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# ANDRIS OZOLINS

HE Widening program  
Coach and senior advisor

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Support for  
**Twinning Applications**

# EXPERTISE OF ANDRIS OZOLINS

- **10 years in the leadership of successful € 30M Teaming project**
  - Attraction, team buildup and implementation
  - Active member of Teaming Projects Club
- Projects attraction organisation buildup and **Twining, ERA-Chair, HOP-on** Widening funding attracted
- Before - National reform projects, organisational development, IT

# TWINNING POSITIONING

- Increasing excellence and capabilities in «1» specific science field
- Buildup of the current team and long term improvements
  - No hiring of new employees (just for project)
- Clear baseline to show
  - Weaker than reality - others can win over
- Strong, clear and ambitious goals - beyond state-of-the-art
  - Best if not just compared with your S-O-A, but with EU level

# TWINNING POSITIONING - PARTNERS

- Advanced partners matching you skills / networks to grow
  - Clearly showing complementarities  
(texts can be sharpened by partner experts)
- Joint research, publications, project applications with advanced partners
- Too large consortium - not good, especially given small budget - better focused and concise
- Idea - sound and clear - early in the text

# TWINNING AMONG OTHER WIDENINGS



- **ERA-Chairs**
  - Seasoned imported Lab lead
  - New direction to be established, significantly strengthening existing
  - New people to be hired, especially from abroad
- **Hop-on**
  - Jumping on the band-wagon of existing HE research project
- **Teaming for Excellence**
  - Development of the whole CoE, heavy up-skilling
  - New hirings, including international
  - Projects attraction and network building
  - Includes most of other capacity building of Widenings (yet with >10x times budget)
- **Moving between programs (Teaming<->Twinning<->ERA-Chair..)**

# CAMART<sup>2</sup> TEAMING PROJECT IN A NUTSHELL

Andris Ozolins

Project operational manager

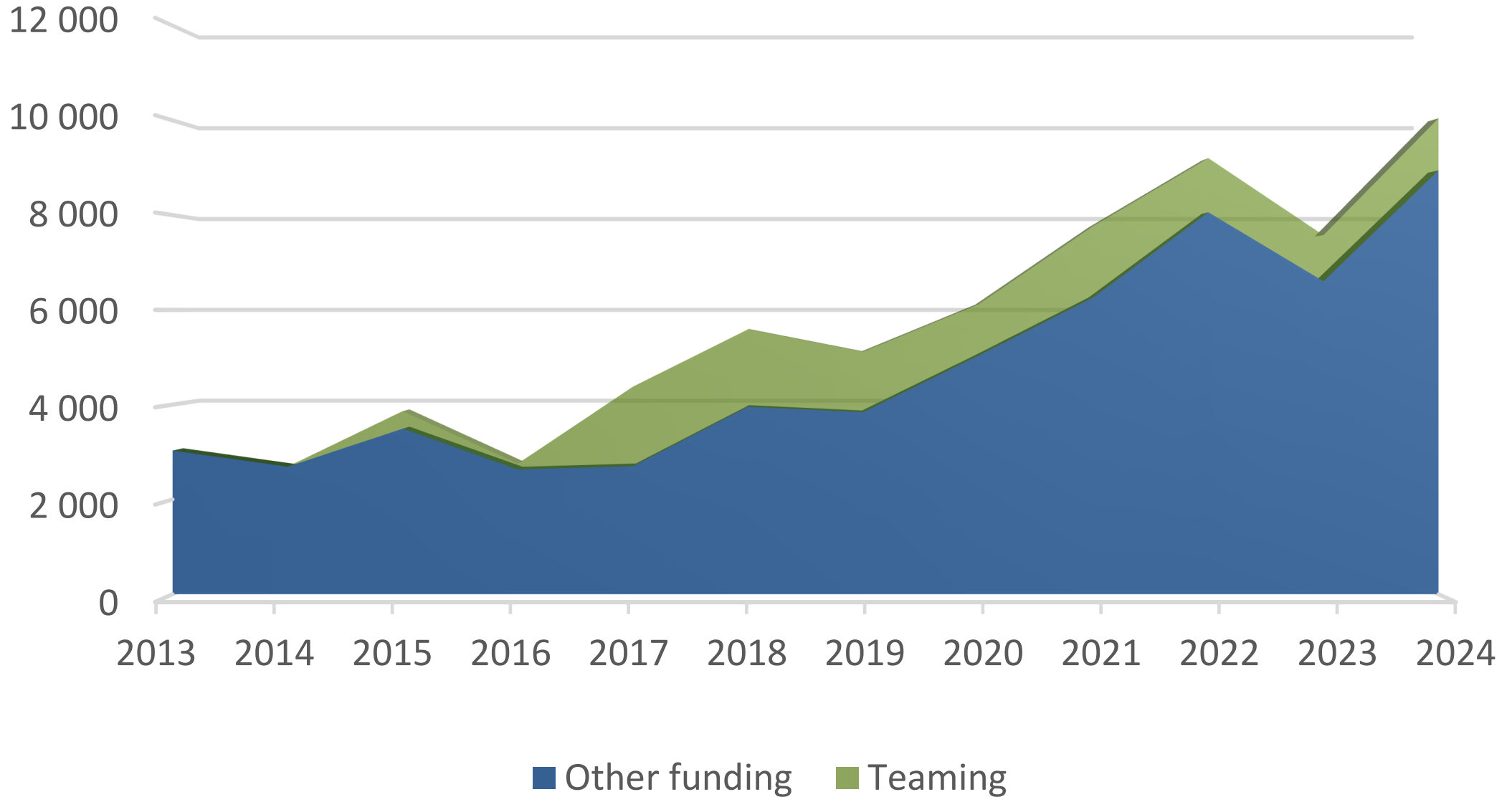


# CAMART<sup>2</sup> IN NUTSHELL



- **10+ years** - 2014-2025, 1<sup>st</sup> generation Teaming
- Total budget - **30M EUR** (including 15M H2020)
- **Upgrade** of the existing center
- Total revenues growth - **3M to 9M EUR / year**
- International revenues - **0.5 -> 2.5M EUR / year**  
(including ERA-Chairs, Twinning, Hop-on, collaborative research)
- **€ 15M of new infrastructure** operational within **first 3 years**
- **Overall transformation** of processes, organisation and culture
- Project **highly esteemed** by Brussels

# CoE revenues



# CAMART<sup>2</sup> IN NUTSHELL - 2



- Streamlining of **research strategy**
- Projects attraction and implementation support
- HR up-skilling (science, horizontal, networking, projects)
- New **innovation & TT processes** and organisation implemented
- New PhD and Master study program
- **Service oriented** approach (incl. HR and culture development, open access to tools, automation, ISO 9001 certification)
- Engagement of advanced partners in all dimensions

# BRUSSELS FINAL REVIEW QUOTES



*“Project has delivered exceptional results with significant immediate or potential impact”*

*“has reached its main objectives and established the structural conditions for ISSP to operate effectively in the post- CAMART² era”*

*“emphasis is on a ‘Culture of Excellence’, encouraging science, innovation, dialogue with industry and interdisciplinarity”*

*“CAMART² consortium succeeded in [...] deploying remarkable efforts to create the conditions for a sustainable centre of excellence in the Baltic region and beyond*

# INSTITUTE OF SOLID STATE PHYSICS, UNIVERSITY OF LATVIA



Established - 1978



>9M EUR revenues



> 300 employees



> 90 projects annually



> 100 PhDs



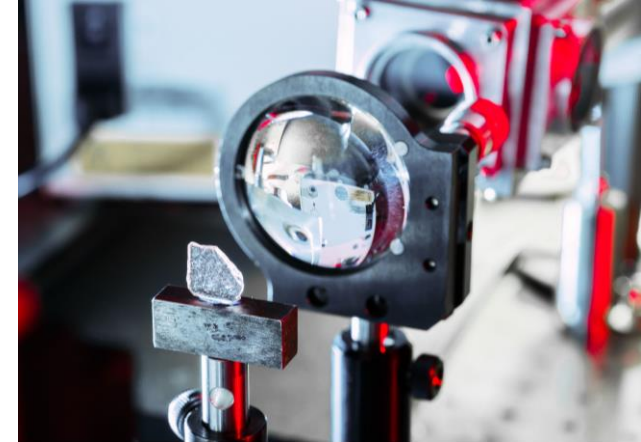
> 100 international partners



> 80 students

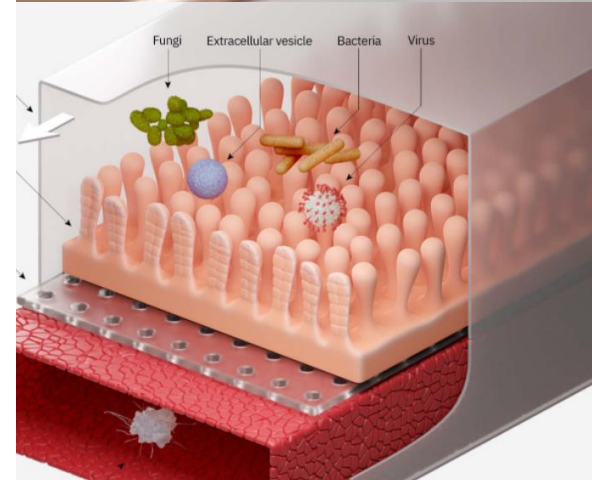
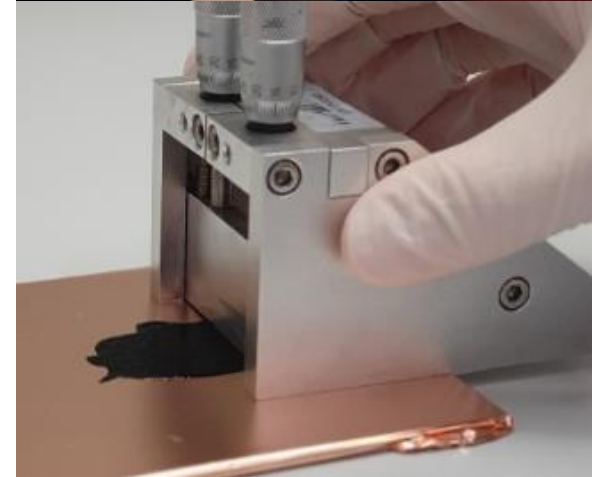
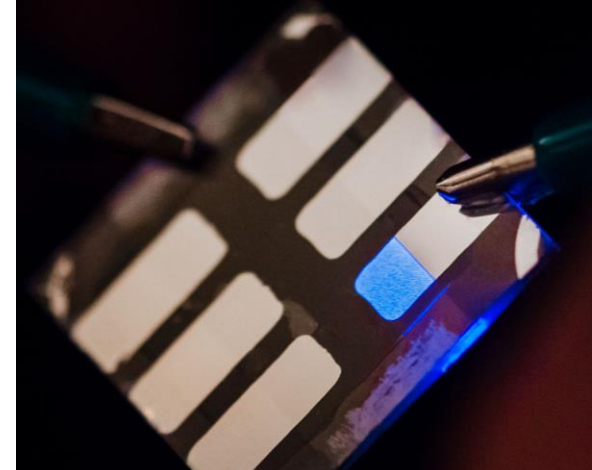


> 20 industrial partners



# STRATEGIC RESEARCH AREAS

- ❑ **Photonics & Optics:** Polymer photonics; Optical fibers, Quantum
- ❑ **Sensors, thin films & coatings,** low dimensional nano structures
- ❑ **Energy:** Batteries; Hydrogen technologies; Photovoltaics; OLEDs; Smart windows; Materials for radiation detectors, scintillators
- ❑ **Biomedical technologies;** Microfluidics: Organ on chip (microreactors sensors); Antiviral coatings; Biomarkers
- ❑ **X-ray Absorption Spectroscopy:** experiment, methodology, modelling
- ❑ **Theoretical modelling**



# STRATEGIC PARTNERS IN THE PROJECT



- **Project advanced partners (KTH and RISE) - as strategic partners**
  - First 3-4 years - advancing the capabilities
  - Last 4 years - advancing scientific collaborations between ISSP and partners
  - Last 2 years and forward - extend to more larger projects, broaden networks with partners, work towards long-term collaborations

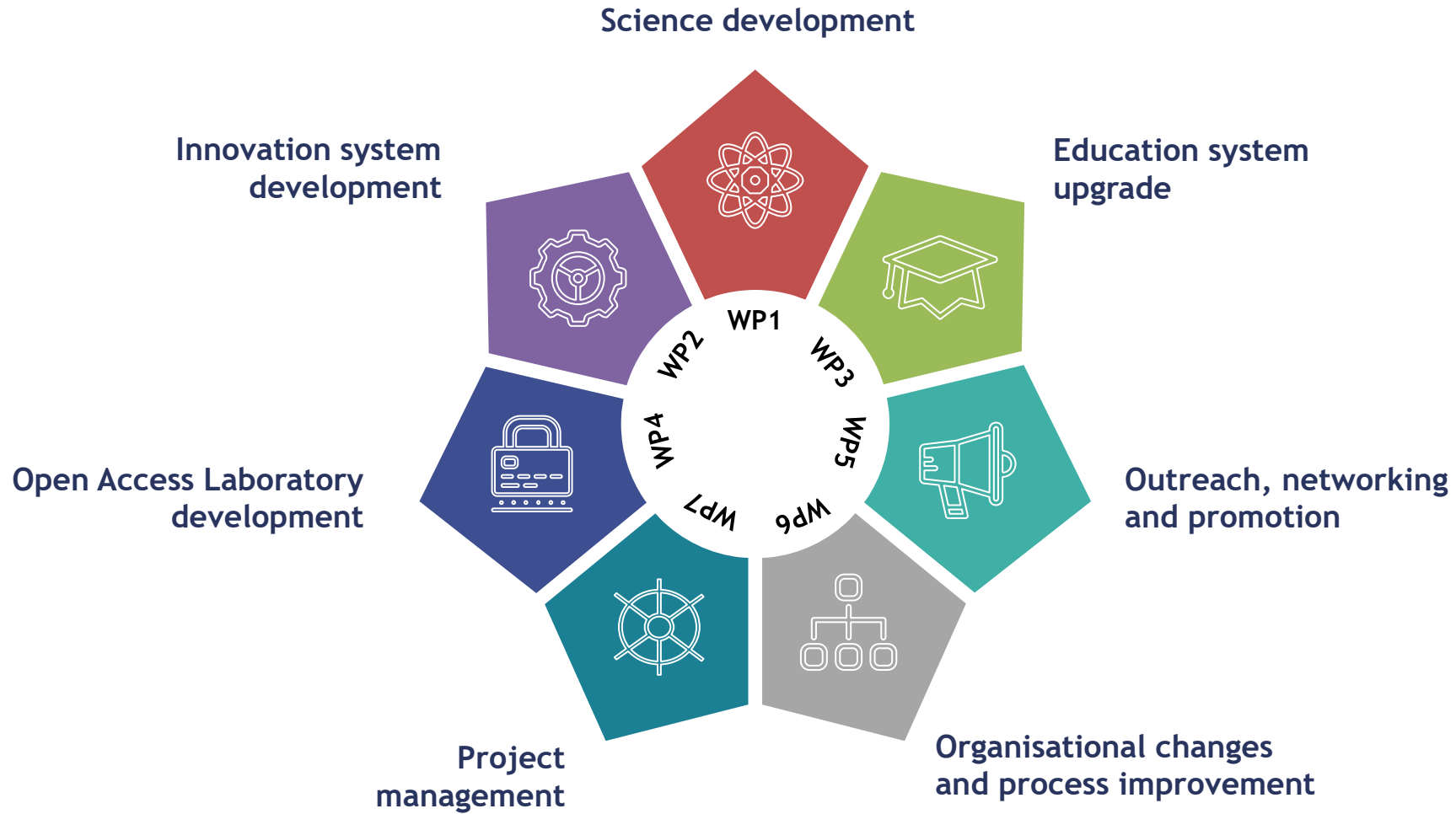


INSTITUTE OF SOLID STATE PHYSICS  
UNIVERSITY OF LATVIA

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*kista*   
SCIENCE CITY

# WORK PACKAGES



# SCIENCE – ACTIVITIES

- Strategic focusing of perspective research
- Consolidation of laboratories
- Renewal of lab leadership
- Scientific workshops, summer schools
- Supporting networking activity & match-making support
- Grants revision process (local calls)
- HE applications support organisation

# INNOVATION DEVELOPMENT

- Innovations culture development
- Implementation of innovation process and rising innovation and higher TRL awareness culture
- Organisation of 10+ Deep tech hackathons
- 2M in 10+ commercialisation projects, regular screening of ideas
- 4 licences sold (ThorLabs, local startup), 5+ spinoffs
- CoE as leading partner in the national innovation ecosystem



# CAMART<sup>2</sup> PROJECT HIGHLIGHTS



## ❑ **Education / students**

- ❖ New Master and PhD programs adopted by University of Latvia
- ❖ Steep increase of students employed at CoE (number of students working at ISSP 60-80 - from 10-15 few years ago)
- ❖ Summer schools with advanced partners



## ❑ **Open access, cooperation and knowledge sharing culture**

- ❖ Lab/tools booking system (LIMS) in use - efficiency of shared tools use;
- ❖ Complementary infrastructure (15M EUR) - installed early on



- ❑ ISO 9001:2015 certified, dedicated organisation for industry collaborations, service oriented administration processes

# DEEPER DISCUSSION TOPICS



- **Research strategy streamlining**  
(topics prioritisation, beyond state of the art, high level publications, prime candidates for international projects)
- **Process with Brussels** to ensure smooth acceptance by officer + review experts; management of change of scope
- **Research staff involvement** (headcount growth plan and general funding plan; international hiring, competing for talent)
- **Admin staff recruitment**, admin processes implementation
- **Capacity building vs research development** during the Teaming project  
(possibilities, key milestones)
- **Research / innovation projects acquisition plan / strategy**;  
long term sustainability plan, «Cascading» of Teaming with other funding sources
- **Strategy with industry** funding attraction & innovation  
(high added value tech. transfer, TRL growth plan)
- **Strategy with Consortium partners**  
(progress with their involvement, timing, growing their engagement, internships, joint research, etc)
- **Policy impact** - national, regional, cross-boarder
- Strategy for **balanced project scope management**

# BRUSSELS TEAMING CALL RECOMMENDATIONS - **EXCELLENCE**



- **Strategic Vision:**

- **state-of-the-art** not suitably referenced and advancement **beyond** the **state-of-the-art** not convincingly demonstrated
- insufficient **benefits** for the CoE from the **partnership** with leading organisation(s)

# STATE-OF-THE-ART AND BEYOND

- State of the art -
  - Global in your field
  - Local at your center now
  - (at your advanced partners - what they can offer you to advance)
- Primarily science
  - But also - organisational?
- Beyond
  - For your CoE specifically - where you want to excel
    - How advanced partners will help in it
  - Synergy points for both you and advanced partners (combined competences in future to be built)
  - Implementation sections - how this will be built and reached
  - International competitiveness vivid for time after Twinning

# WHAT TO EXPECT FROM ADVANCED PARTNERS



- **CoE strategy** - assessment, development process, support in developing, focus topics decision process support
- **HR development**
  - Science HR upskilling - internships, trainings, professor visits to CoE, project ideas / proposals revisions & design, advanced partners staff secondments to CoE, ...
  - General HR upskilling - HE project applications process, admin processes, ..
  - Study visits - to explore what more can be gained from them
- **Joint science** - S2S workshops, key presentations preparations / revisions, seed projects (from HE money), HE applications, network sharing and expanding activities
- **Innovations** - process development, ideas revision, inspiration workshops
- **Education program** - PhD, Master, training modules, ...

# BRUSSELS RECOMMENDATIONS – METHODOLOGY AND SUPPORT MEASURES



- **Methodology & Support Measures:**
  - methodological approaches not aligned with the objectives
  - **added value of coordination and support** measures not sufficiently justified

# ADDED VALUE OF COORDINATION AND SUPPORT



- What specifically will be done to leverage Twinning as a - **CSA (!!)** call and its specific possibilities
- It is not research or innovation project (that is only added as 30% component!)

# SUPPORT FOR **TWINNING**

## **APPLICATION PREPARATION**

- Application **expert revision** (single or multiple iterations)
- **Strategy** and content **focusing**
- Content **planning** sessions
- Application **content** creation
- Increase probability to get the final «**0.5 points**» **needed to win**

# WELCOME TO CONNECT

**Andris Ozolins**

CAMART<sup>2</sup> project operational manager  
Widening Coach and Senior advisor

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