



The University Management
Vice-Chancellor Hans Adolfsson

INVITATION
12/09/2016

REAL RESEARCH & LEADERSHIP STEP 3 – Distinguished Research Leader 2016-2017

The last day to hand in the application to your Dean is Friday October 7th 2016

Real – Step 3 DISTINGUISHED RESEARCH LEADER

The project Real, Research & Leadership, is focusing on leadership aspects in the research setting with the purpose to support the development of successful research environments in all disciplines at Umeå University. Real is carried out as a project decided and funded by the vice-Chancellor of Umeå University.

The Real – project can be described as “a Talent Management” project, a term used to define an organization’s or businesses conscious strategy to develop and maintain talent within a competitive market. A Talent Management perspective involves focusing, not only on current performances, but also on the *potential* and on the *future performance* of an employee. This involves supporting the development of necessary qualities, and also offering greater responsibilities and support.

Real is divided into three progressive steps: Step 1 Researchers in an early stage of a research career; Step 2 Established Researcher; and Step 3 Distinguished Research Leader. Step 3 aims to be an active support for successful researchers to take the next step in building larger/more advanced research environments.

Target group:

The programme targets a person who is an established research leader. The applicant should have good experiences in leading research groups/research networks. Applicants should have produced research results with an international impact. You should preferably be professor. You should have external funding. You should have experience from other Universities and have a good national and/or international network. You are gaining experience as a research leader and supervisor. You have an emerging vision for your research field and have a strategy for your future research, career and outreach activities. You are starting to get experience from work in committees, research foundations, evaluation committees and other administrative tasks. You should have teaching experience. You should preferably have graduated more than 10 years ago. You should have at least 10 – 15 years left of an active research career.

The applicant should have a clear ambition to reach the following goals within 10 years:

You should become an authority within the research field and an internationally well-respected researcher. You are visionary and have a clear plan for your research combined with a strategic leadership. You should have large and steady external funding and should be a leader of a research

centre, a research environment or an influential international network. You should have a well-established research group/network and very good national and international contacts. You should be well experienced with other Universities, preferably international. You should be a well-experienced research leader and supervisor. You should have a strategic vision both within your research field but also knowledge about research politics. You should have good experience of working in bodies such as research councils, foundations, committees, evaluation committees and other administrative tasks, on a local and on a national level. You could have an ambition to become a leader of a national or international research organisation. You should be a good teacher and be involved in teaching.

The Step 3 Program

The overall ambition of the Step 3 program is to stimulate the further development of innovative and ground-breaking research. With the purpose to strengthen a long-term development the program will especially focus on a) strategic development of the own research environment and on b) the personal development as a Leader in general and especially as a Research Leader.

ReaL – step 3 will have an interactive design which means that it will be possible for the participants to influence the content of the program, but to be able to realize the program an overall plan must be formed in advance. The program is designed with 8 modules over a period of one year. Each module is approximately a lunch to lunch seminar, mainly in a conference setting outside Umeå. Most of the modules are linked to a visit of different successful research environments, as a part of the program (for more details, see appendix 2). One of the modules contains a study tour to an internationally successful research University. To every meeting a special resource person will be invited. It can be successful research leaders, relevant experts and specialists, politicians etc.

Table 1. Preliminary Overview of the ReaL – Step 3 program (reservation for eventual changes)

Module 1	<i>Introduction</i>	<i>26-27 Jan. 2017</i>	<i>Umeå</i>
Module 2	<i>Organizing and Governing Research</i>	<i>23-24 Feb.</i>	<i>Stockholm</i>
Module 3	<i>Strategies and visions</i>	<i>30-31 Mars</i>	<i>Uppsala</i>
Module 4	<i>Working with others</i>	<i>4- 5 May</i>	<i>Lund</i>
Module 5	<i>Influence and wider Impact of Research</i>	<i>14-15 Sept.</i>	<i>Gothenburg</i>
Module 6	<i>International Outlook</i>	<i>23-27 Oct.</i>	<i>Singapore</i>
Module 7	<i>Further Conclusions</i>	<i>7-8 Dec</i>	<i>Stockholm</i>
Module 8	<i>Finale – The next step</i>	<i>18 Jan. 2018</i>	<i>Umeå</i>

The learning process will primarily be based on collegiate sharing of experiences and will be process oriented, in combination with seminars and lectures as inputs for discussions and further professional and personal development. A project work in groups will also be added to the program on the theme “Leading complex research environments”, where experiences will be shared and ideas about possible development will be discussed.

In the end of the program the participants will have formulated a well-developed strategic plan for the future for the own research environment.

Implementation

The programme is open for all researchers at Umeå University that fit the target group description and matches the goals of the program. It is carried out in a group of 10 - 15 participants. The University has the ambition that the program will be repeated every fifth year. The program starts with an individual interview that focuses on the strategic vision and plan for the applicants next 10 – 15 years.

Selection process

The selection regarding who is accepted as a participant in the programme is a two-step process. In the first step, the applicant submits a pre-application to the Dean of the Faculty. The pre-application is written in the enclosed application form and contains a CV and publications list. The Dean of the Faculty evaluates the pre-applications and presents a ranked list of candidates to Senior Adviser for Research, Professor Marianne Sommarin (former Deputy Vice-Chancellor for Research). The ranking is based on research competence and leadership skills.

The decision who should go to the second step in the selection process is made by the Pro-Vice-Chancellor, the Deputy Vice-Chancellor of Research and the Senior Adviser for Research. In the second step, the selected applicants are asked to submit a full application containing their reflections on research leadership and a strategic outlook for the next 5 – 10 years. The selected applicants are interviewed by a national expert panel. The expert panel presents a ranked list of potential participants. The selection is mainly based on leadership potential and strategic outlook. The final decision on participation in the program is made by the Vice-Chancellor.

We welcome you to submit your application to your faculty office no later than Friday October 7th, 2016. (See details in the separate Application form).

The decision regarding who will be chosen to participate will be made no later than Friday December 2nd, 2016.

Time Schedule

Friday October 7th 2016 – last date to submit your application to the Faculty Office
Friday October 14th - Last date for the Deans to present a ranked list of participants
Friday October 21th - Last date to select the candidates for interviews by the national panel
Friday November 11th – Last date for the selected candidates to submit a full application
November 14th - 25th – Interviews with the selected candidates will be performed
Friday December 2^d – Last date for final decision by the Vice-Chancellor for selection of participants in the program

Program Leaders

Matts Björklund	Petter Gustafsson
Licensed Psychologist	Professor

Welcome with your application,

Hans Adolfsson
Vice Chancellor

Marianne Sommarin
Senior Adviser for Research

ReaL

RESEARCH LEADERSHIP 2016-2017

– Distinguished Research Leader

1. Research competence refers to the assessment of:

The applicant's scientific qualifications:

- Publication success (quality and quantity) since receiving a doctoral degree (publication in recent years should be especially noted) in relation to the researcher's field
- The ability to raise own research funding
- National and international collaboration
- The assessment of research merits should be understood in relation to the applicant's active research time since achieving the doctoral degree.

2. Leadership experience and potential

When it comes to leadership experience and potential, characteristics described in the literature regarding research leadership can be used as support for assessing and selecting candidates.

- Creative problem-solving skills¹
- Openness, curiosity²
- Communication skills³
- Experience and good skills in interaction and collaboration with others⁴
- Experience of leadings groups/networks/projects⁵
- Potential for development⁶

3. Strategic outlook

The applicant's potential and ability to develop a long term strategy for improving research performance^{7 8 9}

¹ Puccio, J.P., Mance, M. & Zacko-Smith, J. (2013). *Creative Leadership: Its Meaning and Values for Science, Technology and Innovation and Relationships*. In Hemlin et al. *Creativity and Leadership in Science, Technology and Innovation*, (Pp 287-315). London. Routledge.

² Feist, G.J. (1999). *The Influence of Personality on artistic and scientific creativity*. In Sternberg (Red.) *Handbook of Creativity*, (Pp.273-296). Cambridge: Cambridge University Press.

³ Mumford et al. (2000). *Development of leadership skills: experience and timing*. *The Leadership Quarterly*, Vol. 11 s. 87-114.

⁴ Hollingsworth, R & Hollingsworth, E.J. (2000). *Major Discoveries and biomedical research organizations: Perspectives on interdisciplinary, nurturing leadership, and integrated structure and cultures*. In Weingart & Stehr (ed.), *Practicing Interdisciplinary* Pp 215 – 244. Toronto: University of Toronto Press.

⁵ Jönsson, S. & Rovio-Johansson, A. (2007). *Forskningsledarskap- en översikt*. [Research Leadership - an overview] Rapport till Stiftelsen för Strategisk Forskning. [Report to the Swedish Foundation for Strategic Research, SSF] GRI- rapport 2007:3. [GRI-report 2007:3] Gothenburg Research Institute.

⁶ Dries, N. & Pepermans, R (2012). *How to Identify Leadership Potential and Testing of a Consensus model*. *Human Resource Management*, Vol. 51, No 3. (Pp 361-385).

⁷ Heinze, T. et al. (2009). *Organizational and Institutional influences on creativity in scientific research*. *Research Policy*, 38 (4), 610-23.

⁸ Taylor, J & De Lourdes Machado, M (2006). *Higher education leadership and management: From conflict to Interdependence through strategic planning*. *Tertiary Education and Management* 12: 137-160

⁹ Goodall, A. H. (2009). *Socrates in the Boardroom: Why Research Universities Should Be Led by Top Scholars*. Princeton, New Jersey: Princeton University Press, Princeton, NJ University Press.

Appendix 2

THE REAL STEP 3 – Preliminary Program overview (Final program in dialogue with participants)

Dates	Themes	Study visits	External guests	Leadership Dimensions
Module 1 26-27/1, 2017 Umeå	<i>Introduction</i> About the program My research project and Research Environment -Situation analysis and future challenges,	-----	Experienced Research Leaders	My research project- Research environment Leadership challenges Bench Marking of innovative research projects
Module 2 23-24 /2 Stockholm	<i>Organizing and Governing Research</i> Standards, requirements and professionalism to do Research Building stable structures combined with creative and innovative development	<i>Science for Life Laboratory, SciLifeLab</i> A national centre for molecular biosciences with focus on health and environmental research. SciLifeLab is a national resource and a collaboration between four universities: Karolinska Institutet, KTH Royal Institute of Technology, Stockholm University and Uppsala University. With the vision to be an internationally leading centre	Research Leaders, Managers, Directors from SciLifeLab	Leadership and Research Management, Project Planning, Organizing,
Module 3 30-31/3 Uppsala	<i>Strategies and visions</i> Societal and political changes, Future Search, Changing needs and forms of research The National perspective, Future Funding of research	<i>Swedish Collegium for Advanced Study (SCAS)</i> A national scientific institution, chartered by the Government of Sweden as an institute for advanced study, mainly in the social and human sciences. SCAS has commitment in three broad areas, to strengthen the historical and global orientation of the social and human sciences, the understanding of the cultural multiplicity of the world and to promote cooperation between the economic and other human and social sciences.	Representatives, Directors, Researchers from SCAS Representatives for Research Funding Bodies, (SSF, Wallenberg Foundation, FORMAS, ERC etc.)	Analysing trends Strategic Leadership Leading Change Visionary work, Developing Research Strategies
Module 4 4-5 /5 Lund	<i>Working with others</i> Leading Scientists, Influencing others Climate setting Collegiality Equality & Diversity Problem Solving, Conflict Management	<i>MAX IV Laboratory,</i> The MAX IV facility is the largest and most ambitious Swedish investment in research infrastructure and the brightest source of x-rays worldwide. <i>CIRCLE</i> An interdisciplinary centre for innovation in close cooperation with the Social Science Faculty, the School of Economics and Management, and the Faculty of Engineering.	Research Leaders, Managers, Directors from MAX 4 and CIRCLE	Personal effectiveness, Self-Leadership Team Leadership Work Climate

Dates	Themes	Study visits	External guests	Leadership Dimensions
Module 5 14-15/9 Gothenburg	<i>Influence and wider Impact of Research</i> Collaborations, Communication Methods, Media, Public engagement, Knowledge sharing, Policy making, IPR and Enterprise	a) <i>Life Science Engineering Area of Advance.</i> The vision is to contribute to solving two of the grand challenges of modern society: sustainable provision of energy and materials through biotechnology and establish a sustainable health care sector. The mission is to catalyse interdisciplinary research and create an environment that integrates academia, industry, and the society b) <i>The QOG Institute (Quality of Government)</i> A research institute at University of Gothenburg that conducts research into the significance of dependable, impartial and non-corrupt Government institutions	Directors, Representatives of the Life Science Engineering Area of Advance Directors, Representatives of the QOG Institute	Creativity Innovation Process Boundary Spanning Leadership
Module 6 23-27/10 Singapore	<i>International Outlook</i> -Future Trends -Experiences from building successful Universities Concerning research, Organizing, Leadership and Management	<i>Universities in Singapore</i> - Nanyang Technological University (NTU) - National University of Singapore (NUS) - plus others	Representatives, Managers, Directors of NTU and NUS -Other academic leaders representing different universities	All aspects of Research Development, Leadership and Management
Module 7 7-8/12 Stockholm	<i>Conclusions</i> Putting it all together Learnings of importance for my strategic planning, Learning from success stories, the Nobel Prize Laureate Journey		Nobel Prize Laureates (One or two)	Strategic Leadership Performance management
Module 8 18/1, 2018 Umeå	<i>Finale– The next step</i> Performing a developed Strategic Plan for my Research Environment, Existing and Coming directions	-----	Vice Chancellor Hans Adolfsson, Umeå University	Summarize My long term planning My Personal development