

QOOG

THE QUALITY OF GOVERNMENT INSTITUTE

ANNUAL REPORT 2014



UNIVERSITY OF
GOTHENBURG

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FOREWORD



Bo Rothstein, Head of the Institute



Sören Holmberg, Head of the Institute

The Quality of Government Institute was started in 2004 which means that 2014 was our tenth year in operation. 2014 was also the year when the “center of excellence” funding from the Bank of Sweden Tercentenary Foundation that we received in 2007

main results from our research has been produced and will be presented at a public seminar in Stockholm in May 2015. The report is so far only in Swedish but we plan to produce an English version that should be available in August 2015.

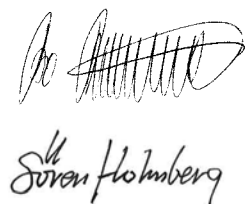
search Grant from the European Research Council, has made it possible for us to recruit two new PhD students and establish five new positions as Assistant Professors. A support grant from the University of Gothenburg will moreover provide resources for the database and

Thanks to a number of new research grants, the QoG institute is financially secured for at least four more years

was terminated. This was the grant that made it possible for us to move from a small scale operation with just a handful of researchers and assistants to our current size where we are about thirty persons. We would like to express our sincere gratitude to the Foundation for its generous support. A final report (of about a hundred pages) presenting the

Thanks to a number of new research grants (listed in this report), the QoG Institute is financially secured for at least four more years. 2014 has also been the year when the new large scale five year project within the institute titled “The Performance of Democracies” or PERDEM started. This project, funded by an Advanced Re-

infrastructure for the coming four years.



Sören Holmberg

SUMMARY

During 2014, the QoG institute continued to grow as a result of the recruitments to the PERDEM project and to the QoG school project, which both started in Spring. To the former, four scholars were recruited as Assistant Professors and two as PhD Candidates, and to the latter, one communication officer was recruited. The year also saw a good number of peer reviewed publications. QoG scholars were also very successful in getting new research grants, which together with the support grant from the University of Gothenburg, secure the QoG Institute's operations for another four years.

RESEARCH

During 2014, 14 peer-reviewed articles, one book on Palgrave (Maria Gustavson's "Auditing Good Government in Africa. Public Sector Reform, Professional Norms and the Development Discourse"), one book chapter, and 23 Working Papers were published by QoG scholars, which shows that the scientific productivity remains high. Moreover, Niklas Harring and Jenny de Fine Licht defended their dissertations (see publication list on page 12 for details).

As usual, QoG scholars were well represented at various international conferences (see list on page 14) and at the Swedish Political Science Association's annual conference, PhD Candidate Aksel Sundström won an award for the best paper, with his study on the problems with enforcing laws on fishing in South Africa titled "Covenants with broken swords; Corruption and law enforcement in governance of common-pool resources".

In addition to the external scene, QoG organized two internal conferences during the year, the first one in Cracow, Poland (January 28-31), where 21 participants presented and discussed 16 papers, and at Tjärnö (August 20-22) where 19 researchers participated with 15 papers.

Most QoG researchers within the EU-funded ANTICORRP project started their activities during 2014 and a number of research and administrative meetings were held during the year. Any major results will not come about until 2015 and 2016, but the research process and the publications so far can be viewed at www.anticorpp.eu.

NEW PROJECTS AND NEW RECRUITMENTS

As mentioned above, two new projects started in spring 2014. To the Performance of Democracies project, or PERDEM, for which Bo Rothstein received the European Research Council's Advanced Research Grant of €2,5 million, there were more than 60 applicants to the four five-year tenure track positions, which eventually were taken on by two new scholars, Amy Alexander, from the University of Göttingen, and Frida Boräng from the University of Gothenburg, together with two old ones, Marina Nistotskaya and Georgios Xezonakis. Moreover, Elin Bergman and Aiysha Varraich were recruited as PhD Candidates to the same project. The main objective of the project is to analyze the relation between how democracies are organized and how they perform in generating human well-being, curb corruption and handle the public finances.

To the second project "Bringing QoG Research to the Classrooms", former teacher Jonaz Björk was recruited as the communicator (read more about this project on page 9).

In the beginning of the year, Felix Hartman, replaced Petrus Sundin as database administrator.

NEW GRANTS

During 2014 QoG researchers were very successful in getting new grants, mainly from the Swedish Research Council, but also from other sources. It effectively means that all scholars who regularly

participate in QoG activities at the institute now have secured funding for the next couple of years, which naturally benefits the future of the Institute (See a list of all projects granted during 2014, and which will start in 2015, on page 13).

VISITING SCHOLARS AND LUNCH SEMINARS

There seems to be an ever increasing interest in the QoG institute's visiting scholars program. During 2014 we invited 12 guest researchers, who spent one or two weeks at the Institute and who also gave lunch seminar presentations. In addition to the 12 lunch seminars held by the guest scholars, another six seminars were held during the year (see list on page 15). Lately, we have also been approached by master students who want to do their internships at the Institute. During 2014 we accommodated one intern, but that number will most likely increase next year.

OTHER ACTIVITIES

One of QoG's major achievements in 2014 was the launch of the so-called "Poznan declaration", which was authored by Marcus Tannenberg, who also worked during the fall with the implementation of it. For more details see page 10.

As usual, QoG researchers were also engaged in a number of activities directed towards the general public and policy makers, such as Almedalsveckan in Visby and the International Science Festival in Gothenburg. The institute also hosted delegations from the National Commission against Corruption of Congo Brazzaville and from the Swedish Development Agency (SIDA).

QoG scholars have in addition been invited to present QoG findings for both an academic audience, such as SCANCOR and Center for Democracy, Stanford University, Forum Internationale Wissenschaft, Universität in Bonn, World Justice Project, University of Chicago School of Law, School of Government, Pontificia Universidad Católica del Perú, London School of Economics and European University Institute, Florence, and, for practitioners, such as The Swedish Anti-Corruption Institute and The Swedish Confederation for Professional Employees.

On the administrative side, the program coordinators and the database administrators organized a study trip to the US in December and held a number of productive meetings in Boston, New York and Washington D.C. (for more details see page 11).

Andreas Bågenholm, Program Manager
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ANTICORRP

The QoG Institute is leading a comprehensive research project which goes under the acronym ANTICORRP (Anti-Corruption Policies Revisited: Global Trends and European Responses to the Challenge of Corruption).

The project is funded by the European Commission's Seventh Framework Programme and consists in total of 21 research groups in 16 European countries.

The QoG Institute is the single largest research group in the project and is also responsible for project management and administrative coordination.

Read more on www.anticorpp.eu

The Anticorpp project is co-funded by the Seventh Framework programme for Research and technological Development of the European Union.



FUNDING AGENCIES



COMMUNICATION



Communicating our research to practitioners, the media and the general public is an integral part of the QoG Institute's core activities. In order to reach as many people as possible, we use several different communication channels.

THE WEBSITE

The QoG Institute's website in its current design and functionality was launched in February 2012. The website resides within the University of Gothenburg's web portal and is available in both English and Swedish. Since November 2013, a limited version of the website is also available in Chinese. The website is aimed at all our main target group and contains for instance all our publications and working papers, a media archive and not least our award-winning databases.

New for 2014 are our pages targeting school teachers. Within the framework of the project "Bringing QoG research to the classroom", we have launched ready-to-use educational material for teachers and schools. This includes a number of QoG related themes, with both graphs and assignments to play around with. In a near future, we will also post filmed lectures on our website, where researchers present some of their work in an accessible way. The already available visualization tool, which is coupled to the QoG Basic dataset, has also been updated and adapted to fit the work of schools.

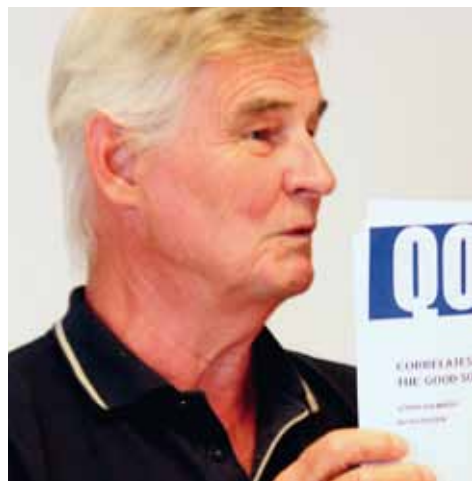
Our website is our most important communication channel. Therefore, we are extra happy that the "Bringing QoG research to the classroom" project is now up and running on the website. During 2014 the website had 128 599 unique page views from all parts of the world.

NEWSLETTER

The QoG Institute has an electronic newsletter called QoG NEWS which, at the time of writing, has about 1375 subscribers. It is distributed via e-mail about every four to six weeks. Among the subscribers are academics and students from all parts of the world as well as journalists and public sector officials from Sweden and abroad. In the newsletter we communicate information about new publications and working papers, upcoming public lectures and other types of events.

EVENTS AND PUBLIC LECTURES

The QoG institute and its scholars regularly organize and take part in public events. In 2014, the QoG scholars Sören Holmberg, Birgitta Niklasson

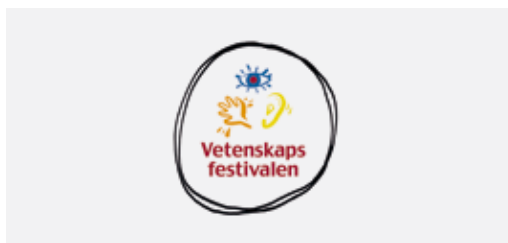


and Anders Sundell participated in Almedalsveckan, Swedens largest political platform, where they presented results from three new studies. The QoG scholars Bo Rothstein and Aiysha Varraich participated in the International Science Festival in Gothenburg with a “Talk about Corruption”, together with Camilla Orjula from the department of Global Studies, University of Gothenburg. A somewhat more unusual seminar that QoG scholars attended in 2014 was the Chalmers Initiative Seminar on Big Data. The aim of this two-day seminar was to inspire discussions and research initiatives that will enable data-driven innovation in Sweden and beyond. Bo Rothstein and Stefan Dahlberg held a seminar with the title: “Quality of Government and Human Well Being: Some Surprises from Big Data”. QoG also hosted a number of in-house events, including a visit from the National Commission against Corruption of Congo Brazzaville and a visit by the Swedish Development Agency (SIDA).

Alice Johansson,
Program Coordinator
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THE INTERNATIONAL SCIENCE FESTIVAL IN GOTHENBURG

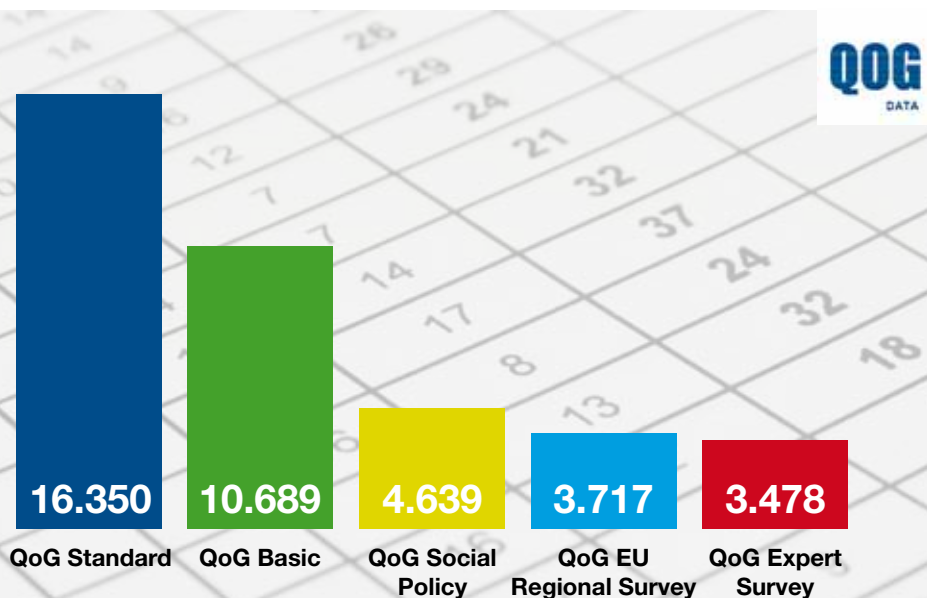
The International Science Festival in Gothenburg With hundreds of activities and about 70,000 visitors the International Science Festival in Gothenburg is one of Europe’s leading popular science events and the only one of its kind in Sweden. www.vetenskapsfestivalen.se/english



THE ALMEDALEN WEEK

The Almedalen Week (Almedalsveckan, also known as Politikerveckan i Almedalen) is an annual event taking place in week 27 in and around Almedalen, in the city of Visby on the Swedish island Gotland. With speeches, seminars and other political activities, it is considered to be the most important forum in Swedish politics.

DATASETS



Page views QoG data 2014

During 2014, QoG Standard and QoG Basic were updated with indicators from data sources that have not been part of the QoG datasets before. These include, amongst others, the Global Corruption Barometer, Electoral Integrity Project and Top Income Database. The number of variables included in the QoG Standard dataset has thus been growing and now encompasses 2000 variables, making it the largest QoG-dataset released hitherto. For this reason the codebook has been reorganized so that the variables in the current version are divided into sixteen thematic categories in order to facilitate the variable overview.

Additionally, a new dataset – the QoG OECD – was published. It includes only those countries that are members of the OECD. The variables in the OECD dataset have good coverage, both in terms of countries and years and it also includes many

more fine-grained indicators of QoG and the social and political systems.

The Time-Series datasets now includes data from 1946 until 2014 and the cross-section year in the Cross-Section datasets has been moved to 2010 (or the closest year available).

During the year, we also developed a routine to create the codebooks automatically with a combination of mata-code and LaTeX. We hope that this automatization will decrease the probability of any error to be found in the codebook and make future updates more efficient.

Since 2014, QoG Data is also active on Facebook and Twitter. At the time of writing, the QoG Data Twitter account has 514 followers.

Stefan Dahlberg, Dataset Manager
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BRINGING QOG RESEARCH TO THE CLASSROOM

2014 marked the start of a new two-year project: “Bringing QoG research to the classroom”. The project is financed by Sten A Olssons foundation and has as its main objective to create a direct link between QoG research and students and teachers in Swedish classrooms, not least by providing qualitative and challenging educational materials to schools. This project is also an important contribution to the University’s obligation in regard to public outreach.

The project primarily addresses teachers in Social Studies at grades 7, 8 and 9 in compulsory school and all grades in Upper Secondary School, but also encourage teachers in related subjects, such as history, geography, religion, philosophy, psychology, economics, biology, etc. to use the material.

The project is led by Jonaz Björk, communicator at the QOG institute, and with a background as teacher and long experience in setting up and leading educational projects. In an initial phase, the main aim is to examine different ways to reach out to students and teachers in Swedish classrooms.

During 2014, a large part of the work was

thus to create a platform for communicating with schools. The platform, which could be used by both teachers and pupils, is located on the QoG website and contains all available material so far. For instance, we have made available a number of QoG related themes with both graphs and assignments to play around with. We are also trying out filmed lectures, in which researchers can present their work and field of interest. The already available visualization tool, which is coupled to the QoG Basic dataset, has been updated and adapted to fit the work of schools.

So far, this platform is only in Swedish. Based on feedback from both QoG researchers and the teachers at the schools, the content of the platform will be developed and completed throughout the entire project.

During 2014, we also began to present the new resources at different conferences, e.g. in Stockholm, Göteborg and Växjö.

Jonaz Björk, Communicator
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In 2014, a new two-year project “Bringing QoG Research to the classrooms” started. This project will create a link between world-leading Social Science research and students and teachers in Swedish classrooms. Doctoral Student Sofia Jonsson prepares for a filmed lecture about Human Trafficking and the Quality of Government. The film is available in Swedish on the QoG website.



Compostela Group of Universities' 20th General Assembly at the Adam Mickiewicz University, in Poznan, Poland, September, 2014

One of QoG's major achievements in 2014 was the launch of the so-called "Poznan declaration", an initiative aimed at mainstreaming ethics and anti-corruption throughout higher education. The declaration builds on QoG-research and provides arguments for higher education to join governments, businesses and civil society in the global fight against corruption, by supporting and enacting, within their sphere of influence, a set of core values in the areas of ethics, transparency and anti-corruption – in short, to adapt a QoG-perspective across all of their educations.

declaration was first endorsed by the 68 member universities of the Compostela Group of Universities in September, and subsequently by the World Academy of Art and Science, the World University Consortium. It has also been endorsed by Transparency International.

The initiative has been featured in publications such as the Times Higher Education, University World News, European Association of International Education, and QS Asia News, and also in newsletters of the Organization for Economic Cooperation and Development (OECD), the United

THE POZNAN DECLARATION

In The United Nations Convention against Corruption, a university curriculum that contributes to a "non-tolerance of corruption" is promoted as one component in a multi-system approach to anti-corruption. Yet, even as corruption is increasingly considered to be one of the major obstacles for meaningful democracy, economic wealth and human well-being, such components are rare. This realization, in combination with the concern for both the financial and health related consequences of corruption, prompted professors Bo Rothstein and Lennart Levi to launch this initiative.

In September, the author of the 'Poznan Declaration', Marcus Tannenberg, took up a short-term project coordinating role at the QoG-institute to work with the implementation of the declaration within the Swedish university system, and abroad.

The work has already made much progress. The

Nations Office for Drugs and Crime (UNODC), the International Association of Universities, and Transparency International's Anti-Corruption Research Network.

2015 will see continued efforts to the dissemination and implementation of the Declaration, in Sweden as well as internationally in cooperation with the United Nations Educational, Scientific and Cultural Organization (UNESCO), amongst other organizations.

The Poznan Declaration has not only helped to increase the visibility of the QoG Institute in academia and among international organizations, but is more importantly an achievement of the QoG project in terms of social impact.

Marcus Tannenberg, Communicator
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ADMINISTRATIVE STUDY TRIP

In 2014, the QoG institute's program coordinators and database administrators received a grant from the International Centre at the University of Gothenburg for organizing an administrative study trip to the US. The purpose of the trip was to study the work and organization of other research groups, departments and data teams doing similar work and to present and exchange ideas on the QoG database and Expert Survey.

The trip took place during two weeks in December and included visits to: the Kennedy School of Governance, the Institute for Quantitative Social Sciences at Harvard University, and the MIT Centre of International Studies, in Cambridge; the UN Statistics, UN Development Programme, and UN Department of Economic and Social Affairs at the United Nations, in New York; and George Washington University and American University, in Washington. Meetings were held with administrative staff, data management teams and researchers. During the meetings, topics such as dissemination of research results, outreach to policy-makers and internal communication were discussed as well as data related topics such as standards for the meta-data, improvements for the Expert Survey, new ideas for data collection, and easier interface for the webpage etc. In addition to the meetings, a class presentation and two lunch seminars about QoG and the QoG Data and Expert Survey were held at the Kennedy School of Governance, the UN, and the American University, respectively.

The meetings were very productive and the lunch seminars and class presentation provided a lot of fruitful feedback, not least on how to make the QoG database more accessible, how to improve the Expert Surveys and other data collection.

The meetings and seminars also provided a great platform for networking with both academics and policy-makers and resulted in an invitation to the next meeting of the United Nations Committee of Experts on Public Administration in April 2015.

Alice Johansson, Program Coordinator
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Presentation for students at Harvard University, Cambridge, December 2014.



Lunch seminar at UN Statistics, New York, December 2014



PUBLICATIONS 2014

BOOKS

Gustavsson Maria (2014). "Auditing Good Government in Africa: Public Sector Reform, Professional Norms and the Development Discourse". Palgrave Macmillan.

BOOK CHAPTERS

Nistotskaya, Marina (2014). "Russia". In Chandlers J.A. (eds.) *Comparative Public Administration*. 2nd edition. London: Routledge. Pp. 141-173.

PEER-REVIEWED ARTICLES

Stockemer, Daniel and Aksel Sundström (2014) "Modernization theory: How to measure and operationalize it when gauging variation in women's representation?" *Social Indicators Research* (published online Dec 12, 2014).

Dahlberg, Stefan, Jonas Linde & Sören Holmberg (2014) "Democratic Discontent in Old and New Democracies: Assessing the Importance of Democratic Input and Governmental Output". *Political Studies* (published online Oct 28, 2014).

Stensöta, Helena, Lena Wängnerud & Richard Svensson (2014) "Gender and corruption. The mediating power of institutional logics". *Governance* (published online Sep 30, 2014).

Sundström, Aksel & Lena Wängnerud (2014) "Corruption as an obstacle to women's politi-

cal representation: Evidence from local councils in 18 European countries". *Party Politics* (published online Sep 4, 2014).

Sjöstedt, Martin & Aksel Sundström (2014) "Coping with illegal fishing: An institutional account of success and failure in Namibia and South Africa" *Biological Conservation* (forthcoming).

Ezrow, Lawrence & Georgios Xezonakis (2014) "Satisfaction with democracy and voter turnout: A temporal perspective". *Party Politics* (published online Sep 9, 2014).

Rothstein, Bo & Davide Tortello (2014) "Bribery in pre-industrial societies: Understanding the universalism-particularism puzzle". *Journal of Anthropological Research* 70(2): 263-282.

Rothstein, Bo (2014). "What is the opposite of corruption?". *Third World Quarterly* 35(5): 737-757.

Charron Nicholas, Lewis Dijkstra & Victor Lapuente (2014). "Regional Governance Matters: Quality of Government within European Union Member States". *Regional Studies* 48(1): 68-90(23).

Lapuente, Victor & Bo Rothstein (2014). "Civil War Spain versus Swedish Harmony: The Quality of Government Factor". *Comparative Political Studies* 47(10): 1416-1441.

Bågenholm, Andreas & Nicholas Charron (2014). "Do Politics in Europe Benefit from

Politicising Corruption?" *West European Politics* 37(5): 903-931.

Charron, Nicholas (2014). "Diverging Cohesion? Globalization, State Capacity and Regional Inequalities Within and Across European Countries" *European Urban and Regional Studies* (published online Dec 29, 2013).

Charron, Nicholas, Lewis Dijkstra & Victor Lapuente (2014). "Mapping the Regional Divide in Europe: A Measure for Assessing Quality of Government in 206 European Regions". *Social Indicators Research* (published online July 2014).

Bauhr, Monika & Grimes Marcia (2014). "Indignation or Resignation: The Implications of Transparency for Societal Accountability". *Governance: An International Journal of Policy, Administration and Institutions* 27(2): 291-320.

DOCTORAL THESES

Jenny de Fine Licht (2014) "Magic Wand or Pandora's Box? How transparency in decision making affects public perceptions of legitimacy". *Quality of Government Institute, University of Gothenburg*.

Niklas Harring (2014) "The Multiple Dilemmas of Environmental Protection: The Effects of Generalized and Political Trust on the Acceptance of Environmental Policy Instruments". *Quality of Government Institute, University of Gothenburg*.

During 2014, QoG researchers were very successful in getting new grants. This effectively means that all scholars who regularly participate in QoG activities at the institute now have secured funding for the next couple of years.



RESEARCH GRANTS

Sören Holmberg and Stefan Dahlberg. "Language Effects in Surveys (LES), The Swedish Research Council (Vetenskapsrådet, VR), 2015- 2019.

Andrej Kokkonen and Anders Sundell. "Delivering political stability? Succession arrangements' impact on leader survival, civil wars and state building in autocracies", The Swedish Research Council (Vetenskapsrådet, VR), 2015-2017.

Victor Lapuente, Agnes Cornell, Marica Grimes. "No Democracy without bureaucracy? The role of administrative institutions in democratic consolidation", The Swedish Research Council (Vetenskapsrådet, VR), 2013-2016.

Marina Nistotskaya. "Credible Enforcement before Credible

Commitment: Explaining the Implications of Institutional Sequencing", The Swedish Research Council (Vetenskapsrådet, VR), 2014-2017.

Helena Stensöta and Lena Wängnerud. "Making sense of gender and corruption", FORTE, 2015-2018

Carl Dahlström and Mikael Holmgren. "The Politics of Administrative Design: Partisan Conflict and Bureaucratic Discretion in Sweden 1960-2010", The Swedish Research Council (Vetenskapsrådet, VR), 2015-2017.

Monika Bauhr, Maria Gustavson, Victor Lapuente, Marina Nistotskaya and Carl Dahlström "Out of Control or Over Controlled? Incentives, Audits and New Public Manage-

ment", The Swedish Research Council (Vetenskapsrådet, VR), 2015-2017.

The Swedish Research Council (Vetenskapsrådet, VR) also granted support for a four-year project: "Organizing for Auditing - an essential element in governance", where **Jenny De Fine Licht** is one of the lead researchers, together with **Jon Pierre** from the Department of Political Science at Gothenburg university and **Bengt Jacobsson** from the department for social sciences at Södertörns högskola.

ACADEMIC CONFERENCES

The list below is a selection of international academic conferences that QoG researchers attended in 2014.

QoG Winter Conference

28-31 January, Krakow, Poland

21 participants

16 papers

QoG Summer Conference

20-22 August, Tjärnö, Sweden

29 participants

15 papers



Chalmers Initiative Seminar on Big Data, Gothenburg (March)

Council of European Studies. 21st International Conference of Europeanists, Washington DC (March)

Midwest Political Science Association 72nd Annual Conference, Chicago (April)

Matchpoint Seminar, Aarhus (May)

The Public Sector of the Future: governing public services in times of crisis and reform. Concluding CO-COPS conference, Leuven (June)

The Political Economy Seminar, Lund (June)

Institute for Advanced Studies-Paris, LIEPP at Sciences: The Invisible and the Immeasurable: Towards Alternative Indicators of Corruption Po, Paris (June)

FLACSO-ISA Joint International Conference, Buenos Aires (July)

International Political Science Association World Congress, Montreal (July)

The Nordic Political Science Association Conference, Gothenburg (August)

Annual Meeting of the American Political Science Association, Washington (August)

The Compostela Group of Universities' 20th General Assembly, Poznan (September)

5th International Anti-Corruption Conference, University of Lima (September)

Swedish Political Science Association Annual Conference, Lund (October)

Island Cities and Urban Archipelagos, Copenhagen (October)

ANTICORRP Consortium meeting, Berlin (October)

The Comparative Politics Section of the Russian Association of Political Studies, Anapa, Russia (October)

African Studies Association Annual Meeting, Indianapolis (November)

5th Annual International Symposium on Preventing Human Trafficking: Prevention, Protection, Prosecution (November)

ANTICORRP WP 11 research conference, London (November)

Conference "Bureaucracy in Society" Department of Sociology, University of Oslo (December)

LUNCH SEMINARS AND VISITING SCHOLARS

** visiting scholars*

January

Björn Halleröd – University of Gothenburg, Gothenburg

February

Anja Karlsson Franck
University of Gothenburg,
Gothenburg

Luciana Cingolani – Maastricht University, Maastricht

March

Anna Khakhunova – Higher School of Economics, National Research University, Moscow*

Santhosh Srinivasan
Transparency International,
Berlin

April

Tom Pegrarn
University College London*

Maj

David Booth – The Overseas Development Institute, London*

Eliska Drapalova – European University Institute, Florence*

Cathrine Holst
Oslo University, Oslo*

Herbert Kitschelt
Duke University, Durham*

September

Thomas Kölbl – University of Cape Town, Cape Town*

Li Bennich-Björkman
Uppsala University, Uppsala

Eva Zemandl – Central European University, Budapest*

Sven Steinmo – European University Institute, Florence*

October

Jonaz Björk – University of Gothenburg, Gothenburg

Jacint Jordana
Universitat Pompeu Fabra,
Barcelona

Andrew Patterson
University of British Columbia,
Vancouver*

November

Susan Rose Ackerman
Yale University, New Haven

Christofer Berglund
Uppsala University, Uppsala

December

Catherine Holst
Oslo University, Oslo*

Roberto Foa
Harvard University, Cambridge*

During 2014, the QOG institute invited 12 guest researchers and 6 lunch seminar guests to come and give lunch seminars about their research.





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