

Evaluation of the Momentum Programme



Forsknings- og innovasjonsavdelingen

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Introduction to the Momentum Programme

The Momentum Programme is UiB's flagship development programme for outstanding early stage researchers (ESR: postdocs, researchers and associate professors) who wish to pursue an academic career at a research university. The programme was launched in 2017 and is currently in its fourth cycle. Cohorts consist of approx. 15 ESRs from across all faculties and the University Museum. Each faculty chooses their own participants.

The first Momentum programme was developed and delivered in 2017-18 by the external consultancy Mobilize, with UiB delivering specific content. The programme was built on two components: research career development and support to win grant funding, as reflected in the programme's three objectives (see info box). Professional network building and interdisciplinarity were also important factors in the programme's development, though these are not official objectives.

After an evaluation of the first programme, it was decided that Momentum should continue but programme design and delivery should be brought in-house. A committee with members from FIA, HR and KA was formed to achieve this. Momentum now consists of three core components: seminar training, a 100,000 NOK career development stipend, and a voluntary mentoring programme. Four two-day seminars are held between September and April. Training is arranged under four themes: excellence, impact, implementation and internationalization. It is delivered by administrative and scientific experts from across UiB and supplemented where necessary by specific external expertise. Three seminars are held locally to Bergen, and one is held over three days at UiB's Brussels Office.

Objectives

1. Give candidates competence in their own career development where the challenges include balancing one's own academic interest and development with the university's and the academic community's strategic objectives
2. Develop the candidates from working in research groups to eventually be able to develop and lead such themselves
3. Contribute to increasing UiB's participation in ERC, FRIPRO UFT, and other relevant competition arenas

Sub-objectives (implicit)

4. Develop participants' **professional network** (via stipend/mentor)
5. Develop **interdisciplinarity** amongst ESRs at UiB (via cohort)

Rationale for evaluating Momentum

After three cycles of Momentum, the programme committee has conducted an evaluation to measure its success against its core objectives and offer data-informed recommendations for its future development. In doing so, we aim to ensure Momentum:

- continues to deliver high quality, relevant career development support underpinned by sound objectives
- meets the needs of, and adds value to, both participants and UiB
- forms a coherent part of a well-connected continuum of career development provision as it develops at UiB
- competes in quality with similar offerings at other Norwegian universities

Dataset and methodology

Evaluation has been based on the following data:

1. **Survey:** in November 2021, a survey was sent out to the 43 members of cohorts 1, 2, and 3 and received a 58% response rate (See Appendix A for key results in full). The survey included

questions measuring Momentum against its core objectives and suggestions for further development.

2. **Seminar evaluations:** short surveys sent to participants after each seminar. These data have been collected after every seminar held for cohorts 2, 3 and 4 (Appendix B). Evaluation includes questions regarding the seminar content, perceived applicability and relevance, and the quality of training. Response rates vary, with a minimum of 31 % and a maximum of 93 %.
3. **Focus group:** in January 2022, a focus group was held with 6 participants from cohorts 1, 2, and 3, representing a spread of gender, seniority and discipline. Interview schedule followed up the results of the survey.
4. **Case studies:** talent development programmes for ESRs at other Norwegian institutions (and any evaluations) have been analysed for areas of best practice (Appendix C).
5. Findings from the **UiB FRAM** report as they relate to career development for early stage researchers have been taken into consideration in the framing of data analysis.

In addition, we have consulted data from the survey sent out at the end of Momentum 1 in 2018, and final reports submitted by participants of cohort 2, upon completing the programme (final payments for stipend/mentoring must be made no later than 12 months after the last seminar, under usual circumstances). These detail participants' use of the stipend and experience of the mentoring programme as well as the programme overall. Unfortunately, due to travel restrictions imposed during the ongoing pandemic, and a subsequent extension of the stipend/mentoring deadline, final reports for a number of members of cohort 2 have not yet been submitted.

Data were coded and analysed. As evaluation is based on data from several sources, it provides a reasonable overview of participants' experiences of the programme, as well as some trends in responses to how it could be further developed. However, data are limited by the number of participants (n=45) and cohorts (n=3) and it has not been meaningful to attempt reaching saturation or attempting statistical analyses.

Findings: How far has Momentum come in meeting its core objectives?

Objective 1: career competence

The cultivation of career competence - the ability to plan and facilitate one's strategic career development - is addressed by all three core elements of the programme: seminar training targets specific skillsets and activities (such as conducting a skills/competence gap analysis, CV development and writing a career development plan - CDP) whilst the stipend and mentoring programme facilitate the development of individual research agendas, professional networks and (where appropriate) interdisciplinarity.

Over the three cohorts, the programme has been deemed by participants to be overwhelmingly successful in meeting this objective, with 92% of respondents agreeing (of which, 40 % strongly) that Momentum has helped them to think more strategically about their careers; 80 % agreeing (24% strongly) that they have identified specific areas for development and 88 % agreeing (20 % strongly) that they have taken steps to develop in these areas since completing the programme. One respondent advised that Momentum has provided them with *"the first opportunity to really think about (their) career in a structured manner."* Another reported that the programme has *"helped (them) to plan and think more strategically"* about their career. Many respondents noted that time out from daily pressures, in a supportive environment, to reflect and plan both individually and as a group was extremely beneficial in facilitating deeper reflection.

When asked what more the programme could do to facilitate participants' career development, popular responses included:

- Greater focus on individual CV development. 85 % of respondents agreed (of which, 72 % strongly) that individual conversations around CV and career development would be a beneficial inclusion to the programme.
- Better - and more coordinated - follow-up of participants, and local and central levels, making use of the Career Development Plan (CDP). *"A 1:1 follow up of Career Development Plans with an expert from FIA or HR ... would be a great addition to the program."*

Objective 2: development from working in research groups to eventually leading a group

Whilst research independence and group leadership are not currently specific topics for training, a number of closely related elements (career planning; CV building; project management) are addressed during seminars. This objective is also addressed via the mentoring programme, where 73 % of respondents who worked with a mentor agreed (of which, 53 % strongly) that this has helped them develop research independence. Qualitative data suggest that the stipend has also supported some participants to develop networks and project concepts which have gone on to win external funding.

Comprehensive employment data are not currently available for the Momentum cohort, and it is not possible to objectively determine the role that Momentum has played in any subsequent promotion of its participants. Respondents understood the concepts of independence/leadership differently depending on their disciplinary affiliation, making this a complex objective to soundly evaluate.

When asked what more the programme could do to facilitate participants' research independence or journey toward research leadership, popular responses included:

- Ensure participants have suitable time to participate in the research and career development activities Momentum is designed to promote during the programme period. This was most pertinent for project-based postdocs and researchers. As one postdoc explained: *"I have not been allowed to use the money to engage in anything that takes time, unless I do it in my holidays. I have thus only used the money to pay my mentor, which has been invaluable, but have not and will most likely not be able to spend anything else of the stipend. My department is moderately supportive of the Momentum programme, but my PI is not and thus I lack the support necessary to fully utilise the funds, which is very frustrating."*
- Include further information around how early career researchers might navigate the academic career landscape (how to work toward a first permanent position/how to work toward promotion) and how to successfully navigate the research landscape/cultures at UiB. This was one of the most popular feedback suggestions, and when asked, 85% of respondents agreed (of which, 45% strongly) that it would be valuable to include information on this topic in the programme.
- Include more targeted content relating to group work and group leadership in an academic context: 68 % of respondents agreed (of which, 24 % strongly) that this would be valuable.

Objective 3: strengthening participation in competition for external funding

The strengthening of UiB's participation in key funding competitions (early career stipends including the ERC starting grant; TMS grant; and NFR Young Talent and Mobility stipends) is addressed primarily via seminar training.

Over the three cohorts, 64 % agreed (of which, 20 % strongly) that they had used tools and training provided during Momentum to write stronger applications. 56 % agreed (of which, 20 % strongly) that they had a better understanding of relevant funding sources, whilst 40 % neither agreed nor disagreed, indicating scope for further development. 72 % of respondents indicated that they plan to submit a funding application in the coming 24 months and a number of respondents advised that they had been motivated by Momentum to apply. Several respondents reported having been *"motivated.. strongly to start applying for external funding."*

Submission and resubmission rates to NFR and EU funding instruments for Momentum participants are shown below in tables 1 and 2.

NFR ☐

Kull	Deltaker e	Søkt NFR	Søknad er	Søkt unge forskertalent	Søkt fornyelse	Tilsla g
2018	16	15	32	7	10	3
2019	13	10	26	7	4	3
2020	16	9	19	6	4	2
2021	14	3	4	1	1	0
Grand Total	59	37	81	21	19	8

Table 1 shows applications by Momentum participants to NFR funding instruments

EU ☐

Kull	Deltaker e	Søkt EU	Søknader	Søkt ERC	Tilslag
2018	16	4	5	2	0
2019	13	5	12	4	0
2020	16	3	4	2	0
2021	14	0	0	0	0

Table 2 shows applications by Momentum participants to EU funding instruments

Whilst we can quantify application and re-application rates, is not possible to determine the degree to which Momentum has influenced application/re-application or success rates.

When asked what more the programme could do to support participants to write funding applications, popular responses included:

- Provide further training in practical grant writing training/support. As one participant suggested: *"not only offering theory... but concrete instructions on how to do it".*
- Provide further information on how to plan applications, manage rejection, factor for resubmission and recycle proposals to maximise the efficiency of time spent grant writing. As one participant wrote: *"One point of frustration after many rejected applications is the time spent writing grants with the very low success percentages. Perhaps discussing some strategies for dealing with this aspect would be useful."*

- Ensure that all grant-writing training is timed for delivery to best support participants meeting predictable annual funding deadlines. As one respondent noted: *“for a programme whose stated aim is increasing participation in ERC grant, to schedule obligatory meetings over the deadline of one of the calls was definitely an interesting move”*.
- Provide further, more detailed information on targeted early career stipends, including both EU (ERC) and national (TMS and NFR) stipends for early stage researchers, and link this more closely to CV building components of the seminar programme so that participants can, if desired, plan and prepare for upcoming funding deadlines during the course of the programme.
- Ensure Momentum participants receive timely local and (concerning EU applications) FIA support for their funding applications, including individual information about relevant upcoming training and events and prioritised support from local/FIA research advisers.
- Further clarify the role of impact and innovation in research processes. This concept was particularly tricky for participants from certain disciplines.

Networking & interdisciplinarity

Whilst Momentum’s objectives focus on the three key areas addressed above, the programme has also been designed to facilitate two further, if more implicit, sub-objectives: to support participants to develop and expand their professional networks both within and beyond UiB, and to foster interdisciplinary connections amongst early stage researchers across UiB.

Network development within UiB is addressed both by facilitated, structured and social, unstructured interaction between cohort members during seminars over the course of the 8 month period that they run. The opportunity to meet, learn from and discuss professional and work-life issues with other early stage researchers is one of the most widely reported and valued advantages of the programme for its participants, who value the *“interaction with talented and motivated people with no scientific background overlap.”*

Network development beyond UiB is facilitated by the stipend, which provides scope for participants to travel to conferences, visit research groups overseas or engage in collaborative research; and by the mentoring programme, which allows participants to work with a more senior international researcher. 52 % of respondents found the stipend to be very valuable in developing their network and 66 % (of which, 53 % strongly) of respondents who engaged a mentor agreed that this had supported the development of their professional network.

One respondent advised that the stipend *“was instrumental to me publishing a Science Advances paper: a contribution that is also acknowledged in the paper. This opportunity put me in touch with a group of people that were subsequently critical for developing the idea that underpinned my successful application to the Trond Mohn Stiftelse.”*

Momentum provides opportunities for researchers to **develop interdisciplinary connections** within UiB by showcasing their research to one another both formally during ‘speed dating’ and ‘forsker grand prix’ sessions and informally, via the ‘candlelight lecture’ series where participants share their research journeys. Each provide opportunities to discuss crossover and potential for future collaboration, though this has not yet been reported as an outcome. Stipend and mentoring programmes can also facilitate interdisciplinarity. 64 % of participants responded that the stipend was valuable in supporting their engagement in interdisciplinary collaboration, with 32% advising that it was ‘moderately’ and 32% advising that it was ‘very’ valuable. 40% of respondents agreed

(33% strongly) that engaging with their mentor had helped them to develop interdisciplinary collaborations.

Other key findings arising from evaluation

Use of the stipend & mentoring programme

Over the three reporting cohorts, 96 % find that the stipend has been valuable (of which, 60 % found it very valuable) in supporting their career development, and 73 % found it valuable (of which, 53 % very valuable) to work with a mentor. It should be noted that the mentoring programme is voluntary, and not all participants choose to work with a mentor. In the survey, 60 % responded that they had done so. Only 7 % did not find it valuable to work with a mentor, and 20 % were undecided. A number of respondents reported that the stipend and mentoring programme were the most valuable part of the programme.

When asked for suggestions regarding the stipend and mentor programme, responses included:

- Provide more instructions on how the stipend can be used/not used.
- The stipend should be made more accessible, and that the participants were allowed to use the stipend more freely. As one participant noted: “...[I] would have liked to be trusted more on what I thought could have helped my career.”
- More time to use the stipend. COVID, in addition to other obligations such as teaching, has resulted in many participants reporting that they have difficulties in finding ways to spend the stipend. This is connected to objective 2, and the point to ensure that participants have suitable time to participate in the research and career development activities Momentum is designed to promote during the programme period.

Cohort diversity

Momentum cohorts are comprised of early stage researchers (usually under 40 and/or no more than 5 years post PhD) from all faculties and with a breadth of academic experience. Approx. 60 % are contract researchers (postdocs; forsker) when entering the programme, though the number of assistant professors per cohort is growing year on year, with 57 % of cohort 4 being associate professors when entering the programme. This diversity is valued by the majority of participants, who widely report that they appreciate being able to discuss with, and learn from, researchers from different fields, working cultures and career stages to themselves. Yet despite these significant advantages, cohort diversity challenges programme coordinators to deliver content which is relevant and valuable to participants at significantly different career stages, and this is reflected in seminar evaluation, as well as overall programme evaluation. As one respondent advised: “*there was quite a big stretch in the circumstances of people in the group. Some were postdocs in need of permanent jobs, others employed as associate professors and already building research groups with external funding. Challenges and needs were a bit different. For my part, I would have welcomed even more advice on... project leadership, and more advice on preparing to apply for promotion to professor.*” Whilst only 22% of respondents felt that splitting the cohort to deliver more targeted content would improve their experience, a consensus emerged from the data that the diversity of experience within the cohort should be acknowledged, and more reflexively managed, to enhance the benefits and minimise the disadvantages of cohort diversity.

Momentum network as an ongoing resource for participants

As mentioned above, membership of a diverse, well-acquainted cohort of early stage researchers has emerged from the data as a further, indirect, but highly valued component, and one which many participants wish to continue to benefit from beyond their time on the programme. A number of participants reported that they have remained in contact with members of their cohort but would value membership of a larger, more structured network which could help them to make and keep contact with other Momentum alumni. As one respondent explained: *"I think it would be good to develop a network of all Momentum participants to meet and discuss different topics, as I feel that being an ECR can be a very lonely experience. In some departments, there might be large groups of postdocs, etc. but in some others, we are very isolated and not always supported.... many of us are still trying to establish ourselves and I think a network that continues outside the Momentum sessions would be very helpful. Especially, since we are not well connected across departments/faculties, even where there is some research overlap."* When asked, 88% of respondents were in favour of the idea to develop an alumni association to help Momentum participants keep in touch after the programme ends (of which, 20% moderately and 52% very).

More individualised support

As reported above (under Objective one), participants value, and many currently miss, a more individual approach to aspects of career development (specifically, CV and CDP development) and funding acquisition (specifically, identifying and applying for relevant research funding) which might be addressed by the introduction of individualised support and follow-up at central and local level both during and beyond their formal participation in Momentum. 1:1 CV conversations, closer connection and prioritisation from local research advisers and institute follow up of CDPs were all popular suggestions.

Links between Momentum and Institutes/Departments

A number of respondents advised that they felt a lack of connection between information, training and support they received at Momentum and follow-up at department/institute level, and requested stronger links between the two. A number advised that they had not been able to spend their stipend, as time for career development activity was not made available to them. Others described a disconnection between career planning undertaken during Momentum, particularly around the development of a Career Development Plan (CDP) and follow-up at a local level. One respondent reported: that *"it was eye opening filling in a career development plan, that we had to go through with the head of department and get them to sign. At the end of it, my head of department ..asked me who the audience of the career development plan was. I had assumed it was him! So perhaps coordinate directly with the department about this kind of thing? Nevertheless, filling it in and discussing it with him was very helpful"*. Several others reported that it would be useful to arrange a local follow-up of participants' career development plans. A final area where closer local support for participants was requested was grant-writing, where prioritised support for grant applications was repeatedly suggested.

Impact of COVID

The global pandemic has profoundly impacted participants' experiences of Momentum. Cohorts 2, 3 and 4 have all been impacted, to varying degrees, with cohort 3 (2020-1) suffering the most profound disruption. Since March 2020, some seminars have been postponed and, where necessary reconceptualised (Brussels visits in 2020 and 2021 were held online due to travel restrictions). Others have been adapted, where necessary, to be delivered digitally, with significant reported

impact to participants' experiences and overall rates of satisfaction. This is reflected both in seminar evaluation data and overall programme reporting, where a clear signal has been sent that, despite attempts to tailor the content to a digital platform, it is perceived as substantively inferior to face to face seminars. As one participant reported: *"This isn't about you or about one thing, but I really felt that the sessions on Zoom were much worse than in person. I do not know what the future will bring but I hope that there is a solution to have all the meetings in person."*

There have been similar reports with relation to stipend and mentoring components, where many participants struggle to make use of the stipend due to ongoing restrictions on travel and cannot meet with international mentors in person. Despite extensions to deadlines, many respondents reported having to change or cancel planned activity relating to mentoring and spending of the stipend.

Overall impression

Overall, participants of Momentum cohorts 1-3 are extremely positive about their experiences of Momentum and the contribution the programme has made to their career development. Developing new competence; having time to discuss and plan career next steps; becoming acquainted with central support systems; and not least developing close connections to fellow participants in similar positions across the university were all reported to have been extremely beneficial.

"I loved every aspect of the two days at Solstrand. This is the most valuable and significant experience I had since arriving in Bergen. I love the intensity of each conversation" (Cohort 2)

"Participating in the Momentum Program has been a great learning experience! The best part of the program was to get the opportunity to familiarize with the amazing resources and the wonderful people at UiB FIA, and peers in the Momentum Program! Forever grateful to have gotten the opportunity to participate in the program! Thank you all very much for an amazing experience and for creating such an excellent program!" (Cohort 2)

"I greatly appreciated participating in the program. It gave room for reflection, and I got a lot of valuable input and got to see and discuss with colleagues in a similar situation". (Cohort 1)

"I enjoyed participating in the programme, it was useful for me despite the limitations of being the "COVID" cohort" (Cohort 3)

Data-informed recommendations for programme development

Recommendation 1: refine programme objectives to better support clear and measurable outcomes

On the basis of our evaluation, we recommend refining Momentum's core objectives to clarify the programme's mission and structure its approach. Objectives should underpin recruitment of candidates who are best placed to benefit from the programme and contribute to its overall success and underpin programme structure and content. They should also support the development of clear and measurable indicators of success for ongoing evaluation.

Proposed objectives:

1. Provide resources, training and advice to support participants' strategic career planning and development toward research independence/leadership (commensurate with their discipline/career stage).

2. Support participants to be able to develop and deliver competitive applications to appropriate national and international funding instruments
3. Facilitate the development of participants' professional networks
4. Promote the development of interdisciplinary connections and networks within UiB

Recommendation 2: Ensure eligibility criteria are appropriate to programme objectives and support a fair and equitable admissions process

As a result of the evaluation process, and based on experience from several admission processes, we recommend clarifying Momentum's eligibility criteria. The **eligibility criteria** should support the objectives and underpin recruitment of candidates who are best placed to benefit from the programme and contribute to its overall success. It is important that the eligibility criteria are transparent, both for possible candidates wishing to apply for the programme, as well as the faculties choosing their candidates for the programme.

We do not recommend substantial changes to the **admissions process**, and we recommend that the faculties continue to choose their candidates. However, we recommend more transparency in the process, making it evident to the applicants the criteria the faculties use to choose their candidates. Further, unsuccessful applicants should be informed who they can contact for an explanation.

Proposed eligibility criteria:

1. Postdoctoral fellowship-holders, researchers and associate professors employed by the UiB. The candidates should normally have minimum 80 % position at UiB. Employees in temporary positions must have at least one year left on their contract.
2. It must be no longer than 7 years since they have been awarded their PhD, to align with the criteria for ERC StG.
3. Candidates admitted to the programme should have an interest in applying for external funding in the coming 12-24 months, in line with our proposed objective 2: Support participants to be able to develop and deliver competitive applications to appropriate national and international funding instruments.

If a participant leaves UiB or reduces their contract to less than 80 %, their participation in the programme must be reconsidered. It should be communicated that candidates admitted into the programme are expected to commit time to be an active participant, also beyond the seminars, in line with recommendation 3.2 below.

Recommendation 3: data-informed adaptations to the Momentum programme

Based on the findings of our evaluation, we recommend the following adaptations to the Momentum programme:

1. Develop a component of personalised support for Momentum candidates.

In response to requests for individual support in the specific areas of CV development and grant writing, we recommend that each participant should receive a 1:1 session with a senior adviser to discuss CV development and plans to apply for funding. Participants planning an EU submission (MSCA; ERC Starting Grant) can be connected to a FIA adviser, whilst those planning

TMS or NFR applications can be connected directly to their local adviser. Participants who don't have access to a local/faculty research adviser will be allocated a FIA adviser to support their proposal.

2. Develop closer links between Momentum and departments/institutes

In response to support for closer, clearer and more consistent links between the Momentum programme and faculties/institutes, we recommend that Momentum candidates chosen by faculties should be nominated on the understanding that reasonable time should be provided for their professional development during the programme, including reasonable time for research and grant writing, and for the spending of their stipend (on activities conducive to their further development, such as short research stays overseas). This requirement should be added to the Ephorte letter sent to faculties at the start of each application round. It is further recommended that a follow-up between participants and their heads of institute should be held, at the request of the participant, during the programme, to share and discuss the participant's Career Development Plan (CDP); and that Momentum candidates should continue to receive active follow-up after the programme ends, via timely annual medarbeidesamtaler.

3. Reflexive management of cohort diversity

In response to concerns about the complexity of training a diverse cohort of contract and permanent researchers with multiplex professional needs and concerns, we recommend that this is taken into account in future iterations of Momentum. Content and delivery of training can acknowledge and reflexively manage cohort diversity to maximise benefits and minimise potential disadvantages via strategic pairing and grouping during tasks; inviting alumni to share their experiences; ensuring space for the exploration of participants' most important questions.

4. More practical content to support funding acquisition

In response to requests for a clearer and more practical focus on funding acquisition, we recommend that the objective to increase UiBs competitiveness in this area be reflected in the admissions criteria for Momentum, with a request that all participants should be planning to submit a funding application in the coming 12-24 months. We further recommend that seminar training be adapted to provide more and clearer guidance around proposal development via the inclusion of a further seminar, to be held at UiB, dedicated to grant writing. We recommend enhancing content on specific early career stipends (TMS, NFR young talents and mobility, MSCA global fellowship and ERC Starting Grant); providing training on funding strategy (portfolio planning; managing the application development process; managing rejection; recycling) and focussing more clearly on practical grant writing. Finally, we propose to move the seminar programme from Sept-April, to Feb-Oct, so that applicants to that year's ERC Starting Grant (Oct), and the following years' NFR (FEB) and TMS (March) deadlines can receive training in good time.

5. Clearer guidance around use of stipend

In response to feedback regarding the use of stipend, we recommend a clearer definition of what the stipend can not be used for (for example IT equipment and operating costs) and provide examples and suggestions for how the stipend be spent within the relatively wide scope of the scheme. This should be added to the ephorte letter sent to institutes at the start of each

programme. Candidates should be encouraged to start planning the use of the stipend when developing their CDP in the beginning of the programme.

6. Removal of some courses now trained to all early stage researchers via UiB FERD

In response to the development of UiB FERD Career Centre and netportal, we recommend removing specific training modules from the Momentum programme which are now available to all early stage researchers. We recommend suggesting that participants also attend these courses.

7. Development of new content

In response to requests for specific training content, we recommend developing /extending modular training on the topics of: navigating research landscapes and cultures, and group membership/leadership.

8. Feasibility study for the development of a Momentum Alumni Association

In response to the overwhelmingly positive support for the development of a Momentum Alumni Association to support the further development of a network of interdisciplinary researchers at UiB, we recommend that the Programme Committee investigate the feasibility of supporting the development of such an organisation.

APPENDICES

Appendix A - Survey n=25 (58% response rate)

PART ONE: Career development and research independence

Please rate the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Momentum has helped me to think more strategically about my career development	40 %	52 %	8 %	0 %	0 %
Momentum has helped me to identify areas where I need to develop my competence	24 %	56 %	20 %	0 %	0 %
I have planned and taken steps to develop in these areas since completing the Momentum programme	28 %	60 %	12 %	0 %	0 %

PART TWO: Support to apply for research funding

Please rate the following statements:

1. After participating in Momentum, I have a better understanding of:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1. After participating in Momentum, I have a better understanding of:					
a) Relevant national and EU funding sources for my research	20 %	36 %	44 %	0 %	0 %
b) Core evaluation criteria of key national and EU funders	16 %	68 %	12 %	4 %	0 %
c) Policy influencing the way in which research funding is allocated	4 %	64 %	16 %	12 %	4 %
d) The relevance and application of innovation to my research	20 %	24 %	24 %	20 %	4 %
e) How to conceptualise and communicate the impact of my research	24 %	32 %	36 %	8 %	0 %
f) Project management	12 %	48 %	28 %	12 %	0 %
g) Managing my time and prioritising my work	20 %	60 %	12 %	8 %	0 %
h) Working in teams	8 %	52 %	32 %	8 %	0 %

3. I plan to submit or resubmit a funding application in the coming 24 months

NFR YRT or Mobility	40 %
ERC Starting Grant	12 %
Trond Mohn Stiftelse (TMS)	4 %
MSCA	0 %
Other	20 %

PART THREE: Momentum Stipend

Please answer the following questions:

	Not valuable	Moderately valuable	Very valuable
How valuable was the stipend in supporting your career development?	4 %	36 %	60 %
How valuable was the stipend in developing your professional network	12 %	28 %	52 %
How valuable was the stipend in supporting your engagement in interdisciplinary collaboration?	36 %	32 %	32 %

PART FOUR: Mentoring

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I found it valuable to work with a mentor	53 %	20 %	20 %	0 %	7 %
Working with my mentor helped to develop my professional network	53 %	13 %	20 %	7 %	7 %
Working with my mentor helped me to develop interdisciplinary collaborations	33 %	7 %	27 %	20 %	13 %
Working with my mentor helped me to develop my independent research	53 %	20 %	13 %	7 %	7 %

PART FIVE: Innovating Momentum

Please rate the following suggestions from 1-5 with 1 being a poor idea and 5 being a great idea

	1	2	3	4	5
Narrow the cohort to include only researchers on fixed term contracts	44 %	8 %	24 %	8 %	16 %
Facilitate the development of a Momentum alumni organisation to help you keep in touch after the programme ends	0 %	12 %	20 %	16 %	52 %

Make more time during Momentum to interact with fellow participants	0 %	12 %	28 %	44 %	16 %
Train on fewer topics but go into more depth per topic	0 %	20 %	44 %	20 %	20 %
Provide 1:1 support with CV building, career planning or funding applications	0 %	4 %	16 %	12 %	72 %

Please rate the following suggestions for the inclusion of new Momentum training content from 1-5, with 1 being not at all important and 5 being very important

	1	2	3	4	5
Publication strategy	4 %	16 %	20 %	32 %	28 %
Leadership and management	0 %	4 %	8 %	56 %	24 %
How to navigate UiB/Norwegian research environments	0 %	4 %	12 %	40 %	44 %

APPENDIX B - Seminar evaluations

Please find below evaluation data collected after seminars 1-4 for cohorts 2 and 3 (M2 and M3) and seminars 1-2 for cohort 4 (M4). Please note that not all respondents have replied to all questions, and therefore the total will not always reach 100 %.

Seminar 1 – Excellence

M2: n = 8 (62 % response rate)

M3: n = 10 (63 % response rate)

M4: n = 13 (93 % response rate)

	Strongly agree			Agree			Neither agree nor disagree			Disagree			Strongly disagree		
Cohort	2	3	4	2	3	4	2	3	4	2	3	4	2	3	4
Overall, I found the session useful	38 %	50 %	46 %	62 %	40 %	54 %	-	10 %	-	-	-	-	-	-	-
I know more about the subjects	62 %	40 %	62 %	38 %	50 %	31 %	-	-	-	-	10 %	-	-	-	-
I will apply what I have learned	62 %	50 %	46 %	38 %	40 %	31 %	-	10 %	-	-	-	-	-	-	-
I am satisfied with the course materials (M2)/with the content of day one (M3)	38 %	60 %		50 %	30 %		12 %	-		-	10 %		-	-	
I am satisfied with the trainers (M2)/with the content of day two (M3)	62 %	50 %		38 %	30 %		-	-		-	20 %		-	-	
I am satisfied with the session on psychological safety with Bård Fyhn (M4)			38 %			23 %			15 %			15 %			-
I am satisfied with the session on excellence in CV building and research funding instruments			77 %			15 %			-			-			8 %

with Merle Jacob and Vibeke Irgan (M4)															
I am satisfied with the session on career development and goal setting with Ingve Bergheim and Ole Christian Laukli (M4)			46 %			23 %			31 %			-			-
I am satisfied with the session on writing the excellence section of your research applications with Emma Williams (M4)			54 %			23 %			15 %			8 %			-

Seminar 2 – Impact

M2: n= 4 (31 % response rate)

M3: n = 5 (31 % response rate)

M4: n = 10 (71 % response rate)

	Strongly agree			Agree			Neither agree nor disagree			Disagree			Strongly disagree		
Cohort	2	3	4	2	3	4	2	3	4	2	3	4	2	3	4
Overall, I found the session useful	75 %	-	40 %	25 %	20 %	60 %	-	40 %	-	-	40 %	-	-	-	-
I know more about the subjects	25 %	-	50 %	75 %	60 %	50 %	-	40 %	-	-	20 %	-	-	-	-
I will apply what I have learned	25 %	-	50 %	75 %	40 %	40 %	-	40 %	-	-	20 %	-	-	-	-
I am satisfied with the course materials*/with the content of day one	50 %	-	50 %	25 %	20 %	30 %	25 %	40 %	20 %	-	20 %	-	-	20 %	-
I am satisfied with the trainers*/with the content of day two	50 %	-	20 %	50 %	40 %	70 %	-	40 %	10 %	-	20 %	-	-	-	-

Seminar 3 – Implementation

M2: n = 5 (38 % response rate)

M3: n = 7 (44 % response rate)

	Strongly agree		Agree		Neither agree nor disagree		Disagree		Strongly disagree	
Cohort	2	3	2	3	2	3	2	3	2	3
Overall, I found the session useful	80 %	57 %	20 %	29 %	-	-	-	14 %	-	-
I know more about the subjects	40 %	71 %	60 %	14 %	-	-	-	14 %	-	-
I will apply what I have learned	60 %	57 %	40 %	14 %	-	14 %	-	-	-	-
I am satisfied with the course materials*/with the content of day one	40 %	57 %	60 %	29 %	-	-	-	14 %	-	-

I am satisfied with the trainers*/with the content of day two	60 %	43 %	40%	43 %	-	-	-	14 %	-	-
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Seminar 4 – Internationalisation

M2 + M3: n = 9 (31 % response rate)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Cohort	2 + 3	2 + 3	2 + 3	2 + 3	2 + 3
Overall, I found the session useful	11 %	56 %	22 %	11 %	-
I know more about the subjects	22 %	33 %	33 %	11 %	-
I will apply what I have learned	11 %	33 %	33 %	22 %	-
I am satisfied with the content of day one	11 %	44 %	22 %	11 %	-
I am satisfied with the content of day two	22 %	33 %	22 %	22 %	-
I am satisfied with the content of day two	33 %	44 %	-	11 %	-

APPENDIX C - Case studies

Overview over research development programmes at other universities in Norway

Programme	Duration	Participants	Admission/Cohort	Seminars	Stipend	Mentor
UiO – Research Leader Programme Start	1 year	40 each cohort, up to 15 can be external	<ul style="list-style-type: none"> - Finished PhD - Have to have something or someone to lead during the duration of the programme 	2 seminars (3+2 days)	No	No
NTNU – Stjerne-programmet	4 years	20-30 each cohort	Candidates are chosen based on funded projects in RCN YRT or (to some degree) international peer review	Minimum one each semester	<ul style="list-style-type: none"> - NOK 200 000 each year to be used freely - Arrangement with candidate's institute to free them to concentrate on research 	<ul style="list-style-type: none"> - Yes – chosen by the rector
UiT Aurora outstanding talent development program	2 years	20 each cohort	Invitation to young researchers who is proven to be competitive in: <ul style="list-style-type: none"> - MSCA individual/postdoctoral fellowships - ERC starting grant 	6 mandatory seminars, including 1-2 overnight trips and dinners	A fund of up to NOK 1.5 MILL is allocated each year. Participants can apply for funding from the fund.	Internal mentor, preferably from another institute, and international external mentor

			<ul style="list-style-type: none"> - Tromsø Forskningsstiftelse Starting Grant - YRT - NCMM 			
OsloMet Research Talent Development Program	1 year	Up to 10 participants	<ul style="list-style-type: none"> - Ambitious researchers, permanent staff early in their career (> 5 yrs post PhD) 	Training program, including event in Brussels	<ul style="list-style-type: none"> - NOK 100 000 to be used to strengthen CV - Participants are 'bought' free to focus on research for 2 semesters 	No
NMBU Talent development program 2.0	2 years	Around 20	<ul style="list-style-type: none"> - >10 years post PhD - Minimum 80% position at NMBU - A contract that lasts at least 1 year after the start of the programme 	One 2-day seminar each semester	<ul style="list-style-type: none"> - NOK 150 000 to be spent on competence building 	<ul style="list-style-type: none"> - Yes – candidates choose their own