



# Towards a more professional role for Research Infrastructure managers – the ELIXIR case



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# ELIXIR: 'Data for Life'

= an intergovernmental organisation that brings together life science resources such as **databases, software tools, training materials, standards** and **compute resources** from across Europe.

Goal: **coordinate life science resources from across Europe so they form a single infrastructure.** This makes it easier for scientists to:

- Find and share data
- Exchange expertise
- Agree on best practices in scientific research



# ELIXIR Nodes

The logo for the European Strategy Forum on Research Infrastructures (ESFRI), consisting of the letters "ESFRI" in white on a blue square background.

- ELIXIR members host **Nodes**, which represent centres of excellence in bioinformatics.
- In total there are more than **700 individuals** from over **220 research institutes**.
- ELIXIR activities are coordinated by the **ELIXIR Hub**, based at the Wellcome Genome Campus, UK.

## ELIXIR Members



## ELIXIR Observers



# ELIXIR Norway

- The national research infrastructure for bioinformatics
- Funded by RCN and 5 partner institutions
  - on RCN infrastructure road map
- Builds upon the Norwegian Bioinformatics Platform (est. 2002)
- Services to users:
  - e-infrastructure, support, training
- Deliverables towards ELIXIR Europe:
  - 12 Norwegian data resources and analysis tools

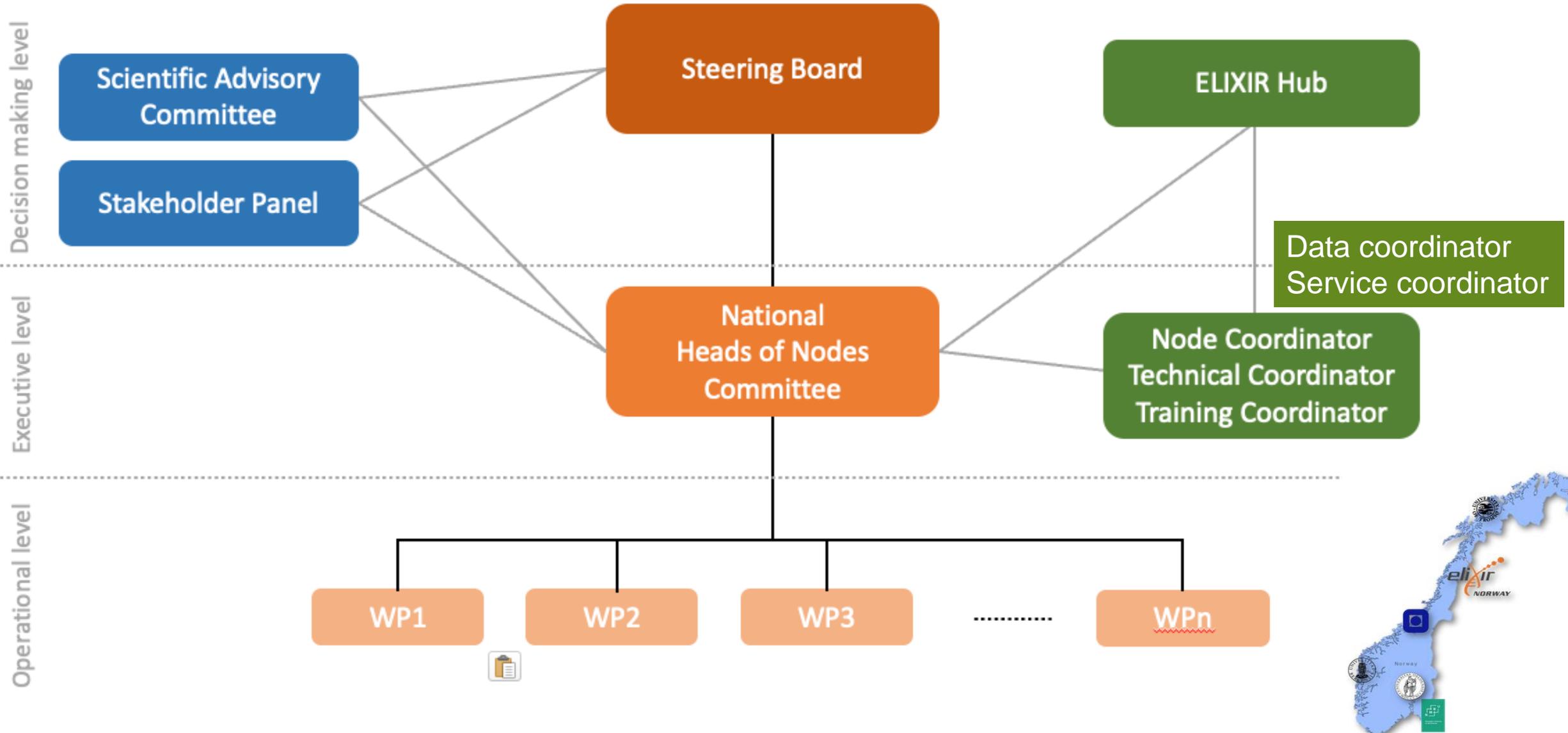




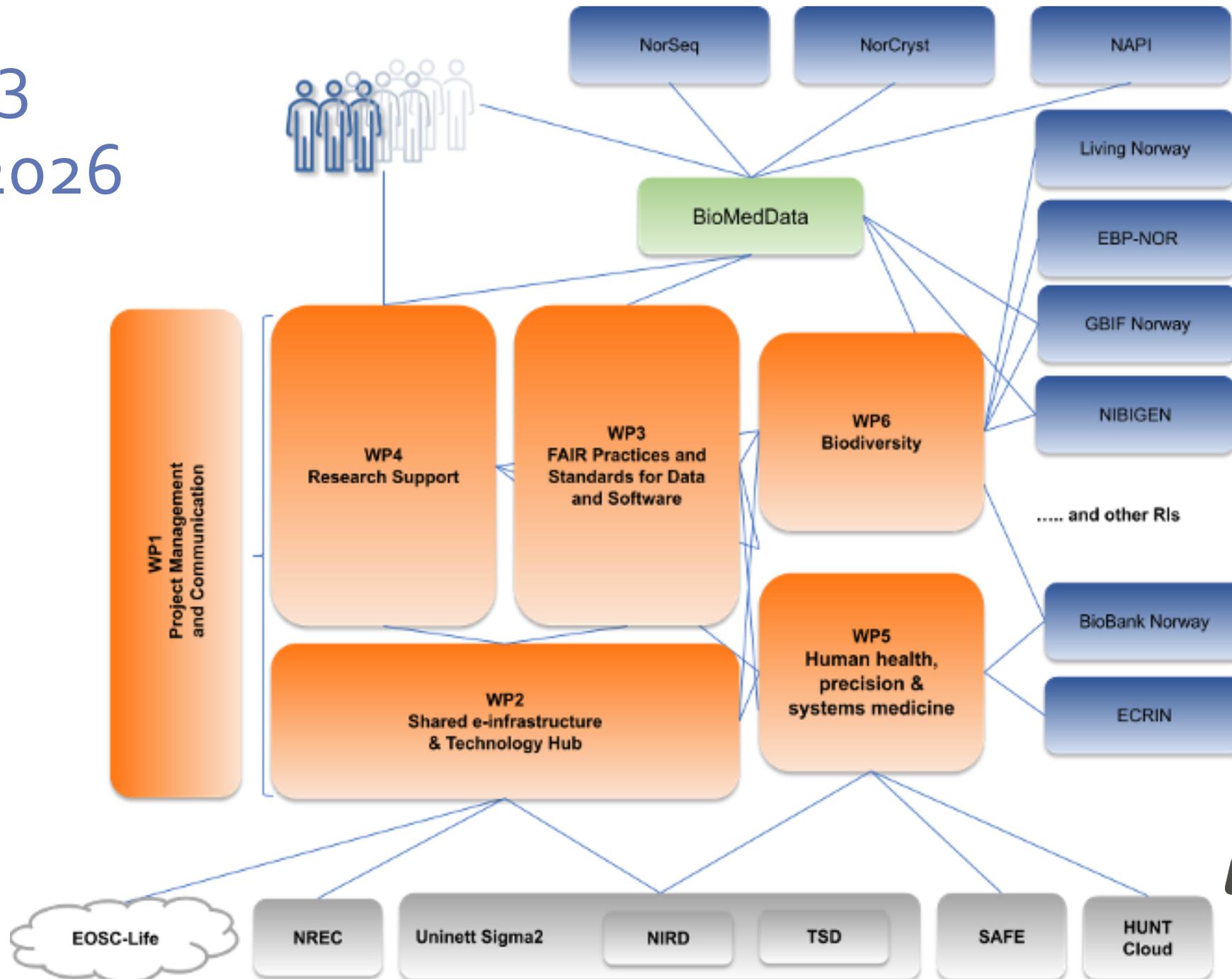
- Joint effort across 5 institutions
- More than 50 people involved:
  - Software developers
  - Bioinformaticians
  - Coordinators
  - Researchers



# ELIXIR Norway governance



# ELIXIR3 2022-2026





**Rltrain**

Driving Leadership for  
Research Infrastructures

- H2020 project
- Develop training programme tailored for RI management personnel
- Designed and delivered by experts who have set up and managed RIs from concept to maturity



# EXECUTIVE MASTERS IN MANAGEMENT OF RESEARCH INFRASTRUCTURES

Develop your skills for leading Research Infrastructures with global impact

## CORE MODULES

Governance and  
organisation

Developing a sustainable  
funding model for RIs

International law and  
compliance

Financial Management  
- I

Financial

Leadership and team  
building

Servi

Strategic management  
of RIs

## OPTIONAL MODULES

Planning an RI

Set

FIELD PROJECT



### Valuing staff development

To operate optimally, it is most important that a research infrastructure as a whole, rather than few individuals within it, has the right combination of competencies. It may therefore be more appropriate, especially in the context of the less mature research infrastructures, for management teams to work together within the Executive Masters in Management of Research Infrastructure.

We offer Research Infrastructures the option to enter the programme as an organisation and split the 12 modules among staff members according to their organisational needs. This option is not covered by a Master certificate.

The Research Infrastructure will be awarded with a *Certificate of Excellence in Research Infrastructure Leadership*, flagging it as an organisation that values staff development, thereby enhancing its attractiveness as an employer.

[APPLY AS RI TEAM](#)

# ELITMa

## ELIXIR Training Programme in Management

- Curriculum to support ELIXIR Node staff (middle management) in their roles
- Who? Node staff (e.g. coordinators, project, IT, event and community managers, trainers, service providers)
- How? Developing and delivering a modular and flexible Management Curriculum
- Types of tasks - Strategic management, administration, communication, organisational/operational, impact evaluation, community management/engagement, advocacy, data management



# Alignment of ELITMa curriculum

## ELIXIR Governance and Organizational Behaviour

Transversal short element on ELIXIR environment, mission, values and vision.

## Project Management

Key concepts, skills and software tools to operate time and tasks efficiently avoiding constraints and overcommitment.

## Communication

Educate on how to communicate properly inside the organization.

## Financial Management

Training on the application of general management principles to financial activities.

## Legal and ethics issues

Educate on issues that establish the legal & ethical cornerstone of a research infrastructure.

## Leadership

Development of leadership skills.

## Strategic Management

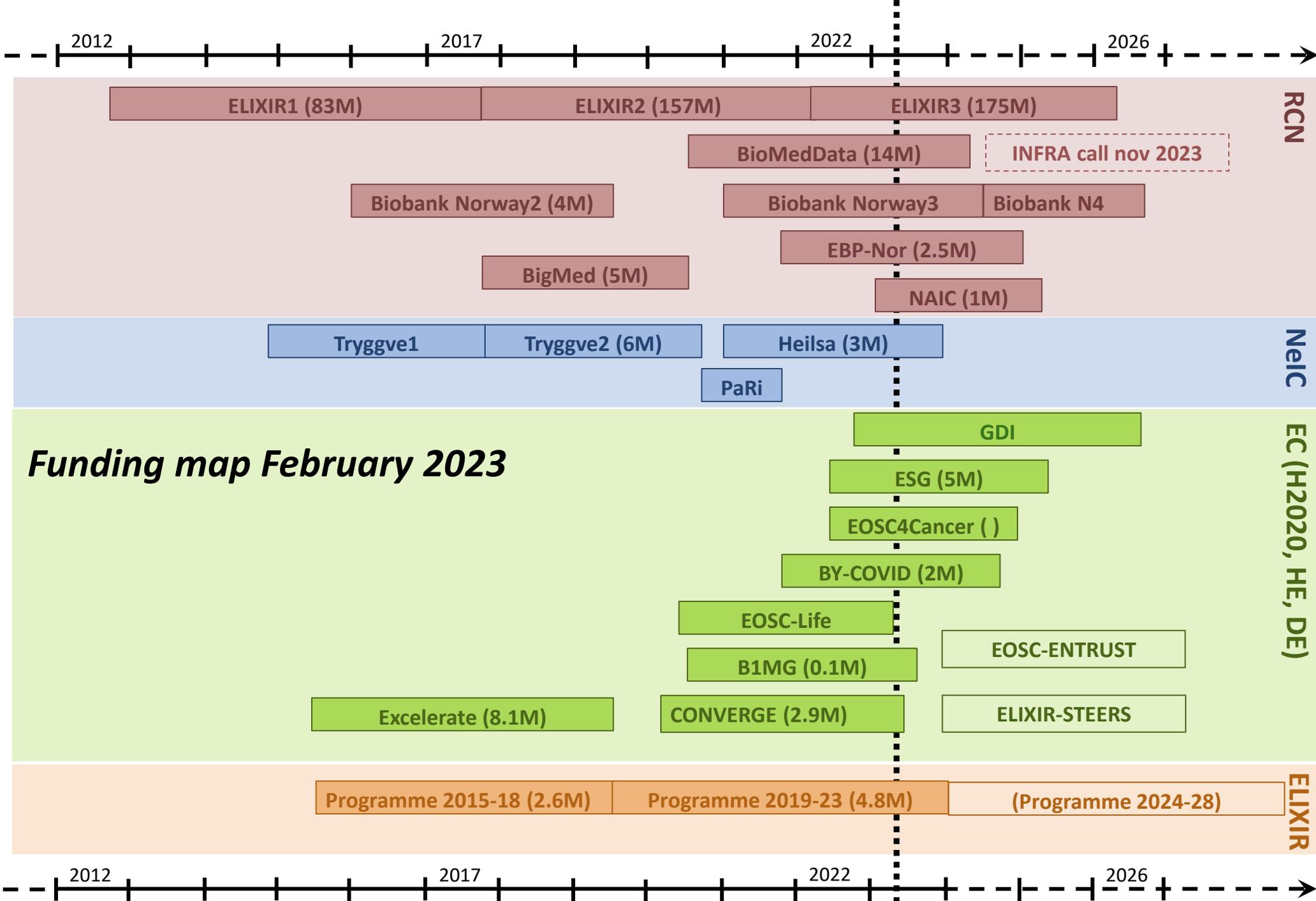
Frameworks and tools for designing and implementing a successful strategy for a national node integrated in a European research infrastructure.

## Data Management

Introduction to relevant issues under the data management topic.

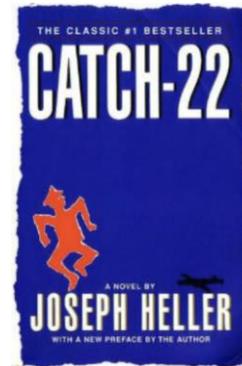
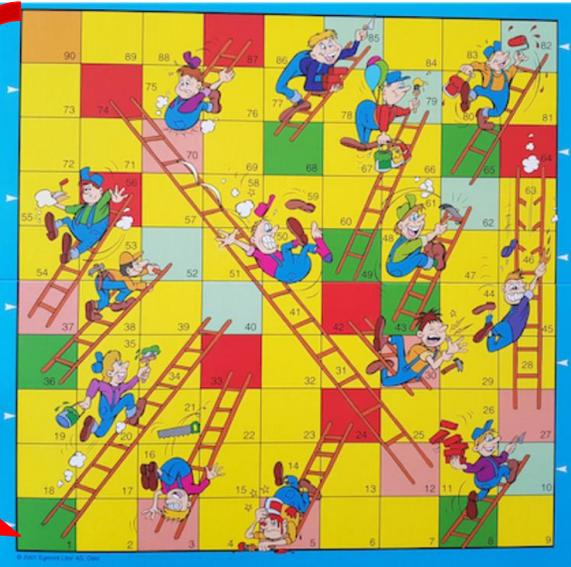


# PATCHWORK!



# The cycle of despair

Year	Phase / Activity	RI operation level	Comment
0	Apply for funding	not existing	
1	Implementation	Reduced	Components of RI being established: organisation, services, networks, links to users
2	Operation (Optional: Apply for funding)	Full (Reduced)	This is where we want to be (For accessory project, will still steal resources from current operation)
3	Operation	Full	Hurra!
4	Operation Warn staff that funding runs out next year Apply for funding	Reduced Reduced Reduced	Lost focus due to funding concern Start losing competence Steals resources from operation
5	Operation Awaiting funding decision	Severely reduced	Lost competent staff, which cannot be replaced due to funding running out



The institutions will only come up with (inkind) funding if the RCN funds the RI

The RCN will only fund the RI if it is prioritised (read: funded) by all partner institutions (and it is scientifically and administratively excellent, of course)



Horizon 2020  
Research Infrastructure  
Program



With funding from  
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