: can be used as a diagnostic tool for defining training requirements (and also personnel requirements!) in RI

The Master's course: provides an opportunity for the RI ecosystem to benefit from a unique tailored Executive Master in Management of RI.

Webinars: RITrain's webinar series delivered by the leadership of RIs or by Faculty members, are a series of TED-like talks in which speakers describe real challenges and how these were or can be overcome.

Staff/knowledge exchanges: staff exchanges provide opportunities for RI staff to learn from their peers in other RIs



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UNIVERSITÀ DEGLI STUDI
BICOCCA

RItrain
Driving Leadership for
Research Infrastructures

Launch of a unique international management development programme

EXECUTIVE MASTERS IN MANAGEMENT OF RESEARCH INFRASTRUCTURES

SEPTEMBER 2017 – MARCH 2019

In collaboration with RItrain Partners



Programm structure



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- 18 month split in 3 terms;
- 60 ECTS;
- 12 Modules: 7 on-campus and 5 full online (face-to-face lectures/webinars, case analysis, team work, group discussions, role playing and simulations, Living cases etc)

Full Master's class

- 25 people (10 nationalities; 41% female; average age 45)
- Representing 19 RIs (single sited and distributed RIs, different grades of maturity) in 12 different countries

This project receives funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no. 654156



Expected impact



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- This programme strengthen the capacity building of current and future RIs across different scientific domains. Therefore, it contributes to promoting RI development and competitiveness at international level.
- EMMRI is developing multi-collaborative networks of talented and trained RI leaders.
- The knowledge developed through the Master can be shared with all RIs

In line with the EU Open Science Open Innovation Strategy, EMMRI webinars could be openly available through EOSC platform.





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