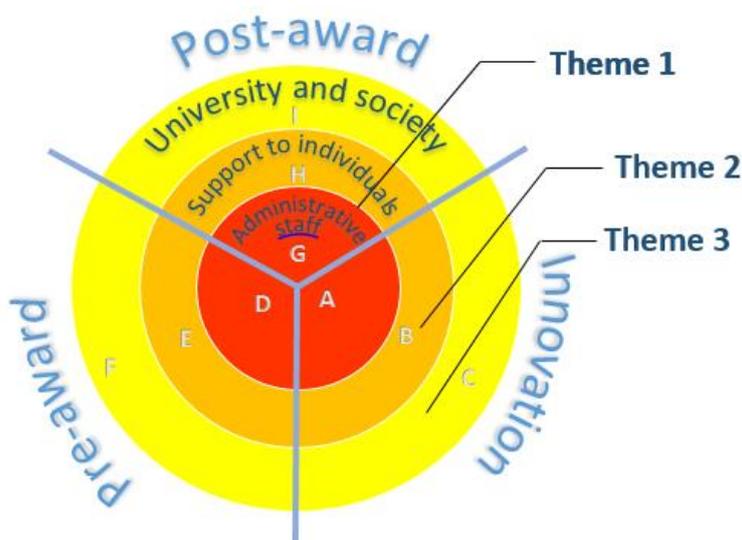


Workshop groups

Axis one - categories:	Axis two – themes:
<ul style="list-style-type: none"> • Innovation • pre-award • post-award 	<ul style="list-style-type: none"> • Theme 1: How do we measure the quality and effect of how we perform with regards to internal resources and costs? • Theme 2: How do we measure the quality and effect of how we perform from the perspective of those we support? • Theme 3: How do we measure the quality and effect of how we perform as a support function? (Further elaboration on each theme on back page)

Each group has been assigned a letter as seen in the table:

	Theme 1	Theme 2	Theme 3
Innovation	A	B	C
Research - Pre-award	D	E	F
Research - Post-award	G	H	I



Themes

Theme 1 - How do we measure the quality and effect of how we perform with regards to internal resources and costs?

This theme relates to a discussion of the relevant internal work metrics and performance indicators that heads of research and innovation support offices can use with regards to positioning our support functions and in relation to resource management.

- For example, in the context of pre- and post-award: Amount of contacts and dialogue with main funders; amounts of info's, workshops, start-up meetings and coaching.
- Examples in the context of pre-award research support, relevant metrics could include:
 - **Metrics:** Number of funding applications submitted; total amount of external funding secured/year
 - **Performance indicators:** Success rate of funding applications granted; Year-to-year increases in external funding (e.g. per funding agency)
- In the context of innovation support, relevant metrics could include:
 - **Metrics:** Number of new projects/ideas; Number of start-up meetings; Number of meetings with researchers
 - **Performance indicators:** Rate of success in handing projects/ideas over to other actors (e.g. incubators, science parks, investors, etc.); Average number of verification activities per project/idea.

Theme 2 - How do we measure the quality and effect of how we perform from the perspective of those we support?

This theme relates to a discussion around the ways that we capture the feedback and opinion of those persons/actors who we directly provide support to within our academic settings. This theme will explore the relevant factors – both objective and subjective – that contribute to a perceived quality of services delivered from those who receive these services. This theme will also explore ways to measure how effectively the needs of the “customers” are addressed by the professional advisors and support functions as they operate today, and how we can manage these functions to more effectively identify and address needs in the future.

- For example, in the context of all categories: General satisfaction with support received; Perceived helpfulness of the advice received helpful in understanding one's own needs; Perceived helpfulness of advice in making decisions regarding a project/idea or application

Theme 3 - How do we measure the quality and effect of how we perform as a support function in a broader context?

This theme relates to a discussion of the relevant work metrics and performance indicators that can be used to measure the level of quality of the services delivered by research and innovation support functions, as well as the impact of these services in the broader context of an academic setting. This theme will explore such factors as are related to the services delivered directly to our "customers" and how we can qualitatively and quantitatively measure performance in a meaningful way to capture the value of these services. In addition, because these services generate a variety of outcomes at different levels within the organization – this theme will also explore how to capture or measure the direct and indirect impact/effect of these outcomes within the context of our academic research settings, which in turn have goals and objectives in a broader societal context. In short, how do we interpret, support and facilitate successful implementation of the professional organization of university based on different strategic aims at various levels within an academic setting: University Strategy – Dean's Strategy – Department's Strategy – Research group Strategy.

- For example, in the context of pre-award research support, relevant metrics could include: Amount of contacts and dialogue with main funders; Amount of total external research funding; Amount and share of international research funding; National research funding received by competition
- In the context of post-award research support, relevant metrics could include: Amount of contacts and dialogue with main funders; Risk ranking of externally funded projects; Number of start-up meetings.
- In the context of innovation support, relevant metrics could include:
 - **Commercial Impact/Effect:** Number of new companies, Number of new filings for Intellectual Property, Patents; Number of invention disclosures.
 - **Social Impact/Effect:** Cost savings in, e.g. health care settings; Improved educational outcomes; Enhanced integration effects.