

# Fostering attractive research and training conditions in European Universities

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# Key ingredients

- Excellent people (in research and training)
- Excellent networks (offering opportunities for collaboration and career development)
- Excellent infrastructure (or access to it elsewhere)
- Appropriate funding and resource allocation (right mix of competitive and basic funding)
- Supportive governance structure at all levels (allowing for feeling of ownership)

# Recruiting the best from around the world

- Apply principles laid out in the “Code of Conduct for the Recruitment of Researchers”, in particular:
- Advertise positions internationally, including those at early-career level (e.g. through Researchers’ Mobility Portal, use video interviews for first screening if necessary)
- Clearly state evaluation criteria, taking into account **all** relevant skills and experience
- Involve international experts in selection panel (possibly through use of modern ICT)

# Providing supportive framework conditions

- Implement principles of the “European Charter for Researchers”, in particular:
- Provide reasonable level of employment stability
- Offer opportunities for professional development independently from contractual situation
- Reward achievements in a fair way (performance related pay, prizes, reduced teaching load, sabbaticals, ...)
- Allow for appropriate work-life balance through increased flexibility (and family support structures)
- Provide practical support to new staff (especially internationally mobile researchers)

# Networks as a tool for success

- International networks of research teams essential for exchange of knowledge and exposure to different approaches (and can provide access to infrastructure not present at own institution)
- Intersectoral networks can help to bridge the “cultural” gap between academia and industry (and can provide career opportunities outside academia)
- Networking at administrative / managerial level can improve governance through exchange of best practice

## Making best use of all types of mobility...

- “Classical” fellowships for longer-term training at early/mid-career level (split stays can be more effective and family friendly, reintegration support?)
- Sandwich programmes within established networks (especially at early-stage level, providing exposure to different environments, mutual recognition of qualifications?)
- Short exchanges to initiate and advance specific collaborations, international conferences
- Staff exchanges at administrative/managerial level

## ...including virtual mobility using modern ICT

- Video conferencing with research partners in other locations (including industry)
- Using shared workspaces on the Internet (common practice in some disciplines but not all)
- Live streaming of lectures and seminars to reach larger audience (in particular within joint training programmes)
- Guest lectures by eminent personalities abroad

## Example of good practice: FP7 Marie Curie Initial Training Networks

- “Training by research” based on joint training programme by international consortium
- Focus on early-stage researchers, up to five years after graduate degree (PhD candidates, early post-docs)
- Consortia **must** involve private sector at some level (at least in an advisory role)
- Generous funding both for early career researchers and networking / training activities, short stays by visiting top researchers
- Application of principles of the “Code of Conduct for Recruitment” is evaluation criterion