

European Participation in U.S. Federal Science & Technology Research Funding Programmes: Addendum - Survey of EU-based Researchers on Department of Energy Grant Funding



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Table of Contents

Summary	3
Background	4
Objective	
Methodology	5
Results	5
Findings and Conclusions	8
Appendices	9
Appendix A: Introductory Letter to Researchers	9
Appendix B: Questionnaire	10
Appendix C: Member State of Current Institution	16
Appendix D: Breakdown of Organization Type	16
Appendix E: Number of New DOE Grants Awarded	16
Appendix F: Type of U.Sbased Institution of Previously Collaboration	17
Appendix G: Did Researchers Study in the U.S. Prior to First DOE Grant	17
Appendix H: General Challenges to Participation in DOE Funding Programmes	18
Appendix I: Legal, Policy, and Administrative Challenges to DOE Participation	20
Appendix J: Are New DOE Funding Opportunities Easy to Find Out About?	21
Appendix K: Other How Researchers Hear About New DOE Opportunities	22
Appendix L: Other Issues Related to Awareness Programmes and Opportunities	22
Appendix M: Contribution of DOE Funding to Overall Research Programme	
Appendix N: Positive Experiences/Aspects/Issues with DOE Programmes	
Appendix O: Recommendations for DOE Funding Programmes	24

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Disclaimer

The information contained within this report has been compiled from public sources and communications with U.S. funding entities. This report is not an official publication of any U.S. federal government entity nor necessarily reflects the views of the U.S. federal government or of the organizations comprising the Link2US project. The opinions and any errors within the report are entirely the responsibility of the authors.





Summary

The U.S. Department of Energy (DOE), through its Office of Science, is the single largest supporter of basic research in the physical sciences in the United States, providing more than 40 per cent of total funding in this area. The Financial Assistance Programme of the Office of Science is an extramural grant programme that can and has funded EU-based researchers. The European Participation in U.S. Federal Science & Technology Research Funding Programmes: Addendum - Survey of EU-based Researchers on Department of Energy Grant Funding presents the results of a survey of EU-based researchers who have received direct DOE awards during 2005-2009 to identify key issues they face when applying to and participating in DOE funding programmes. Given the small number of EU-based awards during the period covered (50 awards to 16 identifiable and unique principle investigators) and even smaller number of survey respondents (6), this report can reflect only anecdotal perspectives and not present broad conclusions.

Respondents, almost all from the United Kingdom except one, indicated that a whole host of issues on participation and administration of DOE grants (e.g., communication, administrative support, intellectual property, complementary funding, audit and contractual requirements, and indirect costs recovery) were no more challenging than other, non-DOE funding programmes. Respondents noted that new DOE funding opportunities were not easy to find, with the most common sources for information being colleagues and collaborators and DOE resources (programme officers or other staff). To further improve collaborations through DOE programmes, respondents suggested targeted communications about open calls and greater specificity regarding eligibility criteria of funding programmes. Other issues that may deserve additional attention include budgeting requirements and administrative support by DOE. Future analyses of EU-based researcher participation in DOE programmes should be focused on those EU-based researchers, who do not receive DOE funding, in collaborative projects with U.S. partners funded by DOE.







Background

European Union (EU)-based researchers and institutions can and do participate (e.g., in cooperative agreements or receiving subcontracts and direct funding) in United States (U.S.) federal funding programmes. The nature of participation is considerably impacted by a diverse set of policies and regulations, the result of the decentralized nature of the U.S. federal research funding system. Federal funding authority extends across over a dozen or more federal entities (i.e., executive agencies and cabinet departments and their sub-units). Each entity has its own policies and regulations.

Out of 11 civilian U.S. science and technology (S&T) federal research funding entities examined by the Link2US project, three have programmes which can directly fund EU-based researchers through their institutions -- U.S. Department of Energy (DOE), the U.S. Department of Homeland Security (DHS), and the National Institutes of Health (NIH). While these three entities can directly fund foreign-based researchers/institutions, many of the other U.S. funding entities also do not usually restrict, and indeed oftentimes encourage, cooperation between researchers in the U.S. and foreign institutions on a project as long as the foreign-based participants are funded separately.

Objective

A set of surveys of EU-based researchers and institutions has been undertaken to identify key issues that they face when applying to and participating in U.S. funding programmes that can directly provide research grants. The main effort focused on NIH grantees based in Europe with a report available separately, European Participation in U.S. Federal Science & Technology Research Funding Programmes: Survey of Researchers and Institutions on National Institutes of Health Grant Funding.³ A related effort discussed in this report, European Participation in U.S. Federal Science & Technology Research Funding Programmes: Addendum - Survey of EU-based Researchers on Department of Energy Grant Funding, focuses on participation in DOE funding programmes that directly provide research grants. Through its Office of Science, DOE is the single largest supporter of basic research in the physical sciences in the United States, providing more than 40 percent of total funding in the thematic area. A survey was conducted of EU-based researchers who have directly received DOE grants.

The analysis of the survey seeks to inform EU and U.S. stakeholders, including the European Commission and U.S. funding entities, on the most prominent issues of programme participation from the European perspective. Secondly, it seeks to feed into efforts to further understand and address how European and U.S. researchers and

³ Report available at: http://www.euussciencetechnology.eu/link2us/funding-opportunities.html



¹ U.S. Department of Agriculture, U.S. Department of Energy, U.S. Geological Survey, U.S. Department of Homeland Security, U.S. Department of Transportation, Environmental Protection Agency, National Aeronautics and Space Administration, National Institutes of Health, National Institute of Standards and Technology, National Oceanic and Atmospheric Administration, and National Science Foundation.

² NIH is part of the U.S. Department of Health and Human Services.



institutions can better cooperate, with reciprocal direct funding as one mechanism for cooperation.

Methodology

Grantees who received direct funding from DOE were the focus of this survey. EU-based researchers who have received DOE grants and other awards were surveyed about their experiences in various aspects of seeking, applying for, and receiving DOE grants. The survey was conducted using a questionnaire, administered through a commercial web-based system − SurveyMonkey™ (www.surveymonkey.com). The survey focused on awards received in 2005-2009. Each individual surveyed received an introductory letter via email about the Link2US project and the goal of the questionnaire, along with a link to fill out the questionnaire online. Individuals were able to complete the questionnaire in multiple sessions. See appendices A and B for the DOE introductory letter and questionnaire.

A questionnaire was administered to DOE principal investigators (PI's) who directly received DOE awards through EU-based institutions. PI information was requested and received from the DOE central procurement office. The information received was limited to institution, PI name, and grant size; no information was available about the specific DOE programme. Contact information was found through internet searches, primarily from the websites of the researchers' institutions. Two rounds of questionnaires were administered, 5-19 November 2010 and 4-18 January 2011, in order to reach as many PI's as possible.

The questionnaire contained three broad types of questions: the first type related to basic demographic information of the respondent and their background in relation to DOE; the second addressed various aspects of the respondent's experience with DOE and its programmes (e.g., awareness, legal, policy, and administrative issues); and the third addressed recommendations for lessons and improvements.

Results

The Department of Energy, through its Office of Science, is the single largest supporter of basic research in the physical sciences in the United States, providing more than 40 per cent of total funding in this area, which includes high-energy physics, nuclear physics, and fusion energy sciences. The Financial Assistance Programme of the Office of Science, as well as similar programmes in the Office of Energy Efficiency and Renewable Energy and the Office of Fossil Energy, is an extramural grant programme open to EU-based researchers and institutions.

The Department of Energy awarded 50 new grants to EU-based researchers during 2005-2009. Out of these awards, 43 had PI information available, representing 16 unique PI's. Six PI's (38% of unique awardees) responded to the Link2US DOE survey. The low numbers of PI's and survey respondents make broad conclusions about DOE programmes and comparisons with non-DOE programmes challenging. Therefore, the summary of responses presented below is meant only to provide anecdotal perspectives.





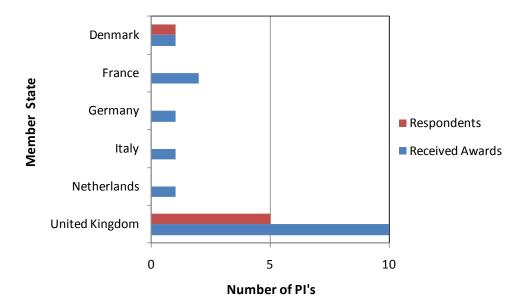


Figure 1.1: Location of Researchers and Respondents

Responding PI's were from institutions located in the United Kingdom (5) and Denmark (1), shown in Figure 1.1, of which 83% were higher education institutions and 17% research organizations. Each respondent had received between 1-3 direct awards, all from the Office of Science. The plurality (4) of the respondents has previously collaborated with U.S. federal institutions, while half has previously studied in the United States. See appendices C-G for further demographic data.

Researchers were asked about general issues, shown in Figure 1.2, and specific legal, policy, or administrative issues concerning DOE funding programmes, shown in Figure 1.3. Researchers were asked to rate, from 0-5 by increasing degree of challenge, how each issue was a "high" (if rated 5-4), a "medium" (if rated 3), or a "low" (if rated 2-0) challenge as compared with other, non-DOE programmes. Regarding general issues, the lack of administrative support from their own organization and lack of complementary funding were identified by the plurality of respondents, 67% and 83% respectively, as "low" relative challenges. A plurality of respondents categorized the following as "medium" challenges: communication and information awareness of programmes, contractual issue and intellectual property, cultural differences in management of grants, and lack of administrative support from U.S. funding body. See appendix H for details. On specific legal, policy, or administrative issues, all were rated by the majority of respondents as less or equally challenging as non-DOE programmes; the view regarding the issue of budgeting requirements was split evenly among "high", "medium", and "low" ratings. See appendix I for details.

With specific regards to the awareness of DOE programmes, 67% of researchers indicated that new opportunities were not easy to find. The most common source for programme opportunities is U.S. colleagues and collaborators. Other sources indicated by respondents are DOE programme officers or other staff, colleagues/collaborators at own or





other non-U.S. institution, or, to a much lesser extent, the DOE website. See appendix J-L for data.

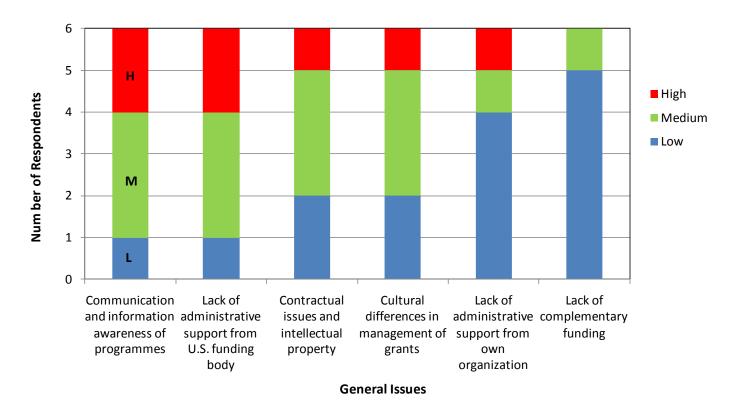


Figure 1.2: General Issues and their Degrees of Challenge ([L]ow, [M]edium, or [H]igh)

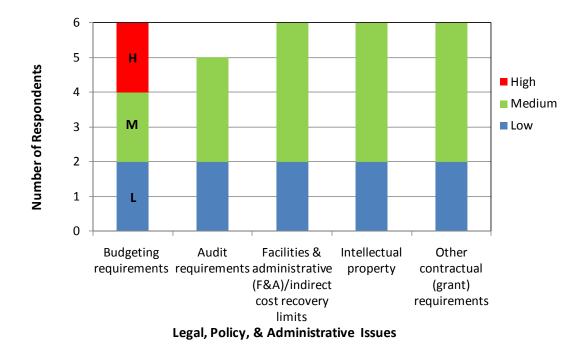


Figure 1.3: Legal, Policy, and Administrative Issues and their Degrees of Challenge ([L]ow, [M]edium, or [H]igh)





When asked about DOE funding contribution to their overall research programme, 67% of researchers indicated that DOE funding served to provide them access to U.S. researchers and institutions; 50% stated that DOE funding is a significant (i.e., greater than 25% of their research programme's funding) financial resource. See appendix M for data.

In addition to asking researchers to identify and rate various issues, they were asked to comment on positive aspects of DOE funding and recommend areas to address for improved research collaboration. Researchers remarked about ease of administration procedures of the Office of Science programme and benefits from improved awareness of other relevant programmes and potential partners. Recommendations from researchers focused on having clearer presentation of policies, including eligibility criteria. See appendices N and O for specific comments.

Findings and Conclusions

The few responses received were dominated by researchers from the United Kingdom, unsurprising given that the awards received were dominated by UK-based researchers/institutions; respondents were primarily from higher education institutions. All awards received by respondents were through the DOE Office of Science. The researchers indicated that participation in the programme was not any more challenging compared with other programmes. Issues of awareness of opportunities, budgeting requirements, and administrative support by DOE may be further examined.

Awareness of DOE programmes could probably be improved. Researchers indicated that they hear from colleagues and collaborators or from the DOE staff. Half of the respondents previously studied in the United States before receiving their first grant from DOE. Fewer researchers rely on their colleagues at non-U.S. institutions for information. To further improve EU-based researcher/institution collaborations with DOE, respondents suggested targeted communications on open calls and greater specificity regarding eligibility criteria for funding programmes.

Given the relatively small number of EU-based researcher grantees and even smaller number of survey respondents, no specific conclusions can be made. The responses that were received indicated that the issues of participation and administration of DOE grants were no more challenging than other funding programmes. Future analyses of EU-based researcher participation in DOE programmes should be focused on those EU-based researchers, who do not receive DOE funding, in collaborative projects with U.S. partners funded by DOE.







Appendices

Appendix A: Introductory Letter to Researchers

Dear Researcher,

The Link2US Project (more information below signature and attached), co-funded by the European Union (EU) Framework Programme and coordinated by the American Association for the Advancement of Science (AAAS), the world's largest general scientific society and publisher of the journal Science, seeks your assistance with its Questionnaire on EU Researcher Participation in U.S. Funding Programmes.

You are receiving this questionnaire because you have had or currently have one or more grants or other funding awards from the U.S. Department of Energy (DOE). If you have not received any awards from DOE, please respond to this email (<u>Link2US@aaas.org</u>) and we will promptly remove you from our list.

The main objective of this questionnaire is to identify barriers and other challenges that EU institutions and researchers face when applying to and participating in DOE research funding programmes. The outcomes of this questionnaire will be used in an analysis of key issues to address in improving funding programmes for international cooperation, which will be shared with stakeholders (including the European Commission and U.S. funding bodies). This questionnaire is not officially connected with any U.S. federal funding body.

Directions: The questionnaire will be implemented electronically. To complete the survey, please visit http://www.surveymonkey.com/s/Researchers_DOE. The questionnaire is open from 5-19 November 2010. Please submit your completed questionnaire no later than 18h00 Central European Time on 19 November.

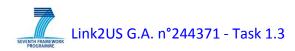
Confidentiality: All information will be treated confidentially and will only be distributed in an anonymous format (no attribution to individuals) to any entity outside of the Link2US Project (e.g., government funding agencies).

Should you have any questions, please contact Ms. Stephanie Pals (<u>Link2US@aaas.org</u>; Tel: +1 (202) 326-6663), Link2US project officer.

Thank you for your time and effort in responding to this survey. You will receive a copy of the report once the analysis is completed. Your responses will contribute to improving and strengthening EU - U.S. science and technology cooperation.

Sincerely,
Dr. Tom Wang
Coordinator, Link2US Project
Director for International Cooperation,
American Association for the Advancement of Science (AAAS)
Link2US@aaas.org
www.EuUsScienceTechnology.eu/Link2US

The Link2US Project aims to enhance the understanding of U.S. collaborative research funding programmes by facilitating easy access to relevant information on U.S. cooperation programmes through electronic communities such as a website, e-newsletter, and virtual helpdesk. The Project is co-funded by the EU's Capacities Programme on International Cooperation under the 7th Framework Programme for Research and Technological Cooperation. See attached document for more information.







Appendix B: Questionnaire

European Union (EU) Researcher Participation in U.S. Funding

Questionnaire for Researchers: EU Researcher Participation in U.S. Funding ...

Dear Researcher.

Thank you for participating in the Link2US Project's Questionnaire on European Union (EU) Researcher Participation in U.S. Funding Programmes. You are receiving this questionnaire because you have had or currently have one or more grants or other funding awards from the U.S. Department of Energy (DOE). If you have not received any awards from DOE, please contact us (Link2US@aaas.org) and we will remove

The main objective of this questionnaire is to identify barriers and other challenges that EU researchers and institutions face when applying to and participating in DOE research funding programmes. The outcomes of this questionnaire will be used in an analysis of key issues to address in improving funding programmes for international cooperation, which will be shared with stakeholders (including the European Commission and U.S. funding bodies).2

Directions: Please answer all questions in relation to your own experience with DOE funding programmes. The estimated time for completion of the questionnaire is 10-15 minutes. The questionnaire is open from 5-19 November 2010. Please submit your completed questionnaire no later than 18h00 Central European Time on 19 November. As you are completing the questionnaire, your answers are saved when you click on the "next/save" or "submit" button at the bottom of each page. Should your session be interrupted, you may return to the system at a later time to pick up where you left off and finish, as long as you are using the same computer and browser and cookies are accepted.

Confidentiality: All information will be treated confidentially and will only be distributed in an anonymous format (no attribution to individuals) to any entity outside of the Link2US Project (e.g., government funding agencies).

Should you have any questions, please contact Ms. Stephanie Pals (Link2US@aaas.org; Tel: +1 (202) 326-6663), Link2US project officer.

Thank you for your time and effort in responding to this survey. You will receive a copy of the report once the analysis is completed. Your responses will contribute to improving and strengthening EU - U.S. science and technology cooperation.

Dr. Tom Wang

Coordinator, Link2US Project

Director for International Cooperation.

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www.EuUsScienceTechnology.eu/Link2US



¹The Link2US Project aims to enhance the understanding of U.S. collaborative research funding programmes by facilitating easy access to relevant information on U.S. cooperation programmes through electronic communities such as a website, e-newsletter, and virtual helpdesk. The Project is co-funded by the EU's Capacities Programme on International Cooperation under the 7th Framework Programme for Research and Technological Cooperation.

²This questionnaire is not officially connected with any U.S. federal funding body.





European Union (EU) Researcher Participation in U.S. Funding

Questionnaire for Researchers: EU Researcher Participation in U.S. Funding ... GENERAL INFORMATION/DEMOGRAPHICS * 1. Name (Surname, Given Name) * 2. Title * 3. Name of your institution * 4. Location of institution (country) 5. Your department, center, or other organizational unit within your institution * 6. Which of the following best describes your organization? **★** 7. Please indicate the number of new awards you have received from DOE between 2003-2010, and what funding instrument(s) these awards are/were funded under (e.g., Office of Science grants, etc): A. Number of direct awards (e.g. you are the principal investigator): Funding instrument(s): * Number of indirect awards (e.g. subcontract): Funding instrument(s):







European Union (EU) Researcher Participation in U.S. Funding
★ 8. Contribution of DOE funding to your overall research programme: (please select all
statements that are appropriate)
Provides a significant financial resource (makes up more than 25% of all your research funding in a given year)
Provides credibility to access other funding sources
Provides access to U.S. researchers/institutions
None of the above
Other (please specify)







European Union (EU) Researcher Participation in U.S. Funding

Questionnaire for Researchers: EU Researcher Participation in U.S. Funding ... U.S. FUNDING PROGRAMME QUESTIONS **★ 9. General challenges to participation in DOE funding programmes (for each of the** following issues, rate from 0-5: where as a guide 5 is extremely important and needs priority attention; 3 is challenging but no more so than other funding programmes; 0 is not an issue). Rate Communication and information awareness of programmes Contractual issues and intellectual property Lack of administrative support from own organization Lack of administrative support from the U.S. funding body Lack of complementary funding Cultural differences in management of grants Other (please specify and indicate rating) Information and Awareness **★ 10. Before receiving your first DOE award, had you studied or conducted research in the United States?** * 11. Before receiving your DOE first award, had you previously collaborated with a U.S.based researcher at: (check all that apply) DOE national laboratories Any other U.S. federal government laboratory or affiliated laboratory (e.g., National Institute of Standards and Technology (NIST) Any non-governmental U.S. research institution (e.g., public or private university) None







≭ 12. How do/did you hear about new DOE funding opportunities? (check all that apply)
Administrative staff at your institution
Colleagues/collaborators at your own or other non-U.S. institution
Commercial vendor of funding opportunities database/search
DOE website
DOE programme officer or other staff
U.S. colleagues or collaborators
Other (please specify)
* 13. Are new DOE funding opportunities easy to find out about?
If No, please explain.
14. Please describe any other issues related to awareness of DOE funding programmes
and opportunities.







European Union (EU) Researcher Participation in U.S. Funding Questionnaire for Researchers: EU Researcher Participation in U.S. Funding ... Legal/Policy/Administrative * 15. Challenges to participation in DOE funding programmes (for each of the following issues, rate from 0-5: where as a guide 5 is extremely important and needs priority attention; 3 is challenging but no more so than other funding programmes; 0 is not an issue) Rate Audit requirements **Budgeting requirements** Facilities & administrative (F&A)/indirect cost recovery limits Intellectual property Other contractual (grant) requirements Other (please specify and indicate rating) 16. Please describe any other issues related to administrative/policy/legal aspects of DOE funding programmes and opportunities. **General** 17. What recommendations could ease/improve research collaboration through DOE funding programmes? 18. What have been positive experiences/aspects/issues in applying for and/or receiving DOE awards that could be lessons for other (U.S. or European) funding bodies?





Appendix C: Member State of Current Institution

Member State of Current Institution			
Response Amount			
1			
5			
6			

Appendix D: Breakdown of Organization Type

Breakdown of Organization Type			
Organization Type	Response Amount		
Higher education institution	5		
Research organization - public or private	1		
Industry	0		
Total Responses	6		

Appendix E: Number of New DOE Grants Awarded

Number of New DOE	Number of New DOE Grants Awarded Between 2005-2009				
Number of Direct Awards Received	<u>Response</u> <u>Amount</u>	Office within DOE			
1	3	Office of Science			
2	2	Office of Science			
3	1	Office of Science			
Number of Indirect Awards Received	<u>Response</u> <u>Amount</u>	Office within DOE			
0	5	N/A			
1	1	N/A			



Appendix F: Type of U.S.-based Institution of Previously Collaboration

First DOE Grant was Awa	rded
Type of Institution	Response Amount
Non-governmental U.S. research institution	3
U.S. Department of Energy	2
Other U.S. federal government or affiliated	2
None	1
Total Responses	8

Appendix G: Did Researchers Study in the U.S. Prior to First DOE Grant

·	he U.S. Prior to Receiving their First DOE Grant
<u>Response</u>	<u>Response</u>
Yes	3
No	3
Total Responses	6







Appendix H: General Challenges to Participation in DOE Funding Programmes

General Challenges to Participation in DOE Funding Programmes Challenge Response **Amount** Low Communication and information awareness of programmes Medium High **Total Responses** Low **Contractual issues and intellectual** property Medium High **Total Responses** Low **Cultural differences in** management of grants Medium High **Total Responses** Low Lack of administrative support from own organization Medium High

Total Responses







Lack of administrative support from U.S. funding body		0	1
	Low	1	0
		2	0
	Medium	3	3
	High	4	2
	півіі	5	0
		Total Responses	6
		0	3
	Low		3 2
lack of complementary funding	Low	0	
Lack of complementary funding	Low	0 1	2
Lack of complementary funding	Medium	0 1 2	2
Lack of complementary funding		0 1 2 3	2 0 1





Appendix I: Legal, Policy, and Administrative Challenges to DOE Participation

Legal, Policy, & Administrative Challenges to Participation in DOE **Funding Programmes**

Low	<u>Challenge</u>		<u>Response</u>	<u>Amount</u>
Low	<u>Granerige</u>			
Audit requirements		Low		 1
Medium 3 3 3 4 0 0 1 1 1 1 1 1 1 1				
High	Audit requirements	Medium		
High			_	
Low		High		
Low			Total Responses	
Low				
Budgeting requirements			0	1
Medium 3	Budgeting requirements	Low	1	1
Medium 3			2	0
High 5		Medium	3	2
Total Responses 6			4	2
$ \begin{array}{c ccccccccccccccccccccccccccccccccccc$		High	5	0
Low			Total Responses	6
Low				
Facilities & administrative 2			0	1
(F&A)/indirect cost recovery limits Medium 3 4 Intellectual property Low 1 1 Low 1 0 1 Low 2 1 Medium 3 4 High 4 0 High 5 0		Low	1	0
$\begin{array}{c ccccccccccccccccccccccccccccccccccc$			2	1
High	(F&A)/indirect cost recovery limits	Medium	3	4
Total Responses 6		High	4	0
Low		півіі	5	0
Low			Total Responses	6
Low			0	1
1 2 1 Medium 3 4 4 0		Low	-	
Medium 3 4 High 4 0 5 0		LOW		
High 4 0 5 0	Intellectual property	Modium		
High 5 0		ivieululii	_	
		High		
Total Pagnangag			Total Responses	6





Other contractual (grant)	Low	0 1 2	1 1 0
requirements	Medium	3	4
·	Hiah	4	0
	High	5	0

Total Responses

6

Other (All information below are direct quotes from researchers)

Establishing the correct method to invoice and actually receive the awarded money was quite difficult and I am aware that others find this difficult.

It's a very beauracratic process with its own language.

Not charging for own time as PI is different to U.S. labs and may cause confusion at review of science as project looks less expensive.

Appendix J: Are New DOE Funding Opportunities Easy to Find Out About?

Response Response Amount Yes 2 No 4 Total Responses 6 If No, please explain (All information below are direct quotes from researchers) I do not actively look at the website but targeted email alerts could be useful. I do not go looking for them assuming relevant ones would be hard to find. I only learn about such opportunities from U.S. colleagues. The competitions are very high, therefore the funding is limited.



Appendix K: Other How Researchers Hear About New DOE Opportunities

Method of Hearing About New Awards	Res	ponse Amou	unt*
Administrative staff at your institution		0	
Commercial vendor of funding opportunities database/search		0	
DOE programme officer or other staff		3	
DOE website		1	
Colleagues/collaborators at your own or other non-U.S. institution		3	
U.S. colleagues or collaborators		4	
Other		0	

Appendix L: Other Issues Related to Awareness Programmes and Opportunities

Other Issues Related to Awareness of DOE Funding Programmes and Opportunities

Responses (All information below are direct quotes from researchers)

In radiation field the opportunities are made aware through scientific Societies.





Appendix M: Contribution of DOE Funding to Overall Research Programme

Type of Contribution Provides access to U.S. researchers/institutions Provides credibility to access other funding Provides a significant financial resource None of the options listed Other * Researchers were able to check all that apply (a total of 6 individual researchers responded).

Appendix N: Positive Experiences/Aspects/Issues with DOE Programmes

Postive Experiences/Aspects/Issues in Applying for and/or Receiving DOE Awards That Could be Lessons for Other (U.S. or European) Funding Bodies

Responses (All information below are direct quotes from researchers)

The application procedure is similar to that for UK research council grants except the detail of experiments required is more extensive for DOE grants. Proof of principle has to be shown, more so than European grants.

The engagement with U.S. based researchers and the programme meetings bring benefits in raised awareness of other relevant work and potential for identifying new research collaborators.

The reporting procedure for DOE program project is much simpler compare to others such as the EU.





Appendix O: Recommendations for DOE Funding Programmes

Recommendations That Could Ease/Improve Research Collaboration Through DOE Funding Programmes

Responses (All information below are direct quotes from researchers)

Better alerting of funding opportunities, clear statements on eligability.

I found it important to have a partnership with a U.S. laboratory; Need to understand the different approach to writing U.S. grant than European grant; Grant application is less emanding than an EU grant for non-scientific aspects.

Simplification of language, application process and notification of funding opportunities.

The way to improve research collaborations is through Multidisciplinary Integration program. So Scientist work together to achieve specific goal.

