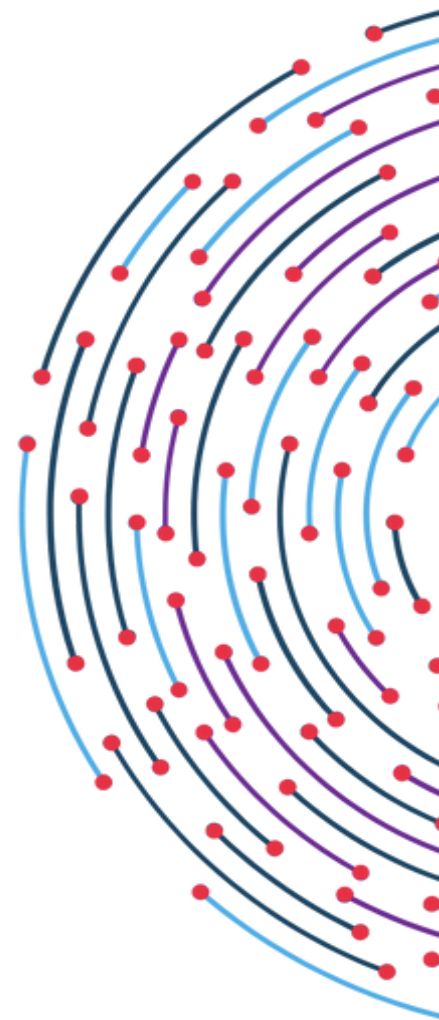


TWINRELECT

Twinning for excellence in reliable electronics



D3.1

DELIVERABLE REPORT

D3.1 Research Management and Administration Training Plan

WP3: Enhancement of Management and Administration
Capacity



Document information

Deliverable/Title	D3.1 Research Management and Administration Training Plan	Work Package	3
Leading Partner	IHP	Participating Partner(s)	UTH, CNRS, UOM
Authors	Marko Andjekovic		
Editors	Luigi Dilillo, Davide Bertozzi, Pelopidas Tsoumanis, Nikolaos Zazatis		
Deliverable Type	R	Dissemination Level	PU
Official Submission Date	M4 Of Project	Actual Submission Date	31/01/2025

Document history				
Version	Date	Description	Editors	Comments
0.1	15/12/2024	Initial Draft including only the structure	Pelopidas Tsoumanis	
0.2	20/12/2024	Add text to the structure	Marko Andjekovic	
0.3	10/01/2025	Refinement of main body, including IHP activities	Marko Andjekovic	
0.4	17/01/2025	Refinement of Summary and Introduction	Nikolaos Zazatis, Pelopidas Tsoumanis	
0.5	26/01/2025	Add CNRS and UOM Activities	Davide Bertozzi, Luigi Dilillo	
1.0	29/01/2025	Final Version		

DISCLAIMER

Funded by the European Union (Grant Agreement N° 101160314). Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union. Neither the European Union nor the granting authority can be held responsible for them.

Contents

1. Introduction.....	5
2. Current State of UTH Research Management and Administration Unit.....	6
3. Tasks to Enhance the Research Management and Administration at UTH.....	6
4. Upgrade of UTH Research Management and Administration Unit.....	8
4.1. Set up International Projects Office.....	8
4.1.1. Purpose of the International Projects Office.....	8
4.1.2. Organization.....	8
4.2. Set up a network of software tools at UTH.....	8
4.2.1. Research management and administration toolset.....	9
4.2.2. Toolset selection by UTH.....	10
4.3. Research Management Handbook.....	10
4.3.1. Purpose and objectives.....	10
4.3.2. Handbook contents.....	10
5. Organization of Research Management and Administration Workshops.....	11
5.1. Schedule and organization.....	11
5.2. Lectures of advanced partners.....	12
5.3. Evaluation.....	16
6. Short-term On-site Training of Research Management and Administration Staff.....	16
6.1. On-site training at CNRS.....	16
6.2. On-site training at UOM.....	17
6.3. On-site training at IHP.....	18
7. Performance Assessment.....	19
8. Conclusion.....	19

Executive Summary

This Research Management and Administration Training Plan outlines a strategic approach to enhance the University of Thessaly's (UTH) capacity in securing and managing research projects, particularly European collaborations. By establishing an International Projects Office, implementing a robust research management ecosystem, developing a comprehensive Research Management Handbook, conducting targeted workshops led by experts from advanced European partners, and facilitating on-site training programs at partner institutions, this plan aims to equip UTH with the necessary tools and resources to compete effectively in the European research landscape and contribute significantly to the advancement of knowledge in Reliable Electronics.

This comprehensive approach will enable UTH to:

- Increase its participation in European research projects,
- Enhance the efficiency and effectiveness of research management and administration processes,
- Improve the knowledge and skills of UTH staff in research management and administration,
- Develop a strong foundation for sustainable research collaboration within UTH.

Ultimately, this plan will allow transforming UTH into a Center of Excellence in Reliable Electronics by fostering a research environment that is efficient, competitive, and successful in securing and managing high-impact research projects.

1. Introduction

Effective research management and administration are essential in ensuring the success of collaborative research projects. A structured and strategic approach to research management enhances the ability to attract funding, improve the quality of research outputs, and foster collaborations.

The **Research Management and Administration Training Plan** outlines a comprehensive plan for building research management and administration capacity at UTH, focusing on workforce development, infrastructure enhancement, and process optimization. Providing a detailed roadmap to achieve these objectives, this plan aims not only to address the current challenges faced by the UTH Research Management and Administration Unit, but also to establish a sustainable framework for continuous improvement and innovation.

The activities on enhancing the research management and administration capacity of UTH will be conducted within the work package 3 (WP3). Besides this plan, the work in WP3 will result in two additional essential deliverables: two parts of a Research Management and Administration Handbook.

The rest of the document is organized into 7 sections:

Section 2 examines the current state of the UTH Research Management and Administration Unit, highlighting its weaknesses in managing and administering research projects.

Section 3 outlines the key tasks aimed at enhancing Research Management and Administration at UTH.

Section 4 details the actions planned to upgrade the UTH Research Management and Administration Unit.

Section 5 provides a comprehensive schedule of the five Research Management and Administration workshops that will be organized by the project partners.

Section 6 focuses on the on-site training activities for UTH staff, who will gain hands-on experience during short-term visits to partner institutions.

Section 7 outlines the Key Performance Indicators for the Management and Administration training.

Section 8 concludes the deliverable.

2. Current State of UTH Research Management and Administration Unit

The existing Research Management and Administration Unit at UTH is responsible for the administration and management of research projects executed by UTH research teams. The key responsibilities of the Research Management Unit include:

- To elaborate proposals to the University's Senate concerning the University's research and scientific strategy.
- To prepare the Financing and Management Guide and its Internal Rules of Operation.
- To approve proposals for funding and execution of research and other projects.
- To assist the Rectorate and Senate in the coordination of research, educational, training, development and various other University projects.
- To seek funding sources and proceed to any action necessary in order to secure funds.
- To hire and employ staff for the support of projects and programs.
- To accept any sort of grants, funding or donations of third parties.
- To submit the annual financial budget and review to the University Senate, approve budget amendments and fiscal reports, and suggest the allocation of annual revenues.

However, despite the aforementioned tasks of the Research Management and Administration Unit, the overall position of UTH within the European research community is quite weak. Based on the conducted SWOT analysis, the following are the key identified weaknesses of UTH in the area of research projects acquisition and management:

- Very low involvement of UTH in European projects.
- Very low number of persons involved in research management and administration.
- Lack of structured and automated flows for research management and administration.
- Lack of well defined procedures for management and administration of European projects.

3. Tasks to Enhance the Research Management and Administration at UTH

As proposed in the Grant Agreement, the enhancement of the research management and administration capacities of UTH will be achieved through 3 main tasks that will be executed as a part of work package 3 (WP3). A brief summary of the tasks is given in the following. A detailed plan for implementing each task is given in Sections 4, 5 and 6.

Task 1: Upgrade of UTH Research Management and Administration Unit

In order to improve the performance of the existing Research Management and Administration Unit at UTH, the following actions will be taken:

- (i) Setting up International Projects Office as a part of the Research Management and Administration Unit at UTH.
- (ii) Setting up a network of software tools at UTH in order to improve the agility and efficiency of research management and administration.
- (iii) Creating a Research Management Handbook as a user guide for preparation of project proposals and management of research projects.

Task 2: Organization of Research Management and Administration Workshops

In order to increase the competences of existing UTH personnel involved in research management and administration, and train new team members, **5 workshops on various aspects of research management and administration are planned**. Each workshop will last up to 3 days. Both research and administrative staff from UTH, as well as involved students, will participate at the workshops. The lecturers will mainly be from advanced partners, with the possibility to invite external speakers if necessary. The tentative list of topics for each workshop is given in the following.

Workshop 1: Preparation of project proposals and management of research projects: This workshop will address the preparation of project proposals and technical management of research projects, with the focus on EU projects.

Workshop 2: Research management and administration tools and services: In this workshop, various tools for automating research management and administration activities (e.g., tools for project budget preparation, software code management, task scheduling) will be presented.

Workshop 3: Research innovation management: In this workshop, strategies for commercialization of research results will be addressed.

Workshop 4: Dissemination, communication and marketing in research projects: In this workshop, techniques and methodologies for effective dissemination and communication of project results, including marketing strategies, will be addressed.

Workshop 5: Financial and administrative management of EU projects: In this workshop, the legal aspects related to the financial and administrative management will be discussed, with reference to the practices and experiences from national and EU projects.

Task 3: Short-term On-site Training of Research Management and Administration Staff

In order to increase the practical knowledge of the UTH staff involved in research management and administration, a number of visits for partner institutions will be organized. **The UTH staff will spend up to each partner institution**. During these visits, the UTH staff will work together with the host staff on selected ongoing research projects. The UTH staff will be familiarized with the key issues in managing projects of different scales and approaches to achieve smooth running of research projects. These visits will also be used for training on the use of management and administration tools.

4. Upgrade of UTH Research Management and Administration Unit

4.1. Set up International Projects Office

4.1.1. Purpose of the International Projects Office

The purpose of the International Projects Office will be to provide full support to UTH researchers during preparation of EU research project proposals, as well as during management of projects. The staff of the Office will be trained in all aspects related to preparation and management of EU projects. The Office will operate as a permanent unit at UTH. In order to establish the Office, a legal procedure at UTH will have to be followed, which is beyond the scope of this project.

4.1.2. Organization

Initially, 8 existing staff members at UTH (6 male and 2 female) have been selected for research management and administration training. The list of selected persons is given in Table 1.

Table 1: Initial team of UTH staff involved in research management and administration training

Person	Position / education level
Vassia Vassiliou	Administrative lead in TWIN-RELECT
Georgios-Ioannis Paliaroutis	Post-doctoral researcher
Pelopidas Tsoumanis	Post-doctoral researcher
Nikolaos Sketopoulos	Post-doctoral researcher
Katerina Tsilingiri	PhD candidate
Nikolaos Chatzivangelis	PhD candidate
Nikolaos Zazatis	PhD candidate
Christos Sotiriou	Professor

4.2. Set up a network of software tools at UTH

In order to facilitate management and administration of research projects at UTH, a set of software tools for research management and administration will be implemented.

4.2.1. Research management and administration toolset

A wide range of software tools may be used to enhance the organization, planning, execution, and reporting of research activities. They help researchers, project managers, and institutions achieve better efficiency, transparency, and collaboration.

In Table 2, a preliminary list of research management tools that will be considered in the project is given. The listed tools are used by IHP's researchers. Partners will also analyze other commercial and open access tools for research management.

Table 2: Several typical research management tools

Tool	Description
Pubman (Publication Manager)	Custom tool developed by IHP to store all publications authored/coauthored by IHP's researchers. All publications are sorted according to first author, department, publication year, etc.
HAL (Hyper Article on Line)	It is a national (France), multidisciplinary platform for depositing and consulting the writings, works and results of scientific research by researchers and university staff. It is used by CNRS and University of Montpellier.
Elab	A database of all experimental documentation and results.
LSF (Load Sharing Facility)	A resource management framework that takes your job requirements, finds the best resources to run the job, and monitors its progress.
YouTrack	YouTrack is a proprietary, commercial browser-based bug tracker, issue tracking system, and project management software developed by JetBrains.
Jenkins	Jenkins is an open source automation server which enables developers to reliably build, test, and deploy their software.
Confluence	Confluence is a digital workspace created by Atlassian. Research teams are able to create, organise, and collaborate on various types of content, including documents, meeting notes, project plans, and more.

4.2.2. Toolset selection by UTH

Based on training conducted during the training events detailed in Sections 5 and 6, the UTH staff will select a preliminary set of tools that will be implemented at UTH. As outlined in the Grant Agreement, at least 3 tools will be installed at UTH during the project lifetime. Preference will be given to open access tools. After the project, at least 3 additional tools will be installed.

4.3. Research Management Handbook

4.3.1. Purpose and objectives

The purpose of the Research Management Handbook is to serve as a user manual for members of the International Projects Office at UTH and all researchers at UTH. This Handbook will help the UTH staff in preparing and managing future collaborative research projects. The Handbook will be structured in such a way that a beginner in research management could understand all the steps and procedures in the preparation of EU project proposals and managing EU projects.

4.3.2. Handbook contents

Two parts of the Handbook will be prepared and each part will be issued as a project deliverable. The two parts will be complementary in terms of their content and are intended to be used together.

First part of the Research Management Handbook (first deliverable) will introduce the common types of European projects and key aspects of research management. The tentative contents of the first part of the Handbook will cover the following topics (with possibilities to add more topics):

(i) Introduction to European research project calls:

- Overview of European research programs (e.g., Horizon Europe, Eurostars, Cornet, IraSME, ESA programs, etc.). The funding mechanisms and specifics of each program will be presented.

(ii) Introduction to management of collaborative research and development projects:

- Grant Agreement
- Consortium Agreement
- Partner roles and responsibilities
- Best practices in dissemination, exploitation and communication
- Project structure (work packages, deliverables, milestones, timeline)
- Project monitoring and reporting
- Financial management (including budget preparation, types of eligible costs, etc.)
- Risk management

(iii) Research management and administration tools:

- Introduction and brief description of various custom and commercial research management and administration tools.

Second part of the Research Management Handbook (second deliverable) will be specifically focused on EU-funded projects. This part will contain the fundamental information necessary for preparing and managing an EU-funded project. The second Handbook will be composed of the following topics (with possibility to add more topics):

(i) Structure of EU project proposals

- Introduction to EU portal for project applications
- Overview of key aspects of Excellence, Impact and Implementation sections in EU project proposals

(ii) Specific requirements for different types of EU projects

- Overview of specifics of different types of EU projects, such as Twinning, Teaming, MSCA projects, space projects, etc.

(iii) EU projects reporting procedures

- Reporting mechanisms for EU projects
- Introduction to Cordis portal

5. Organization of Research Management and Administration Workshops

5.1. Schedule and organization

As explained in Section 3, 5 Research Management and Administration Workshops have been planned with the aim to train the UTH staff on fundamental skills required for preparation and management of research and innovation projects. It was planned to organize all five workshops as separate live events in Volos.

However, after detailed discussions among the project partners, the initial plan has been revised in order to optimize the resources and to comply with the availability of expert staff at advanced partners. The workshops will be organized as hybrid events in parallel with scientific workshops and training schools. Therefore, instead of 3-day workshops, each workshop will be organized during one day, as a part of a scientific workshop or a training school. Initial idea of 3-days workshops was to combine theoretical lectures with practical exercises. With the modified plan, one-day workshops, in parallel with scientific workshops and training schools, will consist only of theoretical lectures, while the practical training will be organized during the visits of UTH staff to advanced partners (as detailed in Section 6).

The scientific workshops and training schools will be planned in such a way that at least one session is dedicated to research management and administration topics. This arrangement will allow a wide range of audience, both experienced and young researchers from project partners and external organizations, to take part in training events and acquire valuable knowledge on both scientific research and research management and administration.

Besides experts from advanced partner institutions, invited speakers from external institutions may be invited to present experiences that could effectively complement the know-how of project partners.

The workshops are primarily intended to train the selected UTH staff mentioned in Table 1. However, in order to maximize the impact of these events, all workshops will be open to a broader audience from UTH and advanced partners.

Table 3: Tentative schedule of research management and administration workshops

Workshop	Tentative dates
Workshop 1 will be organized together with Second Training School (hosted by IHP)	May 2025
Workshop 2 will be organized together with First Scientific Workshop and Third Training School (hosted by UTH)	July 2025
Workshop 3 will be organized together with Fourth Training School (hosted by UOM)	May 2026
Workshop 4 will be organized together with Second Scientific Workshop (hosted by UTH)	July 2026
Workshop 5 will be organized together with Third Scientific Workshop (hosted by UTH)	July 2027

5.2. Lectures of advanced partners

The advanced partners IHP, CNRS and UOM have defined a total of 15 lectures related to research management and administration that will be given at workshops and training schools organized during the project. The lectures will be delivered by combining live and virtual presentations. The list of lectures with short descriptions is given in Tables 4-6. Each lecture will last at least 1h. Some lectures will be divided into multiple parts and will be addressed by multiple partners, in order to show different perspectives and experiences.

Table 4: IHP lectures for research management and administration workshops

Lecture title	Short description
Research project proposals focused on development of novel commercial products	This seminar will introduce different types of international projects focused on collaboration between academic and industrial partners towards developing novel products. The main

	types of project that will be covered include: Horizon Europe Space projects and projects focused on SMEs (Eurostars, IraSME, Cornet).
Research project proposal focused on student and staff training - MSCA program	This lecture will introduce the practices from MSCA projects such as MSCA doctoral networks, MSCA Individual Fellowships, MSCA Postdoctoral Fellowships, and MSCA Staff Exchanges.
Research management tools	This seminar will provide an introduction to software tools for collaborative work, data sharing and task automation. The lecture will give an overview of various custom, commercial and open access tools that could be used to facilitate research management. The basis for this lecture will be the tools presented in Table 2, but other relevant tools will also be considered.
Science marketing strategies	This seminar covers how to effectively market scientific projects by crafting compelling research pitches, building strategic partnerships, and leveraging social media and digital channels. Attendees will gain insights into communicating complex ideas, maximizing outreach, and engagement to elevate their research initiatives and collaborations.
Strategic approaches to commercializing research results	This seminar highlights the complexities of transitioning semiconductor innovations from research to commercial viability. It focuses on critical aspects of development, including cost management, performance optimization, and scalability. Addressing the challenges of balancing high manufacturing costs with market demand, the lecture emphasizes the importance of strategic trade-offs in performance versus affordability. Case studies are presented to illustrate successful collaborations between research institutions and industry players, showcasing pathways to accelerate time-to-market without compromising quality.

Table 5: CNRS lectures for research management and administration workshops

Lecture title (responsible advanced partner)	Short description
Leadership and strategic management (CNRS)	This seminar will address the aspects of leading and managing a successful, productive, and cohesive research group. The fundamentals of leadership and team building, specifically as it relates to a research group environment, will be addressed. The

	<p>trainees will learn how to motivate people, organize a team, develop goals, delegate tasks, produce a strategic plan, and execute that plan triumphantly. The business side of running a research group will also be discussed, including elements associated with finance and accounting, inventory, safety, risk management, hiring and training, and even marketing.</p>
<p>The funding of research through calls for proposals: stage 1 - finding the right call (CNRS)</p>	<p>This seminar will cover 3 main topics:</p> <ul style="list-style-type: none"> (i) Researching and Identifying Funding Opportunities: Learn how to effectively search for and identify relevant funding opportunities at European level. This will empower you to find the most suitable calls for proposals and maximize your chances of success. (ii) Decoding Eligibility and Evaluation Criteria: Understand the critical eligibility requirements and evaluation criteria that funding bodies use to assess proposals. This knowledge will allow you to tailor your project to meet the specific expectations. (iii) Proposal Evaluation: Gain insights into how proposals are evaluated by funding bodies, from initial review to final decision.
<p>The funding of research through calls for proposals: stage 2 - proposal preparation (CNRS)</p>	<p>This seminar will cover 4 main topics:</p> <ul style="list-style-type: none"> (i) Structure of a Project Proposal: Gain insight into the ideal structure of a project proposal, including key sections that must be addressed to present your research in a clear, convincing manner. (ii) Methodology and Work Plan: Master the process of developing a solid methodology and work plan, ensuring your project has clear goals, an achievable timeline, and a logical approach to reaching its outcomes. (iii) Strategy to Strengthen the Proposal: Discover strategies to enhance your proposal, making it stand out among the competition. (iv) Budget and Financial Justification: Understand the importance of creating a realistic and detailed budget for your project. Learn how to justify your financial needs, allocate resources effectively, and demonstrate to funders that your project is both cost-efficient and impactful.
<p>The funding of research through calls for proposals: stage 3 - project execution (CNRS)</p>	<p>This seminar will cover the basics of Contractualization and Project Implementation: Understand the process of contractualization once a proposal is accepted and funded. Learn about the necessary steps for project implementation, including reporting requirements, managing project milestones.</p>
<p>Ethics and integrity in research (CNRS)</p>	<p>The objective of this training is to disseminate a culture of research integrity within institutions. Rather than passing on knowledge (this is not a learning process), it is a matter of raising awareness of the various issues associated with research</p>

	<p>integrity and encouraging a critical approach by proposing the basic elements necessary to understand and support the requirements of research integrity. This training aims at: (i) informing on research integrity issues, (ii) alerting to the mechanisms that can lead to scientific misconduct, (iii) encouraging scientists to develop a sense of responsibility and to conduct research work in a spirit of scientific integrity.</p>
--	---

Table 6: UOM lectures for research management and administration workshops

Lecture title	Short description
Planning for interdisciplinary research	<p>This seminar will help researchers cultivate the mindset essential for crafting interdisciplinary research proposals. It will emphasize overcoming barriers between disciplines, mastering communication with people from diverse fields, seamlessly integrating different perspectives. Relevant experiences will be shared.</p>
Grant planning and application: a research administration perspective	<p>This seminar will provide a research administration perspective on grant planning and application, offering insights into the strategic steps required for successful funding submissions. Attendees will learn best practices for navigating institutional processes, aligning research goals with funding opportunities, and ensuring smooth proposal management.</p>
Promoting research: steps to dissemination and engagement	<p>This seminar will outline the key steps, tools, and best practices for researchers to effectively communicate and showcase the value of their work. It will raise awareness about how strong research communication and engagement can help researchers enhance their academic profile, connect with key stakeholders, highlight research impact, and earn external recognition for their contributions.</p>
Opening up research	<p>Open research is a movement to make the research process more transparent. The seminar will address issues with the reproducibility and accessibility of results by promoting innovative new practices helping researchers to start applying open research principles at every stage of their work.</p>
Transforming an idea into reality: an overview of the process	<p>The presentation will cover topics including the process for evaluating new inventions, criteria for advancing opportunities through the system, strategies for protecting intellectual property, and developing commercialization plans. It will also explore how the process facilitates global collaboration with</p>

	companies and supports ongoing engagement with licensees and spinout companies to maximize research impact.
--	---

5.3. Evaluation

Opinion of the participants at the workshops is of key importance for ensuring a good quality of training programs. During all workshops, evaluation forms will be distributed to all participants with the aim to collect their feedback on the quality of lectures and overall organization of the event. This evaluation will be used to improve the quality of the workshops, if necessary, as well as to define possible requirements for adapting the training programs.

Evaluation forms will be prepared before each workshop, and the questions will be formulated based on the results obtained in previous events. All project partners will agree on a set of questions that will be implemented in the survey. The survey will consist of up to 10 fundamental questions, with an opinion for adding comments.

6. Short-term On-site Training of Research Management and Administration Staff

The UTH staff involved in research management and administration will visit partner institutions for practical training. Up to one month of visits to each partner institution will be organized. During these visits, the UTH staff will be involved in current activities at host institutions that will provide them with practical experience in managing research teams, as well as national and international research projects.

6.1. On-site training at CNRS

During the visit to CNRS, the UTH staff will be hosted at the IES, a joint research unit of CNRS and the University of Montpellier. The activities in which the UTH staff will participate are presented in Table 7.

Table 7: Overview of training activities during visits to CNRS

Activity	Description
Introduction to CNRS, UM and IES organizational structures	The UTH staff will be familiarized with the internal organization of CNRS DR13, the University of Montpellier and IES laboratory.
Administrative preparation and management of irradiation experiments	The UTH staff will be instructed about the administrative procedures that are necessary in France and abroad to operate research/industrial irradiation platforms, as well as

	running experiments as users.
Visit of irradiation facilities of PRESERVE platform	The visit will include the explanation of instruments' capabilities (laser, Xray, EM, Co60), creation of a structured test plan. Scheduling of test campaigns with the facility stuff.
Participation to irradiation experiments	The UTH staff will participate, as observer, to two actual irradiation test campaigns: 1. TID effects on COTS devices through Xray irradiator; 2 Single event experiment on COTS memories for space mission through alpha particle attack.
Participation in internal meetings for EU projects.	The UTH staff will be involved in internal meetings of ongoing projects such as RADNEXT (EU H2020), FIABILITE (FEDER).
Participation at internal RADIAC team meeting	The UTH staff will participate in a typical RADIAC team meeting, consisting of one scientific presentation from a local PhD candidate or permanent, state of current project advancements, administrative duties, strategy of participation/involvement to financement/research opportunities (calls, collaborations, etc), etc.

6.2. On-site training at UOM

During visits to UOM, the UTH staff will be hosted at the School of Computer Science and will work with the Advanced Processor Technologies group. The activities in which the UTH staff will participate are given in Table 8.

Table 8: Overview of training activities during visits to UOM

Activity	Description
Introduction to University of Manchester's organizational structure	The UTH staff will be familiarized with the internal organization of University of Manchester in terms of Faculties, Schools and Department structure and their activities.
Sharing good practices for large-scale project management	The UTH staff will be familiarized with the management challenges and good practices of the large-scale SpiNNaker project: £15 million in funding, 20 years in conception and 10 years in implementation, leading the world largest neuromorphic supercomputer.
Introduction to interdisciplinary sustainability research	University of Manchester is number one in UK and in Europe, and number two in the world for social and environmental impact. The UTH staff will have the opportunity to be exposed to inspiring new ideas and strategies to address the pressing environmental, social and economic challenges of our time,

	while familiarizing with the methodology: interdisciplinary sustainable innovation and development.
Participation in internal meetings for EU projects.	The UTH staff will be involved in internal meetings of EU projects such as Convolv, NimbleAI and Ebrains2.0.
Introduction to the PhD recruitment, training and monitoring system.	This seminar will provide an overview of the PhD recruitment, training, and monitoring system, covering key processes, tools, and strategies to support the successful management of PhD candidates from recruitment through to progress tracking.
Introduction to the professional support services to academic staff of Computer Science.	This seminar will explain how Computer Science operations provide essential professional support services to the department's academic staff, highlighting key resources and services designed to enhance academic performance and streamline administrative processes.

6.3. On-site training at IHP

During visits to IHP, the UTH staff will work together with the staff of the Fault Tolerant Computing group, which is a part of the System Architectures Department. Table 9 presents a list of activities in which the UTH staff will be involved.

Table 9: Overview of training activities during visits to IHP

Activity	Description
Introduction to IHP organizational structure	The UTH staff will be familiarized with the internal organization of IHP in terms of department structure and their activities
Introduction to organizational structure of System Architectures Department	The UTH staff will be familiarized with the internal organization of System Architectures department in terms of research groups and their activities
Participation in internal meetings for national projects	The UTH staff will be involved in internal meetings of national projects such as Open6GHub.
Participation in internal meetings for international projects	The UTH staff will be involved in internal meetings of EU projects such as Cochisa.
Participation at internal PhD seminars	The UTH staff will participate in seminars of PhD students, which is essential for acquiring practical knowledge related to management of large PhD groups.
Participation in regular meetings of System Architectures Department	The UTH staff will participate at department meetings where current status of all department projects is reviewed.

Participation in task group meetings	The UTH staff will participate in meetings of specific task groups, such as Space Group whose work is focused on coordinating the space-related research and development activities of all IHP's departments.
Participation at project review and design review meetings	The UTH staff will participate in meetings dedicated to review of all IHP's projects and chip designs.

7. Performance Assessment

The *enhanced research management and administration capacity of UTH* has been defined as one of the main impacts of the project. In order to monitor this impact during and after the project, a set of Key Performance Indicators (KPI) for research management and administration has been defined. The KPIs and the target values for each KPI that should be achieved during the project are given in Table 10.

Table 10: Key performance indicators for research management and administration training

KPI	Target to be achieved by the end of the project
UTH staff members that will receive training	8
New research proposals submitted during the project	1
New management tools implemented at UTH	3
New documents issued as a support for research management and administration at UTH	2
New offices for supporting research management and administration at UTH	1

8. Conclusion

The proposed Plan emphasizes a strategic approach to fostering research management and administrative skills through targeted training, enhancing infrastructure and optimizing resources. By addressing key areas such as project planning and grant acquisition, this Plan seeks to equip researchers and administrators at UTH with the tools and competencies necessary for sustained success in an increasingly competitive academic and professional environment. Emphasis on technology integration, cross-departmental communication, and professional development ensures that participants not only enhance their technical capabilities but also build critical soft skills essential for leadership and effective teamwork.

Ultimately, the Plan aims to create a culture of continuous learning and innovation, where individuals are empowered to achieve excellence in their respective roles. By aligning goals with institutional priorities and leveraging best practices, this initiative will strengthen organizational resilience and adaptability. The result will be a well-rounded workforce capable of driving impactful research and navigating administrative challenges with confidence and expertise.