## The New Roles of Research Management and Administration in a Changing World

## \*John Westensee<sup>1</sup>, Ian Carter<sup>2</sup>, Michael Khor<sup>3</sup>

1. Aarhus University, 2. Carter Research Navigation, 3. Nanyang Technological University

The traditional Research Support Office (RSO) is under pressure. The focus is moving away from only delivering a specialized, direct service to individual researchers with a narrow focus on funding. The RSO is increasingly becoming an important partner to deliver on the overall strategy of the organisation in a global context. The goal is not just research funding but societal and global impact. Therefore, we need to cover a broader base, either by expanding the number of services/structure of the office or through close partnerships with other central or decentralized offices. We also need staff with a broader set of competences and not just specialists in areas like funding, project management etc. There must be a focus on the entire pipeline of research activity: researcher mobility and recruitment, lobbying and influencing, industry cooperation, student and researcher internships, funder identification, proposal development, project management, intellectual property, integrity, research data management, data protection, mobility/fellowship schemes, mobility services, analytics/artificial intelligence/office robotics. The presenters will look at how we move away from working in silos and instead focus on different ways to integrate services across the organisation in order to cover the entire pipeline of research and innovation and in particular are structured to do this in an international context.

Keywords: Collaboration, Globalisation, International