Internal Guidelines
for GYA Working Groups & Incubators[1]

(August 2018)

The GYA aims to provide our members with resources and an environment to support each other, our ideas and projects. We aim to grow these into efforts that have a positive impact on science and society. This guide is meant to give the information needed to successfully run a GYA activity – specifically, an Incubator or a Working Group (WG). These guidelines have evolved over the years and contain our current best understanding of how to help our members. However, as our activities and members change and we learn what works and what could be improved, this guide will evolve based on our experience and the feedback we receive. So, if you see something that could run better in your opinion, please let us know, any feedback is welcome.

We also understand that flexibility is key to the success of the GYA, and we recognise that there will always be unforeseen cases that are not adequately covered by the guidelines outlined in this document. We do not mean to restrict activities by not putting them here. If you think that your activity requires an exception, please let the GYA Office and the Executive Committee (EC) know. The EC will be pragmatic in its decision-making in order to achieve the best outcome towards the goals of the GYA.

Please direct all queries you may have after going through these guidelines to the GYA Office:
- Project Officer Anna-Maria: anna-maria.gramatte@globalyoungacademy.net
- Finance Officer Franziska: franziska.guentner@globalyoungacademy.net
- Media/IT Officer Kirsten: kirsten.geithner@globalyoungacademy.net
- Press Officer Jim: james.curtiss@globalyoungacademy.net

Or talk to one of the GYA EC members, past or present. They will be happy to help.

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[1] Regulations for the North-South Interdisciplinary Grants, a programme run once a year, are similar; please ask Office for details.

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Setting up an Incubator

- Incubator groups are nascent ideas that need to be tried out before being given shape as a full-fledged WG. It is often not possible to decide with the first steps how far an idea can grow, or how narrow one needs to make the scope in order for the aims to be achievable.
- Incubators provide a supportive environment to encourage and facilitate members to actively explore and experiment with new ideas and to work conscientiously towards developing an idea into a further GYA effort.
- There are little constraints on what Incubators can do, as long as such an effort addresses a concrete issue that is relevant and timely, and on which the GYA is particularly well suited to drive a change.
- A group of GYA members can propose an Incubator group. These efforts should be independent of existing WGs.
- Incubators can be proposed at the Annual General Meeting (AGM) (they are often the result of spontaneous discussion among members), or any time later. The registration process is easy and straight-forward: just send an email to Project Officer Anna-Maria and she will let you know the necessary next steps.
- Funding calls for base funding for new Incubators will be published twice a year, in June and in December.

Becoming a Working Group

- In order to get promoted to a GYA Working Group, an Incubator group needs to demonstrate that its envisaged efforts stand out and that there is a workable plan for activities that have potential to ultimately lead to a change.
- There is no time limit on remaining within the Incubator stream, but GYA Incubator base funding[2] will be withdrawn after two to three years if there is a lack of prospect to turn the Incubator idea into a WG.
- Promotion to WG status can be requested at the twice-yearly GYA funding calls, in June and December each year, and will be assessed by the Review Committee.

GYA Themes

Since the AGM in Canada in 2015, GYA activities are broadly grouped under the focal themes of the GYA:

- [Science and Society](#)
- [Research Environment](#)
- [Science Education and Outreach](#).

Running a Working Group or an Incubator

Group membership

- Every GYA member is encouraged to join and get engaged in at least one WG or Incubator. Members are free to join more than one group at the same time.
- Group members will be listed on the group's website and on the group mailing list. Group co-leads should inform Office of any changes in group membership.

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[2] For information on GYA funding streams see below "Types of Funding".

- Past members of a group will be listed under the "Past Members" section on the group's site. They can remain on the group's mailing list if they so wish.
- According to the GYA Alumni Policy, when becoming Alumni group members will leave the group and be listed as "Past members". They can remain on the group's mailing list if they so wish. By invitation from current group co-leads, alumni may continue to be active members of a group and participate in group activities. It is anticipated, however, that their involvement would be in an advisory capacity only. As resources for GYA activities tend to be limited, funding for activities and travel will always go to active GYA members first.

Group co-leads

Each WG or Incubator typically has two co-leads, who are selected by the members of the group during the AGM. The co-leads can be existing or new members. This dual leadership has worked well so far and offered a certain level of resilience to keep the group going even if, for example, funding deadlines or other constraints affect the time resources of one co-lead.

Only GYA members who are not currently serving on the EC can be group co-leads to avoid any conflict of interest.

Co-leads are expected to facilitate group communication and planning and serve as points of contact for GYA Office and the EC.

Co-leads should keep an eye on the group's funding and spending plan. They can select another group member to act as group treasurer.

Handing over to a new co-lead

Outgoing co-leads should consider writing a comprehensive e-mail to their successor, listing all current projects, and showing the group's current budget. Please copy Project Officer Anna-Maria into this e-mail.

Group communication & PR

Mailing lists

Each group is provided with a group e-mail address, which is kept up-to-date by the Office. Co-leads and the Office act as list administrators and moderators. Non-list members can post to the list but their messages will need clearance from moderators to be distributed to the entire list.

GYA Intranet

WGs and Incubators should make use of the resources and utilities of the GYA Intranet, e.g. discussion space for groups to make planning and working together easier. For more information, see here https://intranet.globalyoungacademy.net/wiki/how-to-use-the-intranet/groups/.

GYA Letterhead

Every WG and Incubator can use a GYA letterhead for their external communications upon condition that the EC (who may be represented by the Co-Chairs or the Managing Director) have approved the communication beforehand. This is to ensure that the GYA sends out a coherent message to all its external partners and to avoid simultaneously approaching the same contact from different GYA members. Please contact Office (Anna-Maria) to request the letter template.

Social Media

Having a good social media presence is becoming more and more important in communicating one's activities. GYA groups can create their own Facebook page and highlight their activities, member achievements etc. through this page and are encouraged to connect with the GYA Facebook page.

Similarly, GYA groups can create their own Twitter handle and tell the world about the group's activities. Again, groups are encouraged to connect the group to the GYA Twitter account.

Finally, groups can make use of the GYA YouTube channel. Any videos posted there can be linked to the group's site on the GYA website.

In the past, it has worked well if a group had one or two dedicated members who manage the social media presence of the group. Please include Anna-Maria or Jim from the Office in your groups in an administrator capacity. The Office will not get involved in the day-to-day running of your group but retains access in case a group needs to be closed or otherwise adjusted to (possibly changing) GYA guidelines in the future.

Communication support from the GYA Office

The GYA Office has professional staff that can help with the communication of your activities, but they need to know about them. Thus, if interested, please let the Office know about any updates and changes from your group (e.g. planned activities, new members, website updates, updates to mailing list, reporting on past activities, timeline for publications). This way, Office will be able to provide support (e.g. by updating your group's website, publishing a news item on the GYA website or the monthly newsletter).

For easy reporting use this form provided here: https://globalyoungacademy.net/you-are-the-gya-share-your-story/

Website space on the GYA website

Upon being established as a GYA group, each WG and Incubator (upon request) is provided with a space on the GYA website to share details about their aims, activities and achievements with GYA members and the public. It is the responsibility of group members to keep this page well populated and up-to-date with the support from the Office (Project Officer).[3] For best-practice examples of a well-kept group website, please see here, here, or here.

In collaboration with the Office, group pages on the GYA website can be extended to include a picture gallery or link to videos on the GYA YouTube channel etc. There are certain technical limits due to the platform used, but in our experience, it covers most of what groups have required to date. The content of course has to be provided by each Incubator and WG, but the Office provides support for everything else.

In general, all GYA-based activities should run their web presence through the GYA website. However, should running your group efficiently require certain features that our current platform does not support or the storage of large amounts of data that the GYA page cannot hold, then we will need to look into external hosting.

Should your group require an externally hosted domain and website, please note that Office needs to be informed first and the domain name has to be registered via the Office.

Please contact Kirsten at the Office **to request the detailed guidelines** on running an external website/domain.

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[3] If you happen to be a tech-savvy website developer and would be happy to contribute to the GYA with your skills, please let the Office know.

Reporting

WGs and Incubators are asked to report to Office and the EC twice each calendar year:

- prior to each AGM, please work with Office to update group sites on the GYA website to reflect as best as possible activities from the previous year
- a comprehensive report is due mid-November each year in order to qualify for base funding for the next calendar year. Office will provide a report template together with the Funding Call in November each year.

While these reports help to steer the GYA, their primary purpose is to ensure a regular update of activities that can be shared with the membership and the world at large. The former will help to see synergies and highlight interesting projects among our members, the latter will give the projects a better visibility for potential external partners and funders.

Funding for working groups and Incubators

The GYA's current core funding from the German Federal Ministry for Education and Research (BMBF), running over the period 2017–2020, provides the GYA with €50,000/year to be spent on Working Group and Incubator activities. This is obviously not much money for the exciting activities of our members and we are trying to increase this amount wherever possible, but given its current limitations, we have to be diligent and efficient in spending it.

The current procedures are such that the GYA issues two **funding calls** per calendar year:

1) Main Funding Call (November): deadline for applications end of November
    o annual working group base funding (for a 12-months period January-December)
    o 12-months base funding for (new) Incubators
    o promotion of existing Incubators to WG status
    o top-up funding for existing working groups
    o project funding for existing working groups
2) Additional Funding Call (June): deadline for applications mid-June
    a. 12-months base funding for (new) Incubators
    o promotion of existing Incubators to WG status
    o top-up funding for existing working groups

Requests should normally be submitted in response to these calls, but can be considered by the Review Committee and the EC at any time for most urgent activities. If you have any questions or suggestions, just let the EC Portfolio lead for the Working Groups know (2018/19: Rothsophal Nguon).

Please note that we are currently reviewing the funding model for WGs and Incubators. There will be an online consultation with GYA members on a new funding structure in autumn 2018. The model outlined here below is the currently used funding structure.

Types of funding

The details of the various types of funding for Incubators and WGs can be found in the following:

Base funding

- cannot be carried over into the following 12-months period.
- is non-competitive, i.e. Incubator groups or WGs will not be ranked against each other, but the total amount is limited.

- will be awarded to all efforts that match the eligibility criteria specified in the funding calls at equal fixed amounts.
- can be used freely within the spending rules of the BMBF (see list of rules below), and
- does not require any prior financial plan or justification to be submitted.

The intentions of this funding are to help get the ideas of members started, to help them establish first steps and get a coherent plan together that could progress towards a new WG or a project within an existing WG.

Top-Up Funding
- may be requested by established WGs in addition to their annual base funding.
- is semi-competitive.
- can be up to a maximum of €1,500.
- will be allocated for a 12-months period; extension by a maximum of 12 months can be granted depending on the GYA budget and progress of the top-up activity.
- requires submission of a justification of timeliness and financial need beyond base funding
- can be used freely within the spending rules of the BMBF, and
- does require a prior financial plan or justification to be submitted.
- A report is required at the end about the impact this top-up funding has enabled.

The aim of this funding stream is to enable timely small activities without the need to go through the more elaborate project funding stream.

Project Funding
- may be requested by established WGs in addition to their annual base funding for clearly defined projects of a fixed duration.
- can be up to €15,000 for the entire project; projects requiring more than this amount will need to find external funding. Extra financial needs should be flagged up early with the EC such that the EC is aware and can support the WG's efforts to raise the needed funds externally.
- will be allocated for a 12-months period; extension by a maximum of 12 months can be granted depending on the GYA budget and progress of the project.
- is allocated competitively.
- requires a detailed description, budget plan, and timeline for the entire project.
- requires a justification why funds should come from the GYA.
- requires a workable plan for activities to make a change and how the change will actually arise.
- can be used freely within the group's financial plan and within the rules of the BMBF.
- A detailed report is required at the end about the impact this project funding has enabled.

The aim of this funding stream is to enable timely comprehensive activities.

Review Committee: internal funding review
The Review Committee through their Internal Funding Review stream assesses funding requests according to relevance, uniqueness and suitability for the GYA, and the potential to make a difference. Moreover, the Committee will assess the timeliness and for project and top-up funding also the feasibility of the proposed activity. It will also comment on the reasonableness of the proposed budget. The Committee will provide supportive feedback in the GYA spirit on each of these aspects, suggesting how WGs and Incubators could improve their efforts in order to enhance outcome delivery.

The feedback of the Committee will be shared with all GYA members and serves as the basis for the EC to decide about funding allocation.

Finance and accounting

Please inform the GYA Office of your planned activities and expenditures, so that we can advise you and plan ahead.

⇨ **The GYA Office is based in Germany, physically and also legally. For this reason, our accounting principles have to comply with German financial and accounting regulations. This is especially relevant for our members when booking travel and getting reimbursement for travel costs from the GYA, or when submitting invoices for Working Group or Incubator activities. This has caused issues in the past for members, as the German government guidelines are strict and in several situations even the Office was not able to help, so please read carefully, and if in doubt: just ask Franziska or Anna-Maria!**

Travel bookings regulations

To make sure that you comply with the relevant rules and regulations the GYA has to adhere to, please be aware of the following:

- Keep every receipt related to your travels, just in case…
- Before booking a travel arrangement for a GYA-related business trip, please make sure you have clear approval from the Office. **Do not book any trips without approval from the Office (Franziska or Geert) if you expect GYA co-funding!**
- When booking a trip, please note that we can only reimburse costs for the most reasonable/cheapest 2nd class/economy tickets. It is always a good idea to print out and keep a copy of the search results of a major comparison page, e.g. skyscanner or expedia for flights, on the day of booking.
- If you travel within Germany, regardless of the means of transport, the government rules only allow us to reimburse the amount equal to a 2nd class Deutsche Bahn train ticket. Germany is a relatively small country and the train network is quite reliable.
- Please note that according to applicable German regulations, your flight cannot be reimbursed if your GYA-related travel is combined with more than a total of five weekdays of private stay or stay for another purpose (e.g. 3 days private before, 4 days GYA and then 3 days afterwards would be too much extra: 3 before and 2 after would be fine).
- Taxi costs can be reimbursed under very exceptional circumstances only (details in the document [Travel Exp Form_GYA 2018](#)).
- Per diems, which are common in many countries, are generally not provided according to the German regulations.
- Similarly, we cannot refund costs for meals. The exception to this rule is breakfast if already included in the room booking.
- Travel/ Flight insurances are not reimbursable. Please check with your employer or your private travel insurance, they might cover it.
- Giving tips, gifts or incentives is not reimbursable under German law applicable for public funding. If you want to give something like this, it has to come from your own funds.
- Advance payments to members to help them arrange their own travel generally cannot be arranged. However, if needed, the Office can arrange travel bookings on your behalf. This also saves filling in a travel reimbursement form after the trip.

- Reimbursement will be paid after the event. You will need to provide the filled-in and signed travel expenses form (Travel Exp Form_GYA 2018). Don't forget to type your bank details (IBAN, BIC/SWIFT, Bank Name) and to provide originals or electronic scans of the booking documents (flight/train/bus tickets, e-tickets, boarding passes).
- The absolute deadline for travel reimbursement submissions is 6 months after the start of the GYA business trip, but it helps a lot if you submit your travel reimbursement forms immediately after your travel.
- There is no need to calculate costs spent in local currency into Euros, our Finance Officer will take care of this. If you have a print out of the official exchange rate into EUR at the date your GYA expenses occurred, feel free to add it to the travel reimbursement form.

The above are the general rules for GYA core funding from the German Federal Ministry of Education and Research. However, for funds from other funders different rules may apply and Office will communicate these separately if relevant.

LINK Travel Reimbursement Form 2018

Invoicing the GYA
(e.g., for WG materials)
Invoices from third parties must contain at least the following to be recognised by the BMBF:
- Date of the invoice
- An invoice number
- Name and contact details of the seller (VAT number if applicable)
- Description of the product/services and related WG/Incubator
- Amount, VAT (if applicable), and Total Amount
- There is no need to calculate costs spent in local currency into Euros, our Finance Officer will take care of this.

Please send electronic scans (or paper originals) of the invoice(s) to the GYA Office together with the filled-in reimbursement request (LINK).

Fundraising by GYA members: generating external funds
Fundraising by GYA members for their GYA activities or the GYA in general is very welcome. There are many ideas and possible activities that we currently cannot fund due to the limited core budget. However, to ensure a coherent funding strategy and good communication with potential funders as well as benefit from our professional GYA fundraisers (from May 2018), all external fundraising efforts by units of the GYA (WGs, etc.) have to be closely coordinated with the GYA Office, Fundraising Committee and the EC.

If an Incubator or WG want to apply for external funding for their activities, please alert the Office as soon as possible in the process. This is to ensure that all GYA members and groups send out a coherent message to third parties, and allows potentially tapping into the support and experience from our professional fundraisers, the Office and EC (e.g., a letter of support in the name of the GYA, or an introduction to an already existing contact at a particular funding body).

Our professional fundraisers, the Office, the Fundraising Committee and the EC might all be able to provide feedback on your proposal before it is submitted. Finally, if the money is to go through

the GYA, please note that only the GYA Co-Chairs represented by the Managing Director can officially submit and sign applications and contracts for the GYA.[4]

Overall, communications with potential donors or sponsors should be made in the name of the GYA and any major communication, especially applications for funding, require approval by the GYA EC (who may be represented by the Co-Chairs or the Managing Director) before submission. The GYA will agree with the members which funds will be administered by the GYA Office and which funds will be directly administered by GYA members in close coordination with the GYA Office (e.g., via the member's host institution). To ensure an efficient and transparent process, the GYA Office needs to be duly informed about the amount of monies raised and its use.

Guidelines for external reports and statements

Should an Incubator, WG or a group of members plan to publish a statement or report or any other publication, there are a few support mechanisms and review procedures in place as well as lots of experience with past reports to help and support groups as much as possible.[5]

1. *When a group decides to produce a publication, please let the EC and Office know to register the topic and timeframe.*

2. *Provide your first draft by your group to similar WGs, the Review Committee (external products review), the EC and the Office. This step is to obtain feedback and ensure your report is in line with the GYA (2 weeks turn-around time would be a good estimate).*

3. *Your final draft/product then goes to the review committee for internal review. Jim/Office will also look at the text at this stage in preparation for copy-editing and publication. (2 weeks)* If they know that this final draft is coming, the Review Committee can already have lined up possible reviewers, expediting this part of the process. The purpose of the internal review is to have a critical friend who knows the GYA and our mission and vision look over the planned publication and highlight with constructive criticism ways in which the planned publication can become stronger.

4. *You will then have time to work with the feedback, to integrate or discard and revise.*
5. *Your revised text including the group's replies/reactions to the review feedback will then be taken to the EC by the Review Portfolio, which will also reflect on your uptake of the internal review suggestions.*

6. *In the case of GYA Statements and Reports, your text then goes to external review, e.g. scientific review by external experts from the field, science policy-relevant review by someone from the GYA Advisory Board or science advice practitioner.* Again, knowing when to expect this final version helps the Review Committee to have external reviewers ready and to make the process as fast as possible.

7. *Your group then has time to work with their feedback before handing over the final text/product to the Office and the EC.*

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[4]   As the GYA is currently administered by the Leopoldina, applications and contracts are (co-)signed by the Leopoldina Secretary General or her delegate.

[5]   Publication of an external WG website is covered in the section on WG websites above.

8. Depending on the kind of publication, please consider publishing it using one of the [Creative Commons licenses](). The Office can help advise.

9. *Th*e Office takes care of copy-editing and makes sure that all the "extras" are there: imprint, acknowledgements, abbreviations, foreword by co-chairs if necessary, etc. The Office then takes care of type-setting, in constant back and forth with the authors. If applicable, the Office submits an application for an ISBN/DOI via the host academy, the Leopoldina.

10. If the product will be printed: Office solicits quotes from printers for carbon-neutral printing. Again, the Office has worked with several companies around the world in the past and knows reliable partners. If you have recommendations, let the Office know. Printing costs will have to be covered from the group's budget; if the group does not want to print in Germany, they will have to oversee that process and the communication with the printers themselves. The Office can advise on what worked and what didn't work well in the past. Printed copies are shipped to the Office; if applicable also to the venue for the launch event.

11. The Office (Jim and Anna-Maria) will help with launching the publication via the GYA homepage, the newsletter and all social media channels. For this, please provide Office with the following information:
- suggested text for news release and other news items (website, newsletter)
- suggestions for social media posts
- relevant photos
- contact details (email addresses) for dissemination (e.g. contacts from your own networks, research field, etc.)
- Office will alert contacts from general GYA database (e.g. from science advice community, academy networks, partner organisations)
- If applicable, please provide report of launch event to Office for further PR activities
- Sometimes a co-ordinated event with e.g. a university's press office may be the best route. In this case, please let the Office know early on about your plans.

Guidelines for holding an event

If you want to hold a launch event for your product in addition to the electronic launch, this will have to be organised to a large extent by group members. Sometimes this is a separate event, sometimes this can be tagged onto an existing event as a side session. The earlier this is discussed in the group, the better. Office will be able to support, (e.g. sending out invitations by email, posting on the website etc.). For some launches, we can link it to the AGM (e.g., as we did with the Words of Wisdom project).

1. *Provide Office with an outline and timelines for the project.*
2. *Office will ask for the following information:*
   - *Text for news release and other news items (website, newsletter).*
   - *Suggestions for social media posts.*
   - *Relevant photos.*
   - *Whether livestreaming is required.*
3. *Office will write news release, website items, social media as appropriate.*
4. *You will have the opportunity to review the news release for feedback, and it is also a good idea to review the website item or social media items as well.*

5. *In the event of a news release, you will then compile contact details for dissemination (e.g. email addresses from your own networks, research field, etc.).*
6. *In addition to the provided contacts, the Office will disseminate news release to contacts from general GYA database (e.g., from science advice community, academy networks, partner organisations).*
7. *Send invitations for the event to your contacts as far in advance as possible.*
8. *In the event of livestreaming, Office will assist with technical aspects as far as possible, but since the event will likely not be attended by Office staff, it is largely up to the GYA member to arrange.*
9. *Office will publicise the streaming of the event in advance.*
10. *Provide Office with URL for livestream when available.*
11. *Office will promote the event on social media and website.*

IP Rights and Sponsorship GYA

The GYA prefers open access publications and an open data approach. Unless otherwise agreed in writing between the group leads and the GYA, all outcomes produced by GYA groups such as publications, statements etc. are intellectual property of the Global Young Academy and should be attributed as such. They will be published under a Creative Commons licence ensuring that the content can be reused. The Leopoldina/GYA bears the sole liability.

If GYA member(s) publish papers that are an outcome of a GYA activity or the results of interactions with the GYA, the GYA and the funding source need to be acknowledged. This is important for the organisation, as this forms part of our external evaluation.

Text example:

"This GYA working group acknowledges support from the Federal Ministry of Education and Research in Germany (BMBF)."

Please mention in all your Working Group's formal external communications and publications that your activity is funded by the GYA, or co-funded by the GYA if you have additional funding.

Publications (reports, statements, etc.) have to show the German Federal Ministry for Education and Research's logo, which Office can provide.

Research Assistants and other temporary staff support

Should your group want to hire a research assistant to help with an activity (e.g. a survey or completion of a report), please note the following:

- You need to apply for the necessary funds during one of the internal GYA funding calls; or you need to fundraise for additional money from external sources. In any case, the money has to be approved before the hiring process can be started.
- Recruitment and selection process has to be done in a transparent and competitive way, and in accordance with local regulations. The procedures need to be recorded in case of future auditing by the GYA funding agency, e.g. by including the standard hiring procedures of the corresponding host institute.
- The level of payment should be in line with local levels.
- Once a person has been chosen and has accepted the position, please inform the GYA Office and send his/her name and CV.

As to the type of contract, there are two options available:
The first is that the person to be hired enters into a contract with a university/research institution, and the university then sends an invoice to the GYA either at the end of a relatively short project, or every few months if it is a longer-running contract. Before hiring, the GYA Office would transfer the money of the WG funds into a separate ring-fenced account from which the Office will pay the invoices during the duration of the contract. GYA will then transfer the money from your Working Group's budget to the university.

The second option is for the hired research assistant to invoice the GYA directly, but for this he/she would need to have a tax number. Such an invoice could also only be issued for a complete/specific finalised project (e.g. conducting survey on a specific topic, etc.); so the person could not invoice a certain amount of working hours. This means that the cost for a certain work task would have to be agreed beforehand, and then the completion of this could be invoiced.

Panels and events organised by GYA groups at external meetings/ conferences

A GYA panel/session at a conference should primarily raise the profile of earlier career researchers and promote the GYA. This would provide a solid rationale for seeking funding from the GYA's core funding as it speaks to the GYA's core objectives, namely enhancing capacity and advocating for the voice of young scientists.

If a GYA group wants to apply to organise or co-organise a panel or session at a conference, or similar, please make sure you know what kind of obligations and financial commitments (including a realistic estimate on the cost at the time when the actual booking is likely to take place) you are entering into before you put in an application. For example, if the organising group will be responsible for travel costs for the suggested panellists, this would most certainly mean that the group will have to engage in some kind of external fundraising, as usually GYA base-funding and top-up funding (max. 1,500€), if granted, will not be sufficient to cover such costs. It would be amazing if the GYA had some contingency funding to cover such costs in case groups happen to be over budget, but given the limited amount of current GYA core-funding, please do not expect the GYA to be able to supply the missing amounts.

Before any GYA group submits a conference session proposal or similar in the name of the GYA, a sound financial strategy has to be in place. Office/EC can help with approaching potential external funders.
Potential pitfalls can be avoided by including certain formulations in the invitation to panel speakers, e.g., "we are inviting you and are happy to cover an economy class return ticket up to X USD/local currency").
Should you invite high-level officials and/or royalty to your panel, check before about the protocol and potential extra security, which might be necessary and might have to be covered from your budget.

Working Groups & Incubators at the AGM

to AGM Notes for WGs & Incubators 2018

Closing a Working Group

GYA WGs generally run for a number of years, but there might come a point when members feel that the group's aims and objectives have been reached, or a specific group project or publication has been finalised. Similarly, it can happen that a group runs out of steam and/or the focus of the active members has changed. This is in the nature of our activities and has to be recognised.

The Office and the EC should be informed if a group wants to wrap-up. After successful wrapping up (e.g. closing any outstanding invoices, etc.) the group's site on the GYA website will then be moved to the "Past Activities" section and might be revived by later generations of GYA members. If there are some lessons learned on why that activity ended which can be useful for other groups, these should be briefly summarised and send to the EC. The EC and the Working Group Portfolio will ensure that these lessons will be taken into account in the future by sharing them with the membership.

The Office, the Review Committee and the EC will also look at WGs and Incubators' annual reports in December to see if groups continue to be active. Another indicator for an inactive group will be the group's website: if the website does not see any updates for more than a year, the group will be deemed inactive. Inactive groups will also be listed under the "Past Activities" section on the GYA website; they may be revived at any time.

Running an effective Working Group/Incubator

Some positive lessons from the past have shown the following to make for an effective group:

1. Effective leadership means communicating with your core group & clearly delegating jobs.
2. Regular meetings or deadlines to ensure everyone completes their tasks.
3. Set clear timelines for completion.
4. Make sure your project is achievable…it's always going to take longer than you think.
5. Ask for firm commitments from members regarding their time & energy to drive the project.
6. Identify a few key people to keep pushing it forward so it's not always up to the co-leads.
7. In the end, an output often requires one or two people to just take it on & get it done.
8. At the same time, you need to give others the opportunity to contribute, even if 1-2 members did the drafting – can others edit and help finalise?
9. It is important to acknowledge input from active members.

Please note: GYA activities and procedures will continue to evolve. Feedback and suggestions on all aspects of these Guidelines are welcome at any time (preferentially via email to Anna-Maria at the Office: anna-maria.gramatte@globalyoungacademy.net).