

Minutes of meeting - 2. Scientific Council Meeting of CTU UCEEB

Date: June 03rd 2020

Participants online:

<i>Name</i>	<i>Institution</i>	<i>participation</i>
Johan van Dessel	Belgian Building Research Institute (BBRI)	Yes
Wolfgang Streicher	Innsbruck University	No
Birgit Müller	University of Applied Sciences Berlin	No
Stefan Winter	Technical University of Munich	Yes
Lieve Helsen	KU Leuven	Yes
Michele Caraglia	Second University of Naples	No
Vladimír Sochor	Ministry of Industry and Trade	No
Radek Špicar	Confederation of Industry	Yes
Jan Řežáb	JRD Development	No
Zbyněk Škvor	Czech Technical University in Prague (CTU)	Yes
Lukáš Ferkl	CTU UCEEB	Yes
Eva Smolíková	CTU UCEEB	Yes

1. Programme

- 09:00** Initiation, organization
- 09:15** Summaries and conclusions from last SC - Ferkl
- 09:45** Presentation of the centre and its results in 2019 - Ferkl
- 10:15** Break
- 10:30** UCEEB Management System, Key Competencies – Ferkl
- 12:00** Evaluation of UCEEB, questions, discussion, various – all members
- 13:00** End

This year, we want to focus on the approach to planning and reporting of results (such as papers, patents, prototypes) In 2021, we will have the freedom to set up our own procedure – therefore we would like to discuss your experience in this field.

2. Scientific Council meeting

Mr. Ferkl opened the Council meeting, welcomed its members and thanked for their personal engagement. Due to COVID measures and travel restrictions the meeting was hold online.

Mr. Ferkl presented the agenda and aim of the meeting. He briefly summarized the results of the last SC and pointed out the activities that were done till now. UCEEB has

set 5 main goals and objectives, which are continuously evaluated. It was also launched UCEEB20+ project to improve support of R&D activities. He showed main achievements in the field of Communication, External Relations, HR and some organisational topics. Intensive actions were taken in following areas:

- Position document of UCEEB,
- One large interdisciplinary programme,
- Senior researchers
- One research project covering the entire value chain
- Better communication – seminars and internal communication

In self-evaluation were highlighted areas of success, areas that still need to be improved, as well as the challenges that UCEEB will face in the future.

The next part of the presentation was devoted to UCEEB Highlights like developments in economy, HR and project related data. In particular, a significant reduction in the success rate of national projects application was discussed. The main reasons are reduced budget by Technology Agency by one third, Ministry of Industry and trade shifted the budget to another priorities, and we are possibly too easy in the project application(s).

Mr. Spicar mentioned: Commercialization is a big issue for most Czech research institutions. UCEEB has more than 20 % from the industry, and is quite weak in commercialization of the results from the project. UCEEB has business department that go to companies and one person dedicated for technology transfer issues. Business is not much interested in licensing, but only in direct collaboration. Last year UCEEB reached 9 licence agreements.

The same difficulties are facing TU Munich, Leipzig Lab and also BBRI. The income from licensing is close to zero. Income is from the public research, where you should provide open results – is hard to commercialize. In BBRI they started with methodology to assure that running projects during their execution keep focused on added value. At TU Munich they have pure industrial contracts – testing, writing expertise, approvals for products, supported by scientific background, people in testing facilities are not pure scientists, they have other interest – to work with industry and tests, there are also other people that do basic research, publish, do PhD., etc.

The crucial discussion was about the UCEEB management system, competencies and planning and reporting of results. We discussed the most suitable structure for such a centre like UCEEB (matrix). Mr. Ferkl mentioned very well running back office, improvement in the field of IT tools, communication tools and presented already implemented activities and changes in order to streamline the functioning of UCEEB. UCEEB is partially already working in flat structure (not top-down as on the paper), the 6 research departments should get more space (thinking about matrix structure). It was implemented new process of projects approval, new project management structure,

new approach to financial management. It was established function of the main architects. We are trying to show as much results as possible at our building. The Collaboration with RP 6 department remains difficult.

Since 2020 there will be no strict requirements on quantified results, there are no clear requirements on the level of the University, general requirement is to deliver “excellent results” We have a great opportunity to set up our own system, so it is important to define clear structure of goals and requirements towards researchers and their results. Since 2021 we would like to have clear management structure, very good definition of teams – competencies, people, projects, money, KPIs, results, etc.

Mr. Ferkl started discussion about future settings of UCEEB and asked all participants following questions:

- If you were free to define requirements for your staff, students, department – what would they be?
- What should a good researcher aim at?
- How important are journal papers? Any requirements on researchers?
- What is an excellent result?
- Does it make sense to set goals quantitatively?
(E.g. UCEEB should publish 60 WoS paper every year and file in 20 patents)
- How to assess application results? How does an excellent application result look like?
- Should we measure “competencies”? How?
- How much stress should be put on self-evaluation? Peer review? How often?

It was a very effective discussion with many comments and feedback. All foreign participants described their management system, KPIs and financing structure and different responsibilities for team leaders, researchers, project managers etc. Permanent communication is key to success. Team leaders are key, and have to have very good communication skills. Communication is the main challenge in the matrix structure. Quality, Excellence as a main goal, but difficult to measure and evaluate. It should be added value. To get excellent results people need freedom, and must be self-responsible for their work, should have atmosphere to develop ideas that are not in the mainstream, need some level of pressure, but should not feel prisoned in special targets. To build culture of quality is difficult task. Communication, inspiration, examples, sharing, benchmarking, all this support grow of quality. Value shall not be called “collaboration” but “synergy”. Successful cooperation with industry is recognized, when they come back and back again.

3. Evaluation results

Overview of score of collected evaluation forms from our SC members.

<i>frequency</i>	<i>Highly positiv</i>	<i>Positive</i>	<i>Satisfac tory</i>	<i>Unsatisfac tory</i>	<i>not evaluated</i>	TOTAL
Mission, Vision, Strategy	1	1	1			3
Organization and leadership		3				3
Human resources		3				3
Infrastructure	3					3
External relations and communication		3				3
Results - effectiveness, transfer of results		3				3
Projects, agreements and financial sources		3				3

From the table we can see that all areas were evaluated from satisfactory to highly positive. The best rated area remains infrastructure. The biggest space for improvement is seen to be in mission, vision, strategy. We need to make a lot of strategic decisions about our focus, organisational structure, results etc.

4. Next steps

As a next step there was a management meeting where the first results and feedback from our SC meeting were deeply discussed. As an outcome we defined many tasks we have to work on in next months to improve our set up and ensure financial situation in 2021.

Mr. Ferkl closed the meeting, thank all participants for their engagements and invited the members to meet again in 1 year. **Next meeting will take place in Prague on June 02nd 2021.**