



10.2. Research related costs (travel, surveys...)

11.2. Yes. If yes,
11.2.1. How were they collected?
From what sources?

10.3. Communication

11.2.2. How big are they in relation
to the total operational
budget (running costs)?

10.4. Admin and finance support

12.2. The executive leadership – top
managers

12.3. Programme managers – se
managers

12.4. We have a specialized
Fundraising and Proj
Manager

10.5. Other overhead



PROGRAMME OVERVIEW

On Think Tanks

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1. WELCOME

Dear participant,

We are happy to welcome you to the 2023 School for Thinktankers. In this document you will find useful information that will help you prepare for the course. Please take the time to read it, make notes and plan ahead to make the most of the programme.

If you have any questions, please contact:

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For logistical details, please contact:

Jessica Correa

jcorrea@onthinktankers.org

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We look forward to getting to know you.
Get ready for a week of rich discussions and reflections with experienced thinktankers, trainers and colleagues from around the world!

The School for Thinktankers team

2. INTRODUCTION

The School for Thinktankers is designed to prepare the next generation of think tank leaders. A think tank leader cannot rely solely on being a great researcher; they also must be managers, networkers, and communicators. Unfortunately, many researchers and thinktankers do not get the opportunity to build many of these skills during their careers, and by the time they are ready to take on leadership roles it is (almost) too late. The School for Thinktankers seeks to remedy this problem by creating a space to learn about the many dimensions of working in, and leading, a policy research centre.

Taught by senior thinktankers and expert practitioners, the programme has a practical approach. It is designed to:

- Prepare and inspire the next generation of think tank leaders.
- Build a community of emerging think tank leaders to support and learn from each other.
- Encourage participants to reflect on their own organisation and how to support its development.

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Our approach to the development and delivery of the School for Thinktankers:

- Is based on evidence – it draws on adult learning theories and builds on lessons learnt during the delivery of previous on-site schools and other online courses we have run.
- Encourages participants to bring and reflect critically on their experience and on the lessons and experiences shared in the programme.
- Helps participants to address ongoing professional dilemmas.
- Enables participants to experiment with new approaches in their workplace.
- Promotes engagement between participants, trainers, and course facilitators to form a sense of community – as learning and improvement is usually a social process in which conversation and feedback is vital.
- Enables participants to receive guidance and supervision from a range of experienced thinktankers and experts.

3. STRUCTURE AND DELIVERY

This section outlines the different components and elements that make up the School for Thinktankers.

WEBSITE

All course materials, details, access to the Slack channel and links are available on the website www.ott.school in the [School for Thinktankers 2023](#) course page (password: *backinperson*).

DELIVERY

The programme is delivered in person (in Brussels) with a couple of online sessions before and after the week in Brussels. Please see the programme schedule in the next section for the details and exact times.

While in Brussels the school will be hosted by three partner institutions:

- 1. Bruegel**
Rue de la Charite 33
1210 Saint-Josse-ten-Noode
Brussels
- 2. The European Policy Centre (EPC)**
14-16 rue du Trône,
1000 Brussels
- 3. The Centre for Africa-Europe Relations (also known as ECDPM)**
Avenue des Arts 44
1000 Brussels

On the first day (29 January), we will meet for an informal lunch followed by a walking tour of the city.

For the online meetings we will use Zoom. You would have received the calendar invites, including the meeting links, from Stephanie.

COMMUNICATION

We will use Slack for day-to-day communication and engagement (you should have received an email with your login details). All participants are part of the Slack channel, as well as past participants of the School for Thinktankers, so please take advantage of the platform and use it to connect with your new network.

For any emergencies you can also contact Stephanie or Andrea via WhatsApp.

PREPARING FOR THE SCHOOL

We encourage participants to:

- Take the time to read the backgrounds notes and other material provided, explore the [OTT website](#) and reflect on how the concepts we will discuss relate to your own work.
- Note down any questions or thoughts, which might be useful for discussions at the school and/or for your personal learning journals.
- Actively use Slack for questions, comments, or resources you would like to share with others.
- Review the profile of your peers and trainers and start connecting with them (on Slack and social media).
- Attend each session, as the richness of the experience stems from engagement with fellow participants and trainers.

ABOUT YOURSELF/PARTICIPANT'S PRESENTATION

We have set aside a couple of sessions for participants to get to know each other and the work that each of you do. As you will see on the website, all attendees have remarkably interesting profiles, are based across the world, and focus on different issues. To get to know each other better, please prepare a 5-minute presentation about yourself and your current work ([like an elevator pitch](#)) (could be spoken or using any other format for those sessions). You can also bring any printouts you might want to share with your peers. [Please register here](#) for the date that you want to do your presentation.

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LEARNING JOURNALS

We have developed a learning journal (available on the website) as a tool to help you plan and reflect on your learning experience. We will use the questions in the journal throughout the programme to help you reflect, but we also encourage you to complete it on your own.

CERTIFICATE

At the end of the training, participants who have attended the course will receive a certificate.

4. PROGRAMME SCHEDULE

INTRODUCTORY MEETING

Our introductory meeting will be held on Monday, 23 January 2023, online. A calendar invitation and a link to the online meeting have been sent to you by Stephanie. Participants are expected to attend the session. The agenda for the introductory meeting is given below.

TIME	MONDAY 23 JAN ONLINE
12:30–13:00 GMT	Welcome and programme overview – led by Andrea Baertl
13:00–13:30 GMT	Getting to know each other – led by Stephanie Nicolle
13:30–14:30 GMT	What is a think tank? History, roles and models in differing contexts – led by Enrique Mendizabal

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PROGRAMME SCHEDULE IN BRUSSELS

DATE	SUNDAY 29 JAN	MONDAY 30 JAN	TUESDAY 31 JAN	WEDNESDAY 1 FEB	THURSDAY 2 FEB	FRIDAY 3 FEB	SATURDAY 4 FEB
LOCATION	TBD	BRUEGEL	BRUEGEL	BRUEGEL	EPC	EPC	ECDPM
9:00 AM – 9:30 AM	Free	Welcome to Bruegel. Scarlett Varga, Bruegel	Participants' presentations	Reflection session	Walk to European parliament	Participants' presentations	Integrative workshop. Andrea Baertl, OTT
9:30 AM – 10:00 AM		Finance for non-financial managers. Sonja Stojanovic Gajic		Think tank governance and management. Enrique Mendizabal, OTT	Communication strategies. David Watson, Chatham House		
10:00 AM – 10:30 AM							
10:30 AM – 11:00 AM							
11:00 AM – 11:30 AM							
11:30 AM – 12:00 PM			Policy relevant research	Reflection and lessons learned			
12:00 PM – 12:30 PM							
12:30 PM – 1:00 PM		Event planning and management. Katja Knežević, Bruegel	Welcome to EPC. Filipe Ataíde Lampe and Franziska Höhne, EPC	Closing ceremony			
1:00 PM – 2:30 PM							
1:00 PM – 2:30 PM	Welcome. Brown bag lunch and walk to Grand Place for city tour	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
2:30 PM – 3:00 PM	Walking city tour of Brussels	Walk to Carnegie Europe	Exploring funding and engagement models: strategy and management. Scarlett Varga, Bruegel	Workshop on branding. Naomi Isaacs and John Schwartz, Soapbox	Managing think tanks in times of permacrisis. Fabian Zuleg, EPC	Walk to ECDPM	Free
3:00 PM – 3:30 PM		Visit to Carnegie Europe				Credibility, transparency and Integrity workshop. Andrea Baertl, OTT	
3:30 PM – 4:00 PM							
4:00 PM – 4:30 PM		Leading a think tank: challenges and key functions. Lizza Bomassi, Carnegie Europe	Skills and competencies for think tank work. Kathleen Van Hove and Andrew Sherriff, ECDPM				
4:30 PM – 5:00 PM	Free						
5:00 PM – 5:30 PM							
EVENING		Group dinner at Schievelavabo	Free	Free	Free	Free	

ONLINE SESSIONS AFTER BRUSSELS

We will conduct two online meetings after the programme in Brussels. A calendar invitation and a link to the online meetings have been sent to you by Stephanie. The details of the meetings are given below.

TIME	THURSDAY 9 FEB ONLINE	THURSDAY 16 FEB ONLINE
12:30-14:00 GMT	What I did on Monday morning. Lessons learned/reflection session – led by Andrea Baertl	How to influence policy in the EU? Strategies for non-EU middle income states – led by Sonja Stojanovic This session is also open to the OTT's alumni network.

RECOMMENDED DRESS CODE

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During the weekend (Sunday and Saturday): casual and warm clothes for the Brussels city tour.

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During the week: Business casual.

MEALS

The programme includes coffee breaks to keep us refreshed and energised!

We will have a simple lunch at the institutions co-hosting us (Bruegel, EPC and ECDPM) during the week.

Dinner is not included in the school costs except for the group dinner on Monday, 30 January 2023. See our *Brussels City Guide* for recommended places to enjoy a meal in the city.

CONTACT

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