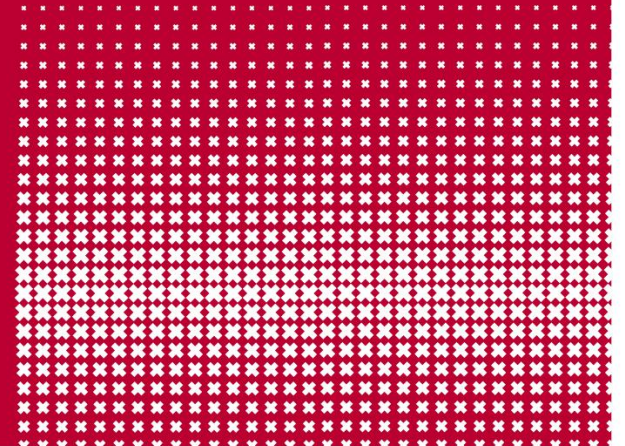




Dr. Olga Gritsai (University of Amsterdam)

Member of the EARMA Cultures and Diversity Working Group.



Research managers and administrators in Europe: a professional landscape

Structure of the talk:

- Profiles of European RMA professionals
- EARMA: structure and activities
- National RMA associations
- Collaboration between RMA's in Europe.
- EU knowledge institutions' interest in Japan



Europe is diversity

Diversity within profession

- **Broad range** of profiles and functions
- RMA's also includes not only universities but **also large private companies** (with own RMA services)
- A lot of **consultancies**, offering RMA services
- **Exponential growth**, especially grant support

Diversity between and within countries

- Different organisation at a national level
- Economic factor (limited possibility to afford RMA services, e.g. in Eastern Europe)
- University cultures (e.g. France): external funding less crucial?
- Different position within universities: centralised or decentralised.

Diversity of RMA profiles in Europe

- **Grant advisors** – working directly with researchers
- **Research development professionals** – interface between institutions and governments, outward-oriented (new in Europe!)
- **Research administrators** – inward-oriented policy and strategy (mostly administrative staff)
- **Project managers (EU)** – hands-on management (mostly separate units/companies/individuals)
- **Financial and legal officers** – by faculty/university administration
- **Business developers** – knowledge use, impact
- **Mixed types**



Co-existence of several working cultures speaking different working languages:

■ Academic culture

- science-oriented, language of ideas

■ Administrative culture

- organisation-oriented, language of figures and flowcharts

■ Policy-making culture

- Policy-oriented, language of networks

■ Business culture

- market-oriented, language of money



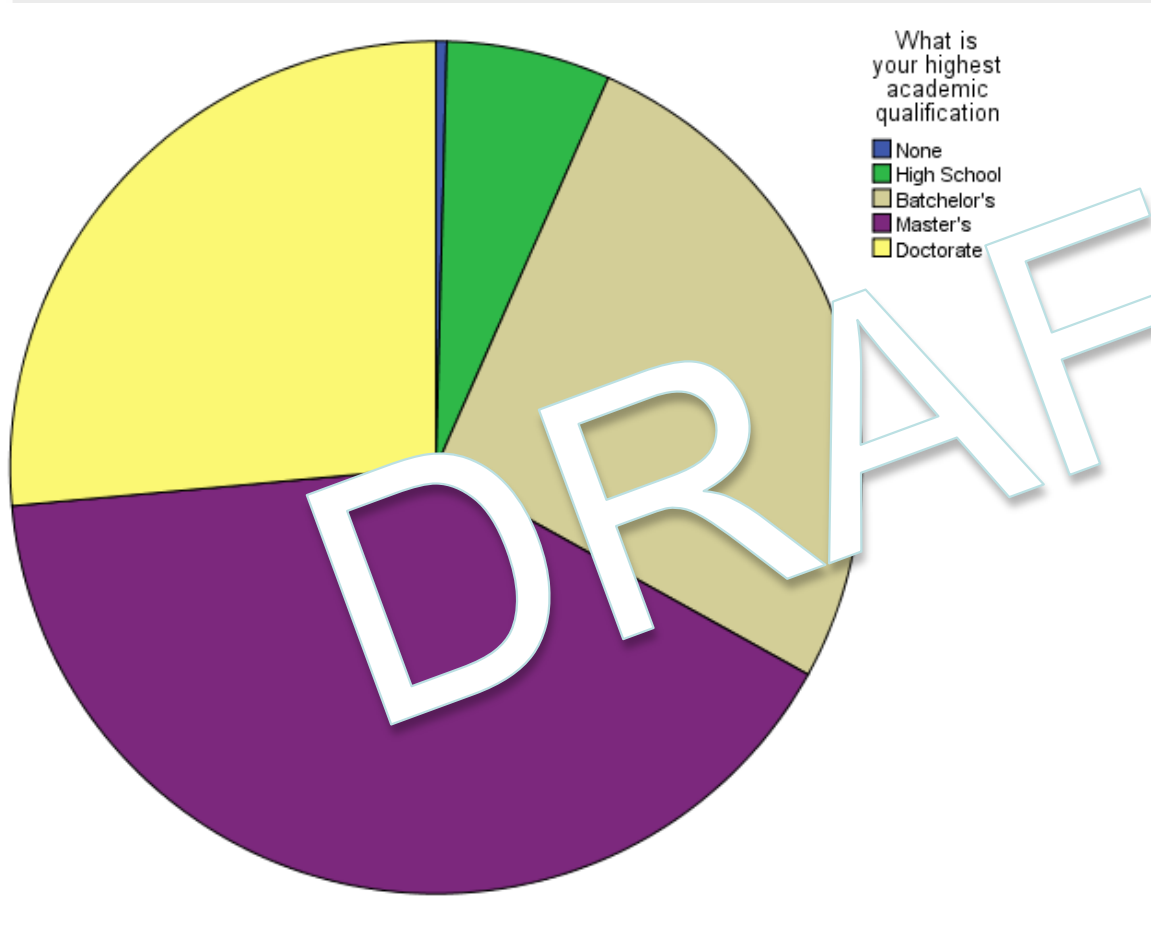
RAAAP survey (2016)

- Research Administration As A Profession (RAAAP)
- Run by Simon Kerridge (Kent University, UK) and Stephanie Scott (Columbia University, US)
- Survey of the profession worldwide (supported by INORMS members, incl. EARMA and RMAN-J)
- **How and why people join/stay**
- **Structure: role, skills and demographics**
- See more: *RAAAPworldwide.wordpress.com*





RAAAP survey: RMAs are highly qualified



The phenomenon of “blended professionals”

“Blended are those who do not feel to belong either to the academic or to the professional community, so they are more likely to belong to a third space category of HR in today’s universities” (Carvalho et al, 2015)

- Mixed identity: both administrative and academic cultures
- Advanced support: highly qualified professionals needed
- Strong sense of unique contribution, lacking recognition, wish of engaging in research



Organisation of profession: international, national, individual levels



- **International** (EARMA)
- **National associations** (large countries like UK or Germany, Scandinavian countries)
- **University** and other **networks** (national, international)
- **Informal mutual links** (ad-hoc)

EARMA: general information

- Since 1995
- 3 types of membership (institutional, individual, honorary)
- 160 individual members and 100 institutional members
- Multinational and multicultural character of EARMA (unique feature compared with similar organisations in US, Japan, Australia)



EARMA: mission

- A **networking forum** and a **learning platform**,
- Interface between **funding organisations** and the **scientific community**
- Bridging cultural and legal differences between **countries**
- Bridging differences between **academia** and **industry**
- Contributing to **policy consultations**
- Managing the smooth running of research **projects**



EARMA: governance and structure

- General assembly
- EARMA board
- Standing Committees of the board:
 - Annual Conference Committee
 - Policy and Representation Committee
 - Professional Development and Recognition Committee
 - Membership and Communication Committee
 - Finance and Audit Committee (new)
 - The Statutes, By-Laws and Standing Orders Committee (new)
 - The Awards Committee (new)



EARMA: working groups

- **Professional or Thematic interest groups**
 - Specialist subgroups (e.g. finance, ethics, impact)
 - Common interest groups (e.g. cultural diversity, UN development goals)
- **Project groups** – to carry out specific pieces of work (temporary).



Professional Development Programme (since 2014)

- Certificate in Research Management (180 hours over 18 months, 18 hours contact with a mentor)
- Certificate in Leadership in Research Management
- Introductory course for Research Administrators



Grants and fellowships programs

- Fellowships for networking and **mutual learning** (international and intra-European)
- **Travel bursaries** (annual conference, EARMA-INORMS, general conference travel, widening participation travel)
- Foundation of **new national associations** for RMA's
- Open Access Lecture Forum (**OLAFs**)



Formalised international links EARMA

Outside Europe

- INORMS (International Network of Research Management Societies)
- US: NCURA, SRA-International, NORDP
- ARMS (Australia),
- SARIMA (S.Africa),
- WARIMA (West Africa),
- CARA (Canada)
- ACU (Commonwealth universities)



Inside Europe

- Strong national RMA associations (UK, Germany, Austria, Denmark, Finland, Norway, Iceland, Poland)
- Universities' networks (LERU, EUA)
- European Commission



Joint activities with sister associations: example NCURA

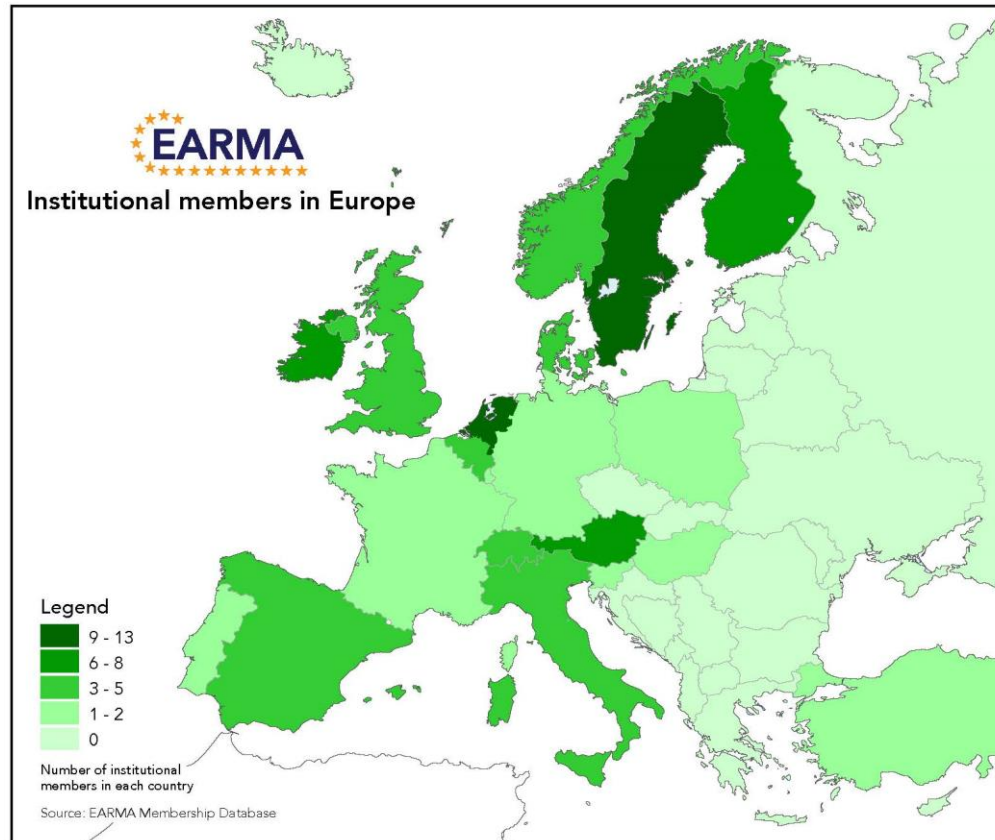
- **Promote each other's events**, conferences, webinars, webcasts, newsletters and other promotional materials on the associations websites
- Explore opportunities to deliver **joint education and training** programs in the broad area of research management
- If appropriate, **invite members** of one Party's committee(s) to participate on the other Party's committees.
- **Share information** of regional, national and international issues of mutual interest
- **Exchange** registration for **one person per Annual Meeting** from each Party's leadership
- With NCURA – **fellowship program**

Working Group Culture and Diversity (*status changing in 2017*)

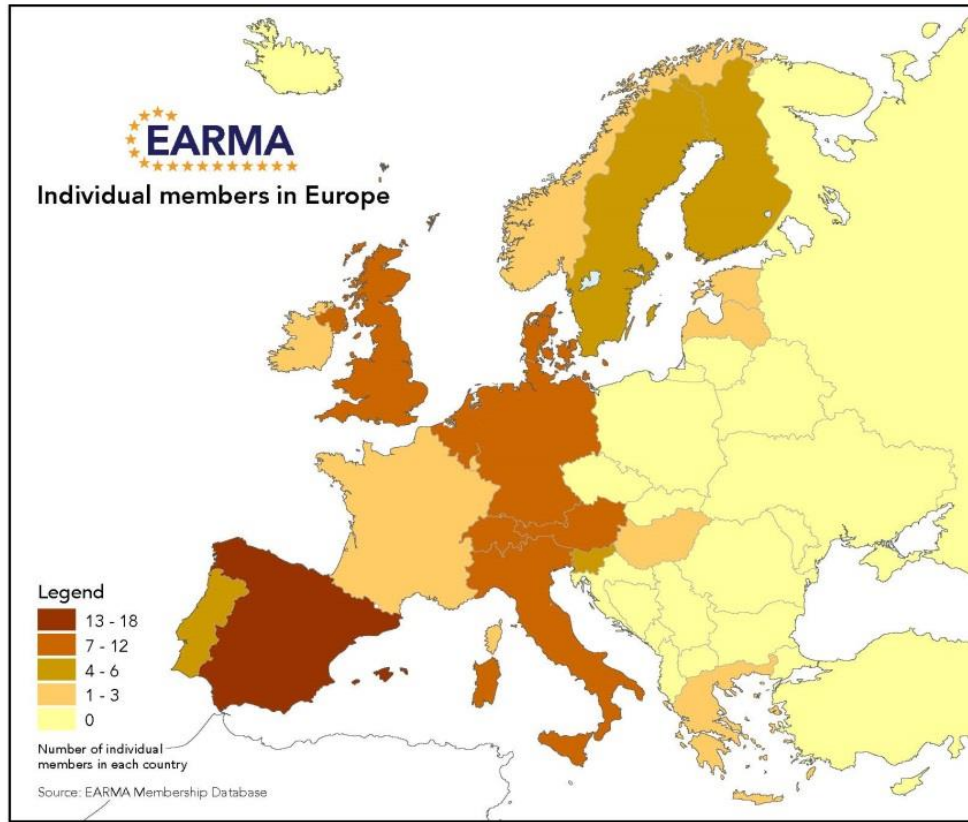
- **Mapping** :e.g.cross-country membership representation and RMA development in different countries; explaining “white spots”.
- **Training** : e.g.intercultural communication workshops and trainings, implementation of specific OLAFs in low-represented countries
- **Inventory making** :e.g.inventory of *best cases and experiences* of sharing knowledge; inventory of cultural facts useful to RMA
- **Organizing events** in relation to cultures and diversity in RMA (through the EARMA Academy)



Map institutional members EARMA



Map individual members EARMA





National RMA organisations in Europe

- **Full-profile** associations (like UK or Denmark)
- **(In)formal networks as a part of a universities' organisation** (CPU in France, VSNU in Netherlands)
- **Informal initiative networks** as a hands-on platform (EUPMAN in Netherlands)
- **Networking and lobbying platforms** (e.g. KoWi – EU liason office in Germany, NETHER – Dutch House of Education and Research in Brussels).



Formal associations with a full profile

- Platform for both research administrators and research managers (ARMA, DARMA)
- Similar organisational profile as EARMA (General Assembly, Board, special interest groups)
- Website, newsletter, events, info jobs
- Contacts with relevant **national** academic networks and funding organisations
- Links with international sister organisations
- Study visits to other universities, or Brussels
- Meetings with national EU representatives

France: informal group of RMAs within the national network of universities.

- CPU - Conférence des Présidents d'Universités
- RMA group (mailing list): mostly pre-award, plus incentives, organisational issues, common responses to national and European consultations.
- Meet 3 times a year in Brussels for 1,5 day, the president of the CPU is always present for these meetings. Coordinated by the CPU representative in Brussels
- Invite people from the European Commission, think tanks and other organisations and associations like EUA in order to get informed about the European Agenda, exchange on good practices etc.
- Provide information that nourishes the political position of the CPU within the French research context.

Netherlands: EU Project Managers Association (EUPMAN)

- Informal network (since 2007)
- 400 members from academia, research organisations and industry
- Forum for the exchange of information and experiences in relation to the coordination and management of EU-projects
- Mailing list for Q&A and information exchange
- Meetings twice a year

EU knowledge institutions' interest in Japan

■ What is known:

- Strong hard sciences (known generally more than social sciences)
- Impact-oriented, links with industry
- Number of excellent research groups with already running collaboration with Europe, fragmented
- Islands of “know-how” about Japan-Europe collaboration among researchers

■ What is unknown:

- General organisation of research
- Links with funding organisations
- Procedures and rules of the game (only JSPS is well-known)
- Role of RMA and the way they are organised (nationally and within universities).



Topics of interest

- Funding landscape in Japan
- Role of RMA's in the universities and how are they organised
- Sharing best practices, mutual learning within RMA community
- Sharing information about events, grants, fellowships of mutual interest
- Tracking possibilities of common projects; two-way support of common projects; eventually linking top class researchers from both sides.
- Continue dialogue about how to promote research