

## Leibniz leadership lecture 1-2022

### Documentation

## “Leibniz ScienceCampi – The future of a success model”

11 February 2022, 10:00-16:00 on Zoom

### Participants

#### President of the Leibniz Association

*Matthias Kleiner* President of the Leibniz Association

#### Secretary General of the Leibniz Association

*Bettina Böhm* Secretary General of the Leibniz Association

#### Recorded message

*Bettina Martin* Minister of Science, Culture, Federal and European Affairs in the state government of Mecklenburg-Vorpommern

#### Participants with introductory talks

*Ulrich Bathmann* Scientific director IOW; Speaker LSC “Phosphorus Research Rostock”

*Matthias Beller* Scientific director LIKAT; LSC “Sustainable Chemo-BioCatalytic Production”

*Ulf Brunnbauer* Scientific director IOS; Speaker LSC “Europe and America in the Modern World”

*Aranzazu del Campo* Scientific director INM; Speaker LSC “Living Therapeutic Materials”

*Marc Thilo Figge* HKI; Speaker LSC “InfectoOptics”

*Iris Pigeot* Scientific director BIPS; LSC “Digital Public Health”

*Andreas Radbruch* Scientific director DRFZ; LSC “Comprehensive Center for Chronic Inflammatory Diseases”

*Ulrich Schaible* Scientific director FZB; LSC “Evolutionary Medicine of the Lung”

*Christoph Spengel* ZEW; Speaker LSC “Mannheim Taxation”

*Thomas Stöllner* DBM; Speaker LSC “Resources in Transformation”

## Participants without introductory talks

<i>Frederike Ahr</i>	HPI; Coordinator LSC “Integrative analysis of pathogen-induced compartments”
<i>Simon Decker</i>	RWI; Speaker LSC “Health care challenges in regions with declining and ageing populations”
<i>Thomas Dobner</i>	Scientific director HPI; Speaker LSC “Integrative analysis of pathogen-induced compartments”
<i>Tomaso Duso</i>	DIW; Speaker LSC “Berlin Centre for Consumer Policies”
<i>Roman Engel-Herbert</i>	Scientific director PDI; LSC “Growth and fundamentals of oxides for electronic applications”
<i>Marta Ferreira-Gomes</i>	DRFZ; Speaker Leibniz Postdoc-Netzwerk
<i>Christiane Gerlach</i>	FZB; Coordinator LSC “Evolutionary Medicine of the Lung”
<i>Horst Karl Hahn</i>	“Fraunhofer MEVIS Institute for Digital Medicine”; Partner LSC “Digital Public Health”
<i>Christoph Kronenberg</i>	CINCH – Health Economics Research Center, University of Duisburg-Essen; Managing Director LSC “Health care challenges in regions with declining and ageing populations”
<i>Sebastian Lentz</i>	Scientific director IfL; Speaker LSC “Eastern Europe – Global Area”
<i>Elke Luger</i>	DRFZ; Coordinator LSC “Comprehensive Center for Chronic Inflammatory Diseases”
<i>Christian Nehls</i>	FZB; Speaker of the Leibniz-Postdoc Network working group “Public Communication and Advocacy”
<i>Christian Speckemeier</i>	University of Duisburg-Essen; Managing Director LSC “Health care challenges in regions with declining and ageing populations”
<i>Jennifer Strunk</i>	LIKAT; Speaker LSC “Sustainable Chemo-BioCatalytic Production”
<i>Stefan Treue</i>	Scientific director DPZ; LSC “Primate Cognition: Information Integration in a Complex Social World”
<i>Paul Vickers</i>	University of Regensburg; Managing Director LSC “Europe and America in the Modern World”
<i>Anna Zaharieva</i>	Bielefeld University; Co-Speaker LSC “Studying Regional Development Dynamics and their Political Consequences: SOEP RegioHub at Bielefeld University”
<i>Hajo Zeeb</i>	BIPS; Speaker LSC “Digital Public Health”

## Headquarters of the Leibniz Association

<i>Ricarda Opitz</i>	Head of Division - Scientific Affairs
<i>Karin Effertz</i>	Head of Division - Leibniz Competition Procedure
<i>Anja Görnitz</i>	Deputy Head of Division - Leibniz Competition Procedure
<i>Marvin Bähr</i>	Division Scientific Affairs
<i>Felix Kießling</i>	Division Scientific Affairs
<i>Gabriel Sollberger</i>	Division Leibniz Competition Procedure
<i>Marion Tulka-Liang</i>	Assistant to the Secretary General

## Graphic Recording

<i>Lorna Schütte</i>	Media psychologist, Graphic Recordings
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## Program

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<b>Start</b>	<b>10:00</b>	
Welcome	10:00 – 10:15	15 Min.
Recorded message (Bettina Martin): Zukunftsfähigkeit von Leibniz-WissenschaftsCampi – Anforderungen an regionale Zusammenarbeit	10:15 – 10:45	30 Min.
Recruiting and supporting excellent early-career scientists through Leibniz ScienceCampi	10:45 – 11:45	60 Min.
Leibniz ScienceCampi at the interface between local focus and international impact	12:00 – 13:00	60 Min.
Transfer and outreach in Leibniz ScienceCampi	13:30 – 14:30	60 Min.
High-risk and highly innovative research and interdisciplinarity in Leibniz ScienceCampi	14:30 – 15:30	60 Min.
Concluding discussion	15:30 – 16:00	30 Min.
<b>End</b>	<b>16:00</b>	

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## Recorded message

The leadership lecture opens with a recorded message from **Bettina Martin**, Minister of Science, Culture, Federal and European Affairs in the state government of Mecklenburg-Vorpommern.

Bettina Martin starts by emphasising leadership responsibility in science. She says high expectations are evident in the face of major social challenges and a global longing for usable answers. Science has a particular responsibility here, the minister claims – a responsibility to enlighten, to be truthful, to provide reliable answers and, where possible, to give policymakers concrete decision-making aids. The pandemic illustrated the value of science in a way that has seldom been seen before.

In this context, Leibniz ScienceCampi were used to make full use of existing local potential and to transcend disciplinary boundaries, bringing together excellence and regional adaptability. Systematic networking among Leibniz institutes and between Leibniz institutes and universities achieves a critical mass and helps prevent compartmentalisation of the science system. There is also a particular focus on the strategic recruitment of qualified early-career scientists at local level.

From a research policy perspective, the transfer of research results is of increasing relevance. In view of limited resources, the Leibniz institutes' mission to conduct research along the entire spectrum from basic research to application is, the minister says, a major challenge. At the same time, thanks to its instruments for collaborating in strategic networks, the Leibniz Association is particularly well placed to actively take on these challenges and to continue to develop successfully.

## Recruiting and supporting excellent early-career scientists through Leibniz ScienceCampi

Introductory talks:

*Aránzazu del Campo*, Scientific Director of INM - Leibniz Institute for New Materials, Leibniz ScienceCampus Saarbrücken - Living Therapeutic Materials

*Ulrich Bathmann*, Director of the Leibniz Institute for Baltic Sea Research Warnemünde, Leibniz ScienceCampus Rostock - Phosphorus Research Rostock

- Recruiting the brightest minds for science is one of the most important challenges for safeguarding excellence and the future, at both national and international level. How does this work in the Leibniz ScienceCampi? What makes the ScienceCampi attractive to early-career scientists?
- What best practices exist in the Leibniz ScienceCampi when it comes to promoting early-career scientists?
- Thinking ahead: What would be a desirable 'ingredient' to make the ScienceCampi even more attractive to the brightest minds?

Supporting early-career scientists is a central and essential issue in the Leibniz ScienceCampi. Postdocs are recruited internationally, doctoral researchers are supported both through graduate schools run by the ScienceCampi themselves (e.g. Living Therapeutic Materials and Phosphorus Research in Rostock), through connections to existing graduate schools (e.g. Fiscal Policy of the Future), and through other forms (e.g. the Early Career Researcher Academy (ECRA) of the Digital Public Health ScienceCampus). ECRA provides young scientists with their own independently managed budget that they can use for seminar series, attending conferences and similar career development activities.

When it comes to support for early-career scientists in the Leibniz ScienceCampi, there is a strong focus on building a community and facilitating both formal and informal exchanges. These career development opportunities make Leibniz ScienceCampi attractive to young researchers, as does interdisciplinarity, which they see modelled early in their scientific careers.

Additional funding secured from third-party organisations turns the ScienceCampi into clusters for the promotion of early-career scientists. When it comes to supporting careers, the aim is to ensure that career development remains sufficiently flexible and individual, despite structured support programmes. If recruiting doctoral researchers proves harder in certain scientific fields, there are measures and opportunities, such as internships and individual study programmes, that can lead to increased visibility of the Leibniz ScienceCampi among students.

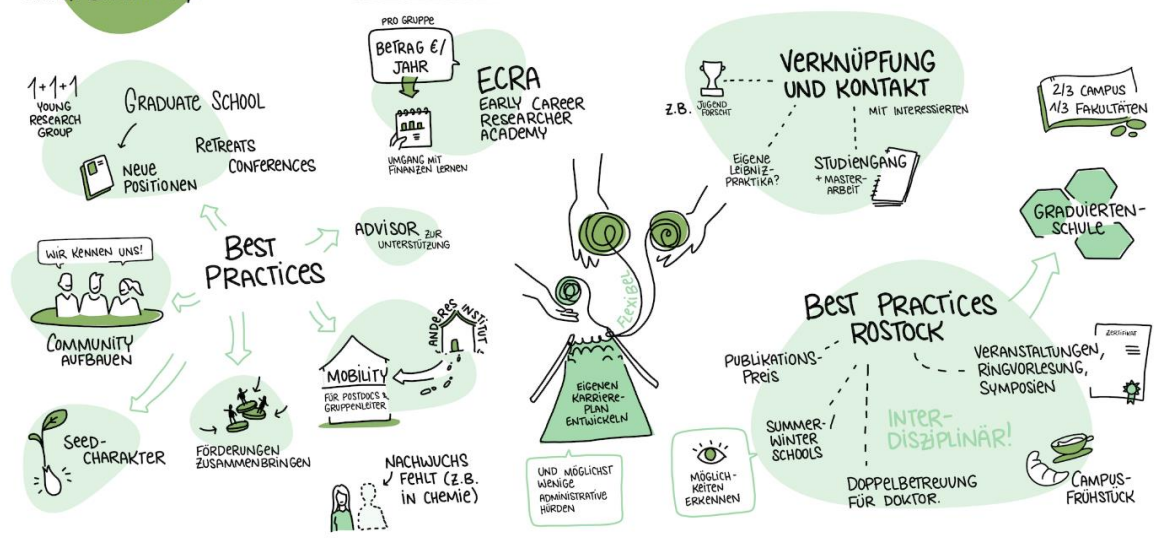


# LEIBNIZ - WISSENSCHAFTSCAMPI

ZUKUNFT EINES ERFOLGSMODELLS

IMPULSE:  
ARANZAZU DEL CAMPO, INM  
ULRICH BATHMANN, IOW

Gewinnung & Förderung exzellenter Nachwuchswissenschaftlerinnen und Nachwuchswissenschaftler im Rahmen von Leibniz-Wissenschaftscampi



## Leibniz ScienceCampi at the interface between local focus and international impact

Introductory talks:

*Ulf Brunnbauer*, Director of the Leibniz Institute for East and Southeast European Studies (IOS), Leibniz ScienceCampus Regensburg - Europe and America in the Modern World

*Matthias Beller*, Director of the Leibniz Institute for Catalysis, Vice President and Board Member of the Leibniz Association, Leibniz ScienceCampus Rostock - Sustainable Chemo-Bio-Catalytic Production

- How do the Leibniz ScienceCampi manage to achieve international impact while having a local focus? What (good or not-so-good) experiences are there with regards to the aim to combine the two principles?
- How important is local collaboration in the post-pandemic world?
- What conditions need to be in place for the cooperation between the Leibniz institutes and the university partners to have a strategic impact? What unanswered questions and/or barriers are there in cooperation between Leibniz institutes and universities?
- To what extent do the Leibniz ScienceCampi succeed in embedding international cutting-edge research in the region?
- Thinking ahead: Which strengths and weaknesses arise for the Leibniz ScienceCampus model from this balancing act? And how can these be exploited/tackled?

The balancing act between local networking and international visibility is stimulating and synergies can always be identified. Local research in the Leibniz ScienceCampi is linked to other regions and embedded in international collaborations. The ScienceCampi benefit from the interplay of both dimensions.

At the local level, this occurs, for instance, through shared use of infrastructure/facilities or joint leadership. Leibniz ScienceCampi lower the activation barriers for collaborations such as review boards and interdisciplinary cooperation. Collaboration between a university and a Leibniz institute takes place on equal terms.

For international networks to be successful, there needs to be a strategy. At smaller sites in particular, the Leibniz ScienceCampi help reach a critical mass, which creates jumping-off points (the excellent science in the ScienceCampi provides the basis for international impact), particularly for recruiting scientists internationally. International support, for instance the opportunity to apply for international third-party funding through Leibniz ScienceCampi, is relevant here. Even after the Covid-19 pandemic – and with meetings continuing online – local networking and value creation will continue to be relevant for Leibniz ScienceCampi.



# LEIBNIZ - WISSENSCHAFTSCAMPI

ZUKUNFT EINES ERFOLGSMODELLS

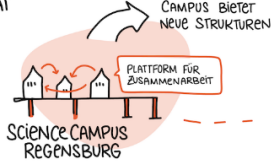
LEIBNIZ-WISSENSCHAFTSCAMPI IM SPANNUNGSFELD ZWISCHEN REGIONALER AUSRICHTUNG UND INTERNATIONALER WIRKSAMKEIT

KEINE SPANNUNG, SPANNENDE ZUSAMMENARBEIT

IMPULSE:  
ULF BRUNNBÄUER, IQS  
MATTHIAS BELLER, LIKAT



12 PARTNER:INNEN  
WELTWEIT



WUNSCH:  
FORSCHUNGSPRAXIS  
TRANSNATIONAL  
VERSTEHEN!

CAMPI STÄRKEN  
INTERDISZIPLINÄRE  
ZUSAMMENARBEIT



ZWEISPRACHIGKEIT  
BEI LEIBNIZ



DIESES KOLLEG





## Transfer and outreach in Leibniz ScienceCampi

Introductory talks:

*Thomas Stöllner*, Deputy Director of the Deutsches Bergbau-Museum Bochum – Leibniz Research Museum for Georesources (DBM), Leibniz ScienceCampus Bochum - Resources in Transformation

*Christoph Spengel*, Chair of Business Administration and Taxation II, University of Mannheim, Leibniz ScienceCampus Mannheim - Mannheim Taxation

*Andreas Radbruch*, Scientific Director of the German Rheumatism Research Centre (DRFZ) Berlin, Leibniz ScienceCampus Berlin - Comprehensive Center for Chronic Inflammatory Diseases

- How do Leibniz ScienceCampi achieve visibility in politics, industry and society?
- What transfer and outreach methods do Leibniz ScienceCampi use?
- How is collaboration with actors (in society especially) structured within the Leibniz ScienceCampi and what benefits does a ScienceCampus derive from these activities?
- Thinking ahead: What benefits does the region gain from the transfer and outreach activities of a Leibniz ScienceCampus and how should these be structured so that they continue to have an impact for actors in the region in the future?

Leibniz ScienceCampi are very active when it comes to transfer, and in a wide range of categories (technology transfer, knowledge transfer, outreach, advice, translation/medicine, museums, citizen science). A core issue in the discussion concerned resources. Leibniz ScienceCampi are able to establish some kinds of transfer activities themselves; while for others they make use of existing infrastructure facilities of the actors involved. For instance, the ScienceCampus “Mannheim Taxation” uses existing infrastructure at partner organisations, including a joint press office. Access to existing infrastructure protects the financial resources of the Leibniz ScienceCampi, but it is important for the ScienceCampus to remain visible as the author of the transfer activities. In general, the active Leibniz ScienceCampi appear to have found good solutions.



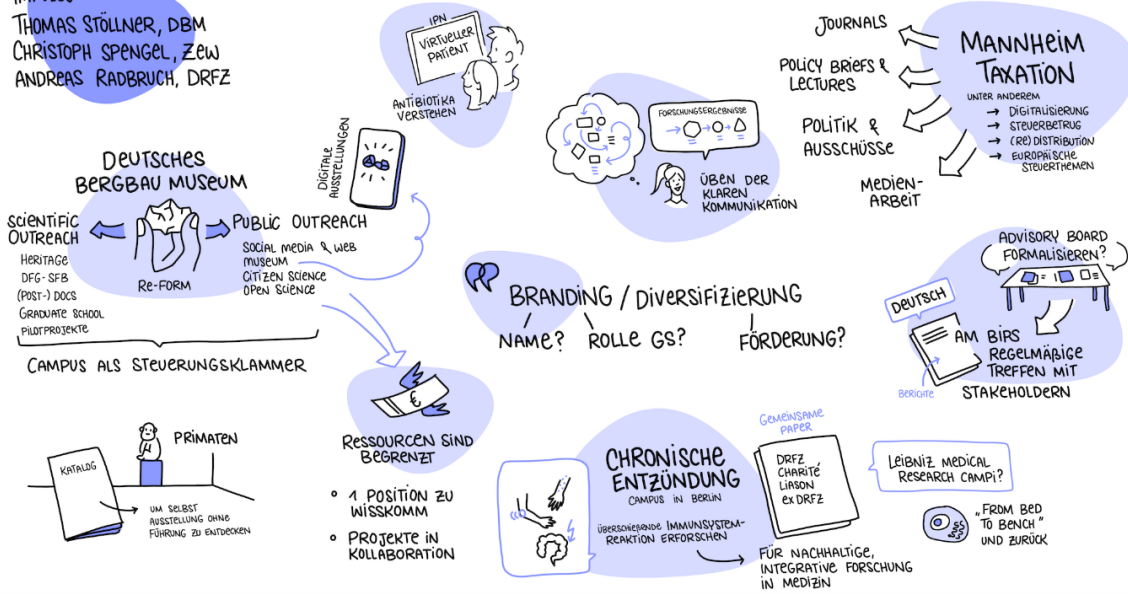
# LEIBNIZ - WISSENSCHAFTSCAMPI

ZUKUNFT EINES ERFOLGSMODELLS

TRANSFER & OUTREACH IN LEIBNIZ-WISSENSCHAFTSCAMPI

### IMPULSE:

THOMAS STÖLLNER, DBM  
CHRISTOPH SPENGLER, ZEW  
ANDREAS RADBRUCH, DRFZ



## High-risk and highly innovative research and interdisciplinarity in Leibniz ScienceCampi

Introductory talks:

*Marc Thilo Figge*, Head of Applied Systems Biology at the Leibniz Institute for Natural Product Research and Infection Biology – Hans Knöll Institute (HKI), Leibniz ScienceCampus Jena - InfectoOptics

*Ulrich Schaible*, Director of the Research Center Borstel – Leibniz Lung Center (FZB), Leibniz ScienceCampus Kiel - Evolutionary Medicine of the Lung

*Iris Pigeot*, Director of the Leibniz Institute for Prevention Research and Epidemiology (BIPS), Leibniz ScienceCampus Bremen - Digital Public Health / Horst Hahn, Director of the Fraunhofer Institute for Digital Medicine MEVIS

- Do Leibniz ScienceCampi enable or perhaps even specifically promote high-risk and highly innovative research and/or the exploration of new research fields – and, if so, how?
- What particular challenges do Leibniz ScienceCampi face in this regard?
- How is the interdisciplinarity of the Leibniz ScienceCampi implemented in practice?
- Thinking ahead: How should the Leibniz ScienceCampus adapt in order to adequately/better tackle the special requirements of high-risk, highly innovative and interdisciplinary research?

Leibniz ScienceCampi are very well suited to innovative and high-risk research. They are incubators that can enable and advance highly innovative research through a high degree of interdisciplinarity. The ScienceCampi provide a structure for interdisciplinary collaboration in early phases of research projects, for which there are hardly any other funding instruments available. An example: the establishment and optimisation of ‘organ-on-chip’ models as part of the InfectoOptics ScienceCampus. Here, the Leibniz ScienceCampus acts as an incubator in order to generate robust preliminary findings in these high-risk projects for subsequent third-party funding applications.

The structure of the Leibniz ScienceCampi, in particular their flexible use of funds, has a positive impact on innovative and high-risk projects. The two funding phases – a more explorative first phase and a more consolidating second phase – are also helpful. In this respect, the ScienceCampus sets the thematic framework and leaves scope for innovative project ideas. ScienceCampus funds act as ‘seed money’ for further projects and collaborations.



# LEIBNIZ - WISSENSCHAFTSCAMPI

ZUKUNFT eines ERFOLGSMODELLS

RISIKOREICHE UND BESONDERS INNOVATIVE FORSCHUNG  
SOWIE INTERDISZIPLINARITÄT IN LEIBNIZ - WISSENSCHAFTSCAMPI

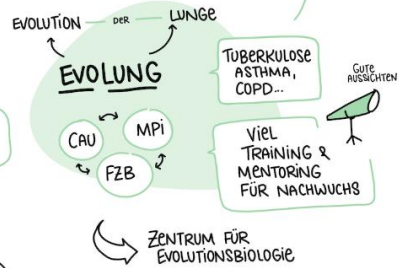
MIKROORGANISMEN  
KRANKHEITS-  
ERREGER  
UMWELT

## IMPULSE:

MARC THILO FIGGE, HKI  
ULRICH SCHAIBLE, FZB  
IRIS PIGEOT, BIPS



## INTERDISZIPLINÄR: GEMEINSAME SPRACHE



## DIGITAL PUBLIC HEALTH

8 DISZIPLINEN (MINI 2 / PROJEKT)



ECRA

VIRTUELLER CAMPUS + INTENSIVE ZUSAMMENARBEIT

GELEBTE INTERDISZIPLINARITÄT UND KOLLABORATION



FREUDE AM DIALOG & INTERDISZIPLINARITÄT

## CAMPI ALS INCUBATOR

## Further discussion points and conclusion

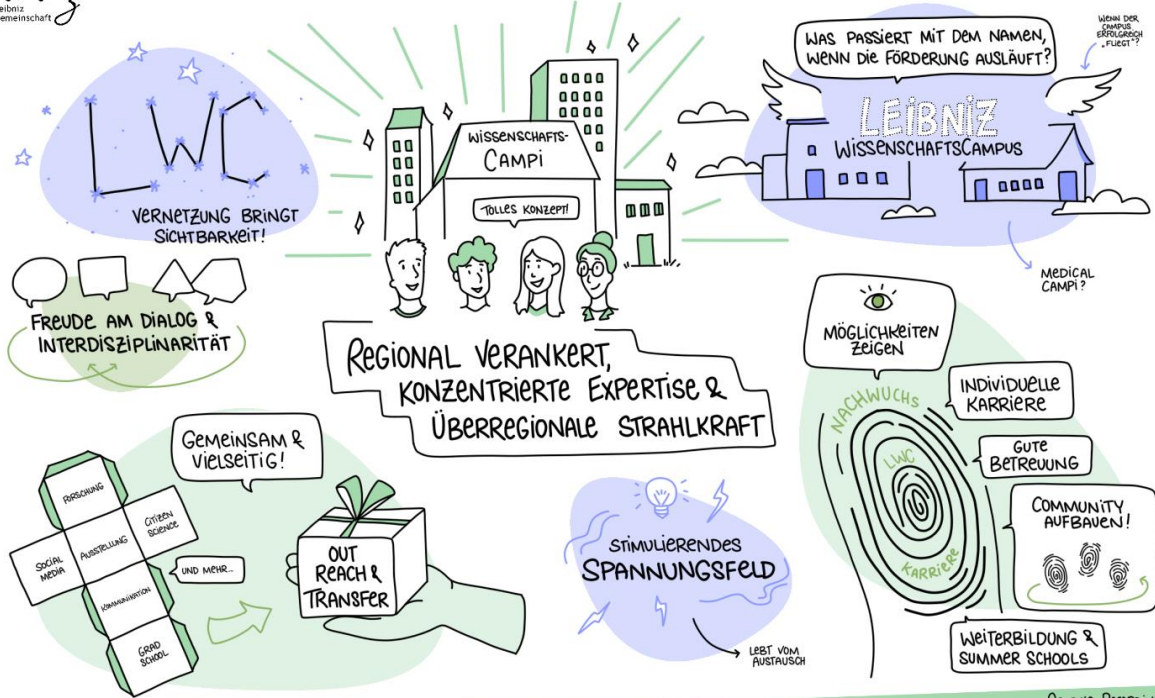
There is discussion of a proposal to reflect the special importance of collaboration between Leibniz institutes in the field of life sciences and university hospitals through an appropriate format: Leibniz Medical Research Campi. The main aim of these is to enable the translation of results from basic research into clinical practice, but also to translate results from clinical practice back into basic research. In view of the limited funding for Leibniz ScienceCampi, the question arises as to whether these should be in a separate programme with its own resources.

There is a discussion about whether Leibniz ScienceCampi are entitled to retain their names beyond the funding period. There are arguments both for this (e.g. establishing a long-term brand) and against (e.g. unclear quality assurance or the loss of dynamism and reach with an open-ended instrument). The Executive Board discussion on this issue emphasises the view that the limited lifetime of the Leibniz ScienceCampi lends them a momentum sufficient to carry them through their two funding phases.

Contributions and discussion show that Leibniz ScienceCampi in 2022 continue to be a sustainable and impactful instrument for achieving the targets set in the Joint Initiative for Research and Innovation. To conclude, the enthusiasm of all participants for the funding instrument was palpable. Multiple examples were mentioned of successful research, transfer or support for early-career scientists that would not have been possible without the Leibniz ScienceCampi. The connections between Leibniz institutes and universities open up innovative ways of supporting careers and enable innovative, highly interdisciplinary research and the establishment of local centres of expertise with far-reaching visibility.

# LEIBNIZ - WISSENSCHAFTSCAMPI

## ZUKUNFT eines ERFOLGSMODELLS



GRAPHIC RECORDING  
LORNA SCHÜTTE

Ansicht

Bettina Böhm	Marion Tulka-Liang	Matthias Beller	Thomas Stollner, DBM   F...	Christoph Spengel	Lorna Schütte	Felix Kiebling
Christiane Gerlach	Thomas Dobner (HPI/LIV)	Ulrich Bathmann IOW	Marita Ferreira-Gomes	Paul Vickers (Regensburg)	Iris Pigeot (BIPS)	Ricarda Opitz (Geschäfts...
Aranzazu del Campo	Frederike Ahr (LSC InterA...	Christian Speckemeier	Karin Effertz	Anna Zaharieva	Christoph Kronenberg (CI...	Marvin Bähr
Elke Luger	Tomaso Duso	Simon Decker	Christian Nehls (FZB)	Marc Thilo Figge	Ulrich Schaible	Ulf Brunnbauer
Hajo Zeeb	Andreas Radbruch	(GS) Gabriel Solberger	Roman Engel-Herbert (P...	Stefan Treue	Anja Görnitz (Geschäfts...	Horst Hahn

Audio ein Video beenden Sicherheit Teilnehmer 35 Umfragen Chat Bildschirm freigeben Breakout Session Reaktionen Beenden