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**BUILD A SUSTAINABLE GOVERNANCE  
AND FUNDING MODEL  
FOR YOUR RESEARCH INFRASTRUCTURE**

ENRVIplus Workshop  
14-15 May 2018

Zandvoort, Netherlands

**Background**

In keeping with the mission of the Executive Masters in Management of Research Infrastructures (<http://emmri.unimib.it/en/>) — to equip scientific leaders with managerial knowledge and skills for leading research infrastructures (RIs) — the University of Milano-Bicocca (UNIMIB) has developed this tailored Workshop for ENRVIplus to address the distinctive challenges facing executives in Environmental Research Infrastructures. The focus of the workshop is on defining an agenda as chief executive of the organisation, and preparing for the most challenging governance and funding issues that a RI, either in construction or operational, is likely to face. Special attention will be given on the managerial implications resulting from the distributed nature of the organisational model.

**Audience**

The workshop is targeted to scientists making transitions to leadership roles that require managerial skills as well as seasoned professionals and management staff in research infrastructures. The audience is intended to be about 30 participants from current ERICs and other legal entities, but also related organisations that constitute the distributed facility and network.

**Bespoke programme**

To allow participants to get the most value from the workshop, registered participants are asked to prepare a short prior assignment that encourages personal reflection on the challenges they face and what is expected from the workshop. This process will ensure that the faculty is well-informed about each participating organisation's issues and priorities.

**Format**

The workshop will combine theory and practice through lectures, practical sessions, and group discussions. The faculty will provide frameworks for thinking about each topic. Discussion among peers about their organisations and experiences is an essential component of the Workshop and will contribute initiating a network of Environmental RIs' management staff to benefit from a joint knowledge sharing in daily work issues. All discussions will be maintained strictly confidential.

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## Workshop Content

Developing a sustainable research infrastructure involves some predictable agendas as well as challenges that are often unanticipated. The Workshop covers the following topics:

### 14 May – 14:00-17:30

14:00-14:30

- Enrico Guarini (UNIMIB), Markus Pasterk (BBMRI-ERIC and Visiting Professor UNIMIB)

Introduction and presentation of the workshop

14:30-15:30

- Enrico Guarini - The Research Infrastructure as an organisation
  - the sustainability issue
  - ensuring the ongoing viability of the organisation
  - identify key organisational variables
  - the peculiarities of distributed RIs

*15:30-16:00 Coffee Break*

16:00-16:30

Enrico Guarini, Francesca Magli (UNIMIB)

- Defining the value proposition and a strategic direction
  - defining the portfolio of activities and services
  - clarify organisational goals
  - creating an effective planning process
  - the governance structure

16:30-17:30 Markus Pasterk, Marialuisa Lavitrano

- the relationship between the hub and nodes
- holding national node leaders to account
- the impact of the distributed nature of the RI on the strategy and infrastructure development
- learning from the BBMRI case

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**15 May – 9:00-17:00**

9:00-10:30

Marialuisa Lavitrano, Enrico Guarini, Francesca Magli, Markus Pasterk

- Group work: discussion of governance challenges
- Setting up good governance structures

*10:30-11:00 Coffee break*

11:00 13:00

Paola Bongini (UNIMIB)

- Financial sustainability of RIs
- Modes of funding

*13:00-14:00 Lunch*

14:00-15:30

Paola Bongini, Markus Pasterk, Enrico Guarini

- Group works: develop a sustainable funding strategy

*15:30-16:00 Coffee Break*

16:00-17:00

- Select the best modes of funding for RIs
- Recap of key learning
- Wrap-up and close

<b>Faculty Team</b>	
<p><b>Paola Bongini</b></p> 	<p>Paola Bongini, PhD, is Full Professor of Banking and Finance at the Department of Business and Law, University of Milano-Bicocca. She leads the BSc and MSc in Banking, Economics and Finance and is a member of the University Research Quality Committee. Her research interests include banking systems and financial regulation, financial institutions and financial literacy. She is the author of numerous books and articles on the subject. Her works have been published in Journal of Banking and Finance, Sustainability, Economic Notes, International Journal of Business and Social Science, and Journal of Financial Management, Market and Institutions, among others. She has been involved in several national and international research projects and in relevant outreach activities both in the financial and nonprofit sector. Paola earned an MSc in Banking and Finance from the Catholic University of Milan, an MSc in Economics and Finance from the University of Warwick, and a Ph.D. in Financial Markets and Institutions from the University of Bergamo, Italy.</p> <p><a href="mailto:paola.bongini@unimib.it">paola.bongini@unimib.it</a></p>
<p><b>Marialuisa Lavitrano</b></p> 	<p>Marialuisa Lavitrano is professor of Pathology, director of Molecular Medicine Lab, and director of the School of Oncology at the University of Milano-Bicocca where she was pro-rector for International Affairs for 8 years (2006–2013). She participated in the preparatory phase of BBMRI as the Italian member state representative and in 2013 has been appointed as BBMRI.it Node Coordinator. For four years, she developed the international strategies for the Ministry of Health and coordinated the Italian participation in the BioMedical Sciences ESFRI roadmap. Prof. Lavitrano is actively involved in research in molecular medicine with a translational approach for the transfer of the scientific results to the clinical practice. She also founded a university spin-off for the development of tumour bio-markers and of modulator compounds of drug resistance in epithelial tumours. She has published 123 scientific papers and was co-inventor of 4 patents and 10 patent applications. She is interested in the bioethical aspects of science and research and participated at Bioethic Commissions of the Council of Europe, of the Vatican, and of the Italian government and is co-director of the ELSI common Service of BBMRI-ERIC. Prof. Lavitrano is Milano-Bicocca University's project leader for RItrain and the Director of the Executive Masters in Management of Research Infrastructures.</p>
<p><b>Francesca Magli</b></p>	<p>Francesca Magli, PhD, is Assistant Professor in Business Administration and Management at the Department of Business and Law, University of Milano-Bicocca. Her research interests include corporate governance and control systems, accounting, accounting history, financial management and communication, integrated reporting, management and control in</p>

	<p>healthcare organizations. She earned an MSc and a Ph.D. in Business Administration and Management both from the University of Milano-Bicocca. In EMMRI Francesca co-leads the Governance and Organisation Module and is the leader of Financial Management-1 Module. <a href="mailto:francesca.magli@unimib.it">francesca.magli@unimib.it</a></p>
<p><b>Enrico Guarini</b></p> 	<p>Enrico Guarini, PhD, is Associate Professor of Business Administration and Management at the University of Milano-Bicocca and Affiliate Professor of Public Management and Policy at SDA Bocconi School of Management, Italy. At SDA Bocconi, he has been Director of the Executive Education-Custom Programmes for Public administration, Healthcare and Nonprofit organizations and has designed and led several research projects and bespoke executive education programmes. His research activities focus on budgeting and financial management, public management and policy, management accounting and control systems, local governance. He is Co-chair of the Special Interest Group on Local Governance at the International Society for Public Management (IRSPM). He earned an MSc and a Ph.D. in Business Administration and Management both from Bocconi University. Enrico is Programme Coordinator of the Executive Masters in Management of Reserach Infrastructures (EMMRI), leads the Financial Management-2 Module and co-leads the Governance and Organisation Module. <a href="mailto:enrico.guarini@unimib.it">enrico.guarini@unimib.it</a></p>
<p><b>Markus Pasterk</b></p> 	<p>Markus Pasterk, born in Klagenfurt, Austria, studied Molecular Biology at the University of Vienna where he received a M.Sc. degree in 1994. Early in his career he decided to change from research to research management. In 2001, Markus Pasterk was promoted Director of the newly created Division “Life Sciences” within the Austrian Ministry of Science, with responsibilities of Life Science research, in particular genomics, biotechnology and medical research. This was during the time of his leadership in establishing Austria’s largest Science oriented research programme GEN-AU. He became the Austrian delegate to the Life Sciences related programme committees of the 5th and 6th EU-Framework Programme. He was also responsible for Austria’s international research infrastructure memberships like EMBL and EMBC. He progressed to become the first full-time Deputy Director General for Research in the Ministry of Science in Austria in 2002 with the responsibility for all basic research funding agencies and then to be Scientific Coordinator at the WHO-International Agency for Research on Cancer in Lyon, France, during 2006-2009. Before his appointment to Administrative Director of BBMRI-ERIC, he was Chief Operating Officer and Vice President/Science at the International Prevention Research Institute, a private research organization in Lyon, France. He also holds an Honorary Senior Lecturer degree from Dundee University, Scotland, UK. Markus is Visiting Professor at the University of Milano-Bicocca. <a href="mailto:admin.dir@bbmri-eric.eu">admin.dir@bbmri-eric.eu</a></p>