# Regulations for the "Designing and Managing Research Projects" (EMF) Continuing Education Program

**Preamble**

The participating universities have adopted the following regulations for the "Designing and Managing Research Projects" (EMF) Continuing Education Program in the endeavor to assist junior scholars in obtaining third-party funding, impart to them the necessary skills to do so, and ensure that this program for skill acquisition keeps up with international standards.

**§ 1 Objectives**

The "Designing and Managing Research Projects" program serves to equip junior scholars at the universities of Kassel and Marburg with additional qualifications. Upon successful attendance, a certificate attests that the participant has acquired the key skills required to successfully apply for and manage third-party-funded (research) projects. The program conveys the knowledge and skills necessary for junior scholars to appropriate funding for their own research and advance their academic profile.

**§ 2 Eligibility and requirements for participation**

(1) The "Designing and Managing Research Projects" program targets junior scholars at Philipps-Universität Marburg and Universität Kassel.

(2) Doctoral candidates and postdoctoral scholars from both universities as well as junior artists from Universität Kassel who are expecting to apply for third-party funding in the near future may attend.

(3) The program is primarily open to members and affiliates of Universität Kassel and (associated) members of MArburg University Research Academy (MARA). External participants (i.e., doctoral candidates and postdoctoral scholars from other universities) may also attend at a higher registration fee if there are vacancies.

(4) Participants are required to belong to one of the target groups listed in para. 1 to 3, must meet the respective conditions, and hold an academic or artistic degree. Proof of meeting the requirements must be presented prior to commencement of the program.

(5) Upon binding registration, all EMF participants with internal-participant status maintain this status until completion of the program even in the event of leaving Universität Kassel or Philipps-

Universität Marburg. In this case, Philipps-Universität Marburg offers the option of associated MARA membership.

### § 3 Beginning and Duration

(1) The continuing education program is conducted in phases. A phase starts on January 1 of that year. The participants register for the sequence and pay the registration fee. Registration is binding. Cancelation of registration for a phase and a refund of the registration fee is possible only for important reasons (e.g., chronic illness) for which proof must be presented.

(2) The program must be completed within a maximum period of three years: The acquisition of skills is to be completed within two years; a maximum of one more year is available for submitting an application for third-party funding. An extension is possible only for important reasons (e.g., parental leave, a research stay abroad, chronic illness, care for relatives) and upon written request. The extension begins at the point in time when these important reasons first appeared. With an extension, the right to complete the program according to the regulations and program for skill acquisition valid at the time of initial registration expires.

### § 4 Skill Acquisition

(1) The program for skill acquisition intends to qualify participants to apply for and manage research projects funded by third parties. It is composed of the following modules:

CC – Cross-Category Courses and Activities

PD – Project Design and Application

PM – Project Management

PR – Presentation of Research Projects

TR – Transfer

(2) The workshops serve to impart specific key skills for the application for and management of third-party-funded research projects and are defined by a common program for skill acquisition. Both universities offer all mandatory workshops and an appropriate number of elective workshops in the program's modules. The mandatory workshops, bindingly agreed between the two universities, convey specific basic skills in the respective modules. The universities ensure that the mandatory workshops carry the same general heading and are comparable in terms of their basic contents, the skills to be acquired, and their duration.

The participating universities ensure that the entire program can be completed in the German language. The workshops may, however, be offered in English as well.

(3) Unless these regulations state otherwise, the provisions of the respective institution apply in organizing and conducting the workshops. Other entities at the respective university offering EMF workshops guarantee that they will comply with these regulations in addition to the provisions of the institution.

(4) The workshops are open to EMF participants and members/affiliates of Universität Kassel as well as (associated) MARA members; vacancies are also available to external participants. EMF participants have a right to priority registration for mandatory workshops.

(5) Participants can attend workshops at both participating universities. A course or activity of up to three hours is credited as a quarter-day course or activity, up to six hours as a half-day course or activity, and more than six hours as a one-day course or activity.

(6) Work performed in the context of other continuing education programs can be credited to the elective workshops provided that the workshops bear reference to the application for and management of research projects, involve the acquisition of pertinent skills equivalent to those conveyed in one of the modules, and that this work is not credited in another context.

Participation in workshops to be credited may not date back longer than five years. The work performed must be documented by written proof of achievement.

Matters of crediting are decided individually by the program coordinator of the university at which the EMF participants are registered. In exceptional cases, the Advisory Board can be asked for an opinion.

### § 5 Application for Third-Party Funding

(1) Upon completion, at the latest, of the mandatory and elective workshops necessary for certification, participants are required to submit an application for third-party funding to the Advisory Board, to be presented at a reviewer session. The application and presentation are subsequently evaluated by the Advisory Board.

(2) The participant must have conceived and prepared the majority of the application. If an application has already been submitted, this submission may not date back longer than 12 months. Internal applications and applications for doctoral scholarships and similar may not be submitted.

(3) The application must comply with the formal requirements and criteria of the external funding institution. The application should also correspond to the actual required format in terms of length.

(4) Apart from these requirements, the evaluation and reviewer session proceeds according to the rules set by the Advisory Board for this purpose.

(5) In the event of a failed evaluation, the process can be repeated once.

### § 6 Certificate

(1) Successful participation in the "Designing and Managing Research Projects" Continuing Education Program is awarded with a certificate (see attachment). The decision to issue the certificate is made by the responsible member of the Office of the President of the respective university. The certificate is signed by the responsible member of the Office of the President of the respective university and the Chair of the Advisory Board.

(2) The certificate is issued for 200 hours of work, of which 120 hours are devoted to skill acquisition and 80 hours to preparation of the application for third-party funding.

(3) The requirements to obtain the certificate are

- participation in five mandatory workshops,

- participation in one elective workshop from the Transfer module,

- participation in elective workshops of the participants' own choosing from all modules until the total of 120 hours of work is completed,

- an application for third-party funding that is successfully evaluated in a reviewer session, as well as

- fulfillment of all payment requirements associated with participation in the individual workshops.

**§ 7 Advisory Board**

(1) The main tasks of the Advisory Board are

- evaluation of and issuance of an opinion on the submitted applications and the presentations based thereupon,

- advising of participants during the reviewer sessions,

- recommendation to issue the certificate, as well as

- the setting of rules for the evaluation of the submitted applications for third-party funding and the reviewer session.

In addition, the Advisory Board is authorized to issue opinions in matters concerning the program, for instance, in matters of crediting workshops.

(2) The Advisory Board is composed of

- two professors each from Universität Kassel and Philipps-Universität Marburg,

- one member each from the group of research assistants from Universität Kassel and Philipps-Universität Marburg,

- the EMF program coordinators in an advisory function.

External members — for instance, from research-funding institutions — may be coopted onto the Advisory Board. They are eligible to vote.

(3) The members from the respective university are appointed by the respective responsible member of the President's Office of the participating university; in the case of external members, these are jointly appointed by the responsible members of the President's Office of Universität Kassel and Philipps-Universität Marburg. The term of office is three years. Reappointment is possible.

(4) The Advisory Board elects from among itself a professor as Chair. The Chair manages the Advisory Board's daily operations and prepares its opinions, recommendations, and decisions.

(5) The Advisory Board meets at least once annually or, to the extent that applications have been submitted, up to four times per year. The meetings are held alternately in Kassel and Marburg.

### § 8 Funding

(1) The costs for staff and workshops as well as for the reviewer sessions at the participating universities will be financed out of the respective university budget and participation fees for the workshops held at the respective university. No expense allowances will be paid for participation in meetings.

(2) Philipps-Universität Marburg pays a program blanket fee in the amount of 8,000 EUR annually to Universität Kassel. The program blanket fee will be used to cover the costs for invoicing the participants by Universität Kassel and finance the database for administering the skill-acquisition program.

(3) The registration fee is 200 EUR for internal and 500 EUR for external participants. The fees from internal participants flow to the respective university; fees from external participants are divided equally between the universities. Upon invoicing, Universität Kassel will transfer the registration fees to Philipps-Universität Marburg to which the latter is entitled.

(4) The registration fees for the individual workshops are subject to the regulations that apply at the respective institution. They flow to the organizing university. Upon invoicing, Universität Kassel will transfer the registration fees for the workshops held in Marburg to Philipps-Universität Marburg.

### § 9 Program Coordination

The program coordinators at both universities are responsible for

- the organization and realization of courses and activities,
- the selection of teachers,
- the crediting of external workshops,
- information about the program and public relations, as well as
- the annual planning of the workshops

at the respective university.

### § 10 Transitional Provision

Program participants who have joined the program before these regulations entered into force are eligible to complete the program in accordance with the previous regulations of February 9, 2009, for the regular duration of the program.

**§ 11 Entry into Force**

These regulations enter into force the day upon publication in the Official Notices of Universität Kassel and Philipps-Universität Marburg, yet not before January 1, 2017.


Marburg, March 28, 2017

Signed by


The President

Prof. Dr. Katharina Krause

# EMF Program for Skill Acquisition

- Objective: Acquisition of specific key skills for the application for and management of third-party-funded research projects. This implies that the content of the workshops offered as part of this program for skill acquisition must bear immediate reference to third-party-funded research projects.
- Basic transferable professional skills relating to research and teaching, leadership and management must be acquired prior to or outside of the EMF program (e.g., project management, writing academic publications, presentation techniques, and similar).
- To acquire a certificate, participants must complete 200 hours of work. This requires that the participants attend, from the program for skill acquisition, five mandatory workshops as well as one elective workshop from the Transfer module. Participants are also required to attend a reviewer session at which they are to present an application for third-party funding. Furthermore, participants must attend additional elective workshops from the program for skill acquisition until the total of 120 hours of work is completed. Successful evaluation of the application for third-party funding at the reviewer session is credited with 80 hours of work.
- Participants can attend workshops offered both in Kassel and in Marburg.
- The workshops are organized into five modules that reflect the course of a third-party-funded research project.
- The five mandatory workshops are offered once a year under the same general heading both in Kassel and in Marburg. The mandatory workshops at both universities are comparable in terms of basic content, the skills to be acquired, and duration. They may be offered in different languages (German or English).
- Attendance of the five mandatory workshops along with the reviewer session and an elective workshop from the Transfer module covers a minimum of 72 hours of mandatory program work.
- Each university offers 2–4 elective workshops per module; these workshops can vary between the two universities in content and format. Some of the elective workshops may be offered in English.
- If applicable, the program coordinator at the university at which the participant has registered for the EMF program may credit additional workshops toward the elective requirements provided that they bear reference to the application for and management of research projects, involve the acquisition of pertinent skills equivalent to those conveyed in one of the modules, and that the workshops are not credited in another context.

# Mandatory Workshops and Other Mandatory Activities:

| CC | Cross-Category Courses and Activities | |
|---|---|---|
| | Short Title: Introduction to the Certificate Program <br> • Basic Contents <br>    - Introduction to the certificate program, course content, schedule <br>    - Third-party-funded research projects and academic career <br>    - Fundamentals in designing and applying for third-party-funded research projects: <br>       o Thinking about career goals <br>       o Developing a project idea <br>       o Understanding the funding institutions and their criteria <br>    - Management of third-party-funded research projects <br>    - Successfully conducting and completing third-party-funded research projects <br> • Knowledge and Skills <br>    - Relating third-party-funded research projects to one's own academic career <br>    - Fundamentals in designing and applying for third-party-funded research projects <br>    - Fundamentals in managing, conducting, and completing third-party-funded research projects | 8 cr. hrs |
| | Reviewer Session | 4 cr. hrs |
| | Project Preparation | |
| PD | Project Design and Project Application | |
| | Short Title: Design of and Application for Third-Party-Funded Research Projects <br> • Basic Contents <br>    - Developing a project idea <br>    - Researching suitable options for research funding <br>    - Overview of the entire process of preparing an application <br>    - Devising a work and time schedule and a financial plan <br> • Knowledge and Skills <br>    - Ability to develop one's own project idea <br>    - Knowledge of funding institutions and ways of searching for research funding <br>    - Knowledge of the entire process of preparing an application (requirements of the funding institution, developing a work and time schedule and a financial plan) | 16 cr. hrs |
| | Project Realization | |
| PM | Project Management | |
| | Short Title: Management of Third-Party-Funded Research Projects <br> • Basic Contents <br>    - Phases of a third-party-funded research project <br>    - Legal foundations <br>    - Fundamentals of human resource management <br>    - Leadership in projects (e.g., non-hierarchical leadership) <br>    - Project management: budget and time management | 16 cr. hrs |

| | | | |
|---|---|---|---|
| | | - Project kickoff<br>• Knowledge and Skills<br>   - Knowledge/skills in regard to the phases of a third-party-funded research project and the process design<br>   - Basic legal knowledge<br>   - Basic knowledge and methods of HR/leadership and of budget and time management | |
| | | <u>Short Title:</u> Leadership and Staff Supervision<br>• Basic Contents<br>   - Change of leadership level<br>   - Staff-oriented leadership methods<br>   - Communicative competence for team leadership<br>   - Motivating staff<br>   - Delegating tasks<br>   - Selecting staff<br>   - Appraisal interviews<br>   - Self-reflection in a leadership role<br>• Knowledge and Skills<br>   - Leadership skills<br>   - Communicative competence<br>   - Methods of motivating staff<br>   - Skill-based selection of staff and suitability diagnostics<br>   - Human-resource development<br>   - Reflection on different leadership models and one's own leadership style | 16 cr. hrs |
| | | **Project Completion** | |
| PR | Presentation of Research Projects | | |
| | | <u>Short Title:</u> Presentation of Third-Party-Funded Projects and Research Results<br>• Basic Contents<br>   - Preparing for presentations of interim reports, applications for extension of funding, and for other presentations of research results<br>   - Designing excellent presentations<br>- Knowledge and Skills<br>   - Knowledge of the process and context conditions when giving a presentation to the research-funding entity and similar<br>   - Preparing complex content<br>   - Advanced presentation techniques | 8 cr. hrs |
| TR | Transfer | | |
| | | At least one elective workshop from the TR module | min. 4 cr. hrs |
| Total | | | 72 cr. hrs |

## Elective Workshops (examples):

| | | Marburg | | Kassel | |
|---|---|---|---|---|---|
| | | **Project Preparation** | | | |
| PD | | **Project Design and Project Application** | | | |
| | | "Fundraising for Scholars" | 4 cr. hrs | The German Research Foundation (DFG) | 4 cr. hrs |
| | | EU Funding for Advanced Post-docs (in English) | 4 cr. hrs | Funding Opportunities for Junior Scholars: Marie-Skłodowska-Curie-Actions, ERC Starting Grants, DFG Programs | 4 cr. hrs |
| | | "Writing Grant Proposals in Science"<br>- Writing an Application | 8 cr. hrs | Coaching – Feedback on Draft Proposal | 4 cr. hrs |
| | | "Advisory Day: Feedback on Your Draft Proposal – Individual Coaching" | 4 cr. hrs | Conceptualization of Academic Conferences | 16 cr. hrs |
| | | **Project Realization** | | | |
| PM | | **Project Management** | | | |
| | | "Legal Foundations of Third-Party-Funded Research" | 4 cr. hrs | Managing Third-Party Funding | 4 cr. hrs |
| | | "Negotiating and Arguing" or "Mindful Leadership" (in German or English) | 16 cr. hrs | Financial Accounting | 4 cr. hrs |
| | | "Leadership Training" or "Negotiating" (for women) | 16 cr. hrs | Advanced Project Management | 8 cr. hrs |
| | | | | Time and Self-Management | 16 cr. hrs |
| | | | | Donations/Sponsoring/Fundraising | 2 cr. hrs |
| | | **Project Completion** | | | |
| PR | | **Presentation of Research Projects** | | | |
| | | "Facilitation of Meetings/Conferences" (in German or English) | 16 cr. hrs | Rhetoric for Academics | 16 cr. hrs |
| | | "Conceptualization and Organization of Conferences" | 8 cr. hrs | Using Media to Visualize Third-Party-Funded Research Projects | 16 cr. hrs |
| TR | | **Transfer** | | | |
| | | "Marketing of University Expertise" (for scholars in the natural sciences) | 4 cr. hrs | Goal-Oriented Development of an Innovative Product/System | 4 cr. hrs |
| | | "Intellectual Property" (for scholars in the humanities and social sciences) | 4 cr. hrs | Copyrights, Patents, Patent Exploitation, and Establishing Spin-Off Enterprises | 4 cr. hrs |
| | | "Cooperation with Business" | 4 cr. hrs | Tips and Tricks for a Successful Crowdfunding Campaign | 4 cr. hrs |
| Total | | | 92 cr. hrs | | 124 cr. hrs |

cr. hrs = creditable hours of work

# Certificate

**Ms./Mr. [name of participant]** successfully attended the continuing education program

## „Designing and Managing Research Projects"

offered from DD MMMMMMMM YYYY to DD MMMMMMMM YYYY by Universität Kassel and Philipps-Universität Marburg.

Ms./Mr. [name of participant] completed a minimum of 200 hours of work, of which a minimum of 120 hours was devoted to program attendance for skill acquisition and a minimum of 80 hours to preparing an application for third-party funding.

The hours for skill acquisition were completed in the following modules:

- **CC – Cross-Category Courses and Activities**
- **PD – Project Design and Project Application**
- **PM – Project Management**
- **PR – Presentation of Research Projects**
- **TR – Transfer**

Additionally, the participant prepared an application for third-party funding suitable for review, which was successfully defended at a reviewer session on MMMMMMMM YYYY.

Prof. Dr. XXX
Marburg/Gießen, DD/MM/YYYY
Vice-President of Philipps-Universität Marburg/
Vice-President of Universität Kassel

Prof. Dr. XXX
Marburg/Gießen, DD/MM/YYYY
Chair of the Advisory Board

As part oft he continuing education program

## „Designing and Managing Research Projects"

**Ms./Mr. [name of participant]** completed the following courses and activities of the five modules offered:

**CC – Cross-Category Courses and Activities**
- XXX
- XXX
- XXX
- XXX
- XXX

**PD – Project Design and Project Application**
- XXX
- XXX
- XXX
- XXX
- XXX

**PM – Project Management**
- XXX
- XXX
- XXX
- XXX
- XXX

**PR – Presentation of Research Results**

- XXX

- XXX

- XXX

- XXX

- XXX

**TR – Transfer**

- XXX

- XXX

- XXX

- XXX

- XXX