

## OM FUNDING STRATEGY 2018

Department of Operations Management generates substantial external funds. Much is generated from public grants and private funding whereas relatively little funding derives from the research councils.

The department has a strong record in collaboration with private and public organizations. Two Business in Society Platforms have been initiated from the department (“CBS Maritime” and “Competitiveness”) and there is a strong engagement in other platforms at CBS. Historically the Department of Operations Management has gained an extensive experience and understanding of the nature of university-business collaboration. Several research projects have direct involvement of private and public organizations as dialogue partners or cases and there is a tradition of including stakeholders in research as well as teaching activities.

The department’s strong record in collaboration with other departments means external funding is often allocated to research activities in other departments, e.g. within Maritime research where the department is a keystone and therefore is involved in the majority of all external funding the past 6 years.

For the department it is important to develop the case for external funding at the department and its advantages to individuals have to be specified clearly. Also, to attract funds and good partners, the department will develop its visibility of its competences and resources. Visibility is, however, not created by communication alone. Successful participation in collaborative projects also creates visibility for potential future partners and new applications.

### PROCEDURES FOR EXTERNAL FUNDING APPLICATIONS

All applications to be submitted by OM staff members must follow the following steps before submission:

1. The researcher(s) send a short presentation of the intended application to the Head of Department (1-2 pages) including teaching relevance and any co-financing issues.
2. HoD will then discuss the presentation with a member of a research committee that is established to assist the HoD in the planning, coordination and implementation of all fundraising activities in support of the programmes, projects and activities of the department. The research committee consists of four tenured staff researchers appointed by the HoD.
3. Once the researcher(s) have **a written acceptance** of the HoD to proceed, the OM Head of Secretariat (HoS) should be informed by the researcher(s), and HoS will register the application for the internal process at OM and bring the researcher(s) in contact with the relevant consultant at the Dean’s office.



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A two track process will be initiated: One or two member(s) of the OM's Research Committee is asked by the HoD to be in charge of the academic quality control of the OM external application and he/she will arrange a process with two feedback sessions before the deadline. The sessions are open to OM staff and two colleagues will be specially appointed to give feedback at the sessions.

A first draft of budget will be made at OM and handed over to the relevant consultant at the Deans office. By the end of the budget dialogue a final version of the budget indicating any applied co-funding must be presented to and accepted by the Head of Department.

The final draft of application, including the project presentation, intended staffing, management structure, budget a.o. relevant documentation must be handed in to the HoD no later than 48 hours before deadline for final signature.

For major calls the Head of Department and Head of Administration will publish a time schedule for the application process, but the guidelines above goes for applications to the usual sources: EU, The Danish Council for Independent Research, The Danish Council for Strategic Research, The Danish National Advanced Technology Foundation, Innovation consortia under the Danish Council for Technology and Innovation and The Danish National Research Foundation as well as to all other sources.

### **Steering Committee - ensuring quality and research standards**

All external projects are organized with a steering committee to whom the researcher(s) will report about the project and its results. The members of the steering committee are Head of Department and two tenured staff (Associate Professor/Full professor) and at least one of these will be responsible for ensuring the quality of the project and that it meets CBS research standards.

### **OVERHEAD POLICY**

It is important for the Department to develop the case for external funding and its advantages to individuals have to be specified clearly. Also, to attract funds and good partners, the department will develop its visibility of its competences and resources. In relation to this it is essential to take into account the importance of including Overhead in the external funding that is applied for.

In July 2012 CBS' management decided to transfer all Overheads (OH) from externally funded re-search projects to the relevant department's budget. The general policy of the Department of Operations Management is that all overheads of externally funded research projects are handled as such, which means they will not be transferred back to the specific project but will be allocated to activities in accordance with the Department's strategy.

Overheads are regarded as a significant tool in contributing to the growth of the Department in its activities including the recruitment of staff, in particular PhD positions and post docs. Overhead will be accumulated in the

so-called HoD/HoS account and researchers can apply for funds to support their activities. Furthermore, the management of the Department can activate funds for co-financing of positions or for other activities in accordance with the strategy.

When applying for external funding the Department specifies the need for researchers to include Overhead or specific cover for administration and other costs and activities in the budget. External projects with funding over 1 mio. DKK from Private funds, that do not provide Overhead, can apply for Overhead from the Dean of Research of up to 20%.

<https://cbsshare.cbs.dk/vipservices/research/CBSFundingguidelines/Pages/Co-financing.aspx>

It is therefore the ambition of the department that projects includes overhead from external sources or exceed 1 mio. DKK so it is possible to apply for overhead from the Dean. Exceptions can be made, if there are special reasons and must be agreed with HoD and HoS.

The project and budget for an externally financed project must always be approved by HoD and HoS prior to the deadline of an application. HoD and HoS may choose not to support an application with no OH included or without co-financing from the dean, but will always be supportive in qualifying an application to meet the requirements of an included Overhead.

## **FUNDING STRATEGY 2018 - 2022**

External funding will be an active and visible part of the department's research organization. Attraction of funds that involves research colleagues in the department and other departments at CBS is especially desirable as internal collaboration *ceteris paribus* creates better and more successful research.

For the department size of projects and research themes are important vehicles for creating research collaboration between researchers on a specific theme and for creating a collective research direction and critical research mass.

For the period 2018 to 2020 the department currently focuses on three research areas:

- Servitization - Version 2.0
- CBS Maritime - Version 2.0
- Circular Economy
- Performance Management

The more specific initiatives will be developed this coming autumn with participation of relevant staff from the department and also involves other departments and researchers. In the process there is also a strong ambition to identify new potential research so the effort is not limited to the above areas.