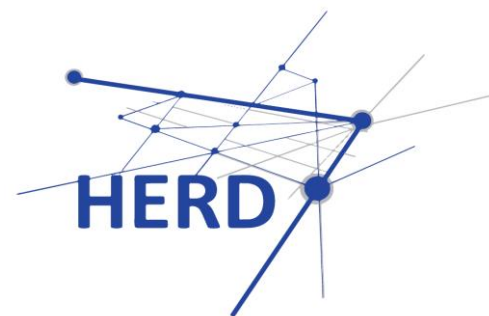




# University Research Management in Georgia: Institutional Needs Assessment and Good Practice Review

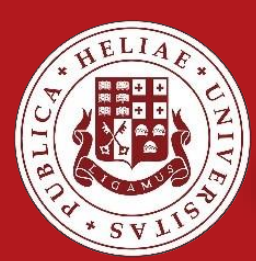
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Final report  
June 24, 2019

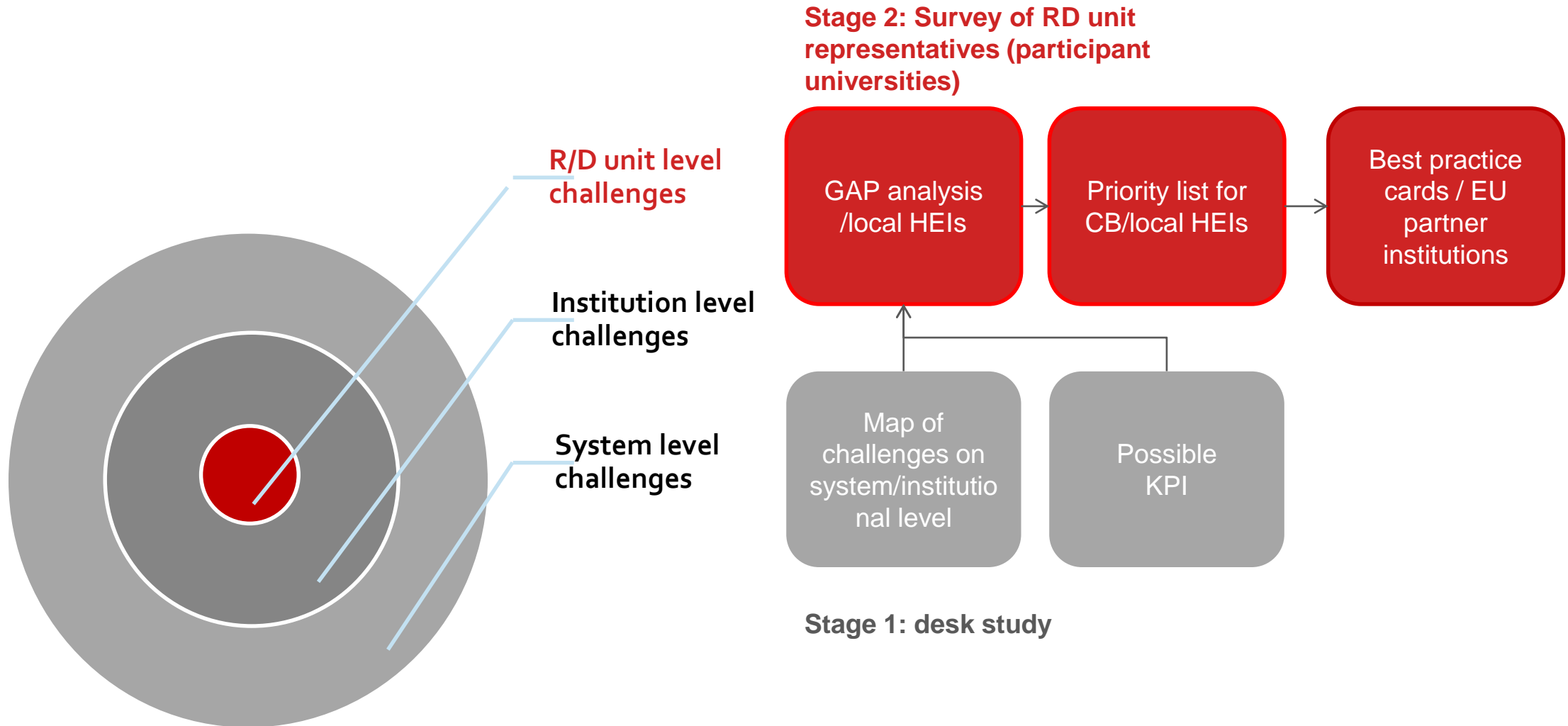


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# Local Needs Assessment / Design (main stages)



# 5 priority issues (themes) for capacity building

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1. Diversify the forms of academic cooperation within and across HEIs
2. Strengthen links with external partners
3. Contribute to setting national and institutional research priorities
4. Improve human resources management in research
5. Introduce a result-based management system and a shared information portal

# Priority 1: Diversify the forms of academic cooperation within and across HEIs

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⇒ **Contribute to creating clusters, facilitate interdisciplinary research and internationalization**

## Best practices

- Multi-layered, highly coordinated, government-funded system (the breakdown is both geographic and thematic)
- Dedicated resources to attract HR from abroad (proactive planning of exchange, internationalization at home...)
- English language support
- Integration/support activities (young scholars, PhDs, new faculty)
- Cooperation based on the idea of excellence (multiple offices and initiatives to support grouping of research units around common priorities)
- Diversified income generation (separate units devoted to building partnerships outside academia)

# Priority 2: Strengthen links with external partners

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⇒ Support researchers in knowledge transfer and commercialization through technical assistance, guidance and training

## Best practices

- Multiple units devoted to providing services in five main directions:
  - legal support/ contractual issues
  - early tracking (assessment of the project value and risk)
  - technical support to ongoing projects
  - awareness raising, networking, dissemination of scientific culture & results to a broader audience
- Particular services include:
  - Strategic, financial and legal advice for application
  - Assessment of potential research outcomes (Patent Information Center and Transfer Office)
  - IP support (patent search & information, national, European and international patent application)
  - Support for patent visibility and exploitation (partner search, contract management)
- Specific support tracks based on level of technology readiness (e.g. 4 levels in France)
- Clear procedures for income distribution (usually regulation, e.g. "German Invention Act")

# Priority 3: Contribute to setting national and institutional research priorities

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⇒ Improve internal mechanisms for strategic planning and evaluation, create shared space for participatory decision between partners and other stakeholders

## Best practices

- This priority mirrors the first priority, in the sense that the definition of research priorities is organized:
  - According to similar multi-layered, highly coordinated system under government-funded schemes
  - With an important geographic breakdown (territory-based, national, European)
- Research priorities are broad without being vague: they typically provide clear directions
- A duration of 5-10 years, linked to contracts with the state

# Priority 4: Improve HR management in research

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⇒ Help researchers develop research management skills, strengthen functional linkages across administrative and research units within the university for a more efficient management of research activities

## Best practices

- Context dependent setting of distribution of workload between teaching and research
- Multiple offices devoted to capacity building in the areas of:
  - project writing
  - Intellectual property management
  - Project management
  - Establishing networks
  - Ensuring visibility of work of researchers
- Incentive systems to foster initial research ideas
- In some partner universities it is also possible to choose between different intensity of support, *e.g.*
  - All inclusive option
  - DIY option. Project teams are provided with guidelines, templates and training, and

# Priority 5: Introduce a result-based management system and a shared information portal

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⇒ Develop an information system with common procedure of gathering data and a clear database structure.

**Database must be linked to international databases of research output to validate results and reflect national goals of research performance evaluation**

## Best practices

- Results based management system linked to :
  - The agreement between universities and the state
  - The agreements between universities and schools (diversified targets) / individuals
- The system is also linked to incentives – for individual researchers, schools, clusters...
- State-level external monitoring mechanisms (e.g. regular surveys / self-reports...)
- More accent on the knowledge transfer mission



# In conclusion

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Our findings confirm that a new “research management profession” has emerged, along with its own professional organizations, means of communication and guidelines

This implies a new allocation of tasks and responsibilities among individual researchers, departments and institutions

The overarching objective of this study was to contribute to mapping this new research management landscape for Georgian HEIs



**Thank you**

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