



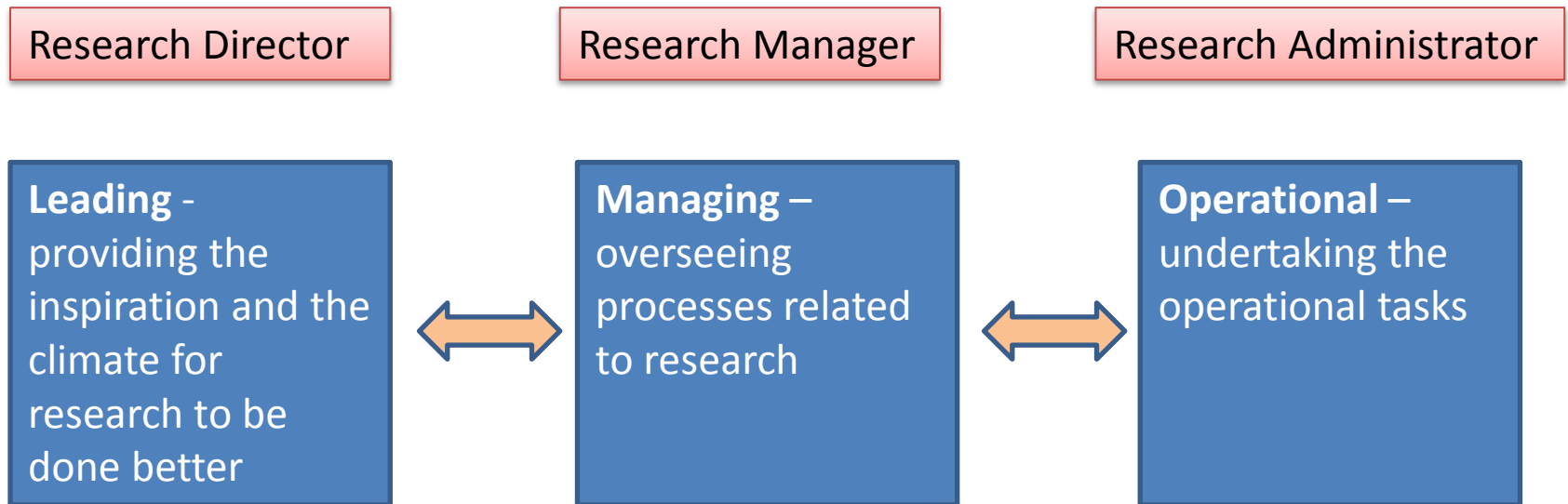
Understanding the Role of Research Directors, Managers & Administrators at Research Performing Institutions



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3 Areas of Research Management

Consistent with many authors who have written about leadership and management in general, the Association of Research Managers and Administrator has noted that research management usually involves three areas:



	OPERATIONAL	MANAGING	LEADING
Developing Proposals	Administrator	Manager	Director
Identifying Funding Sources and Customers	<u>Target funding opportunities and disseminate information to relevant individuals</u>	<u>Build 'intelligence' to help target funding opportunities and optimise the bidding process</u>	<u>Develop strategies to maximise research income and market research to potential funders</u>
Preparing Proposals	<u>Co-ordinate proposal preparation, which could include identifying research team members, preparing the budget and writing and reviewing text</u>	<u>Implement strategies and initiatives to maximise the institution's success in securing research funding</u>	<u>Develop targeted strategies to improve research funding outcomes</u>
Costing, Pricing and Submitting Funding Proposals	<u>Produce realistic project pricings, obtain 'sign off' for and submit proposals</u>	<u>Maintain a financial overview of the research portfolio and oversee relevant staff resources, systems and processes to ensure that high-quality proposals are submitted</u>	<u>Develop costing and pricing strategies to maximise the institution's success in securing research funding</u>

Project Lifetime	Operational	Managing	Leading
Drafting, Negotiating and Accepting Contracts	<u>Facilitate agreement and get sign-off of contracts</u>	<u>Monitor and manage regulatory and legal issues arising from the contract</u>	<u>Develop institutional strategies and approaches relating to contracts</u>
Dealing with Project Finance	<u>Monitor project spend and ensure compliance with funder's terms and conditions</u>	<u>Implement project finance systems and processes and monitor their effectiveness</u>	<u>Develop project finance systems and processes</u>
Employing Staff on Research Contracts	<u>Provide administrative support for the recruitment and appointment of research staff</u>	<u>Implement systems and processes relating to the employment of research staff</u>	<u>Develop systems and processes relating to the employment of research staff</u>
Reports for Funders	<u>Collect and collate data and ensure that the report is completed and submitted according to the funder's terms and conditions</u>	<u>Implement systems and processes to facilitate report preparation</u>	<u>Develop systems and processes that enable the institution to meet its reporting requirements</u>

Translation	Operational	Managing	Leading
Dissemination and Public Engagement	<u>Collect data relating to research outputs and advise researchers on effective dissemination and public engagement channels</u>	<u>Support researchers to comply with funder's requirements and to utilise opportunities for research dissemination and public engagement</u>	<u>Maximise the impact of dissemination and public engagement activities</u>
Knowledge Exchange and Business Development	<u>Promote and support knowledge exchange and transfer activities</u>	<u>Develop an operational plan for implementing the knowledge exchange and transfer strategy and ensure that the institution meets legal/regulatory requirements</u>	<u>Develop strategy in relation to knowledge exchange and transfer</u>
Technology Transfer	<u>Provide support for technology transfer activities such as identifying opportunities, brokering relationships, licensing IP, creating 'spin out' companies</u>	<u>Develop systems and processes to support technology transfer and ensure that the institution meets legal/ regulatory requirements</u>	<u>Develop strategy in relation to technology transfer</u>
Supporting CPD Courses	<u>Identify opportunities and provide sound administrative support for CPD course provision</u>	<u>Develop an operational plan, systems and processes to enhance institutional performance in CPD course provision</u>	<u>Develop strategy in relation to CPD course provision</u>

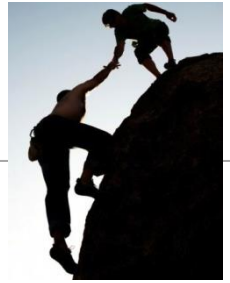
Postgraduate Researchers	Operational	Managing	Leading
Supporting Postgraduate Researchers	<u>Provide sound administrative support for postgraduate researcher employment, progression, examination and graduation</u>	<u>Maintain oversight of provision and support for postgraduate researchers and monitor in relation to the external policy environment</u>	<u>Provide strategic direction for postgraduate researcher support and provision</u>
Policy and Governance			
Contributing to Research Policy and Strategy	<u>Support the implementation of research policy and strategy and gather intelligence to help develop research policy and strategy</u>	<u>Develop operational plans to implement research policy and strategy and ensure that the institution is meeting its legal and quality assurance obligations</u>	<u>Lead institutional research policy and strategy and promote the institutional research agenda</u>
Contributing to REF	<u>Collect, collate and check REF data and provide guidance and support for research staff and colleagues involved in the REF submission</u>	<u>Plan and project manage preparation for the REF</u>	<u>Devise strategies to maximise performance in the REF</u>
Supporting Research Ethics and Governance	<u>Provide 'up-to-date' information and help research staff and colleagues to comply with research ethics and governance requirements</u>	<u>Maintain oversight of institutional research ethics and governance processes and systems</u>	<u>Develop strategy in relation to research ethics and governance</u>

Management Information and Related Functions	Operational	Managing	Leading
Working with Information Systems	<u>Collect and collate data and provide accessible reports to support institutional and local decision making</u>	<u>Monitor the effectiveness of institutional management information systems and initiate changes as required</u>	<u>Ensure that institutional decision making is built on sound management information</u>
Supporting Audit	<u>Provide administrative support for institutional audit</u>	<u>Devise systems to collect data for audit</u>	<u>Champion preparation for and participation in the audit and ensure that there is learning from issues identified</u>
Making Statutory Returns	<u>Collect and collate data and ensure that the return is complete and returned by the deadline</u>	<u>Oversee systems and staff to ensure that a high-quality return is produced</u>	<u>Ensure that the institution responds to issues arising from the statutory return process</u>

Service Organisation and Delivery	Operational	Managing	Leading
Managing a Research Support Service	<u>Co-ordinate and develop staff and resources to provide an effective research support service</u>	<u>Develop systems and processes to implement the research support service strategy, and monitor Key Performance Indicators</u>	<u>Develop the research strategy and promote research support to the institution</u>
Organising and Structuring a Research Support Service	<u>Build a research support service structure that is cost-effective, 'joined up' and 'fit for purpose'</u>	<u>Achieve consistency in practice across the research support service structure</u>	<u>Maintain an effective, efficient and well-respected service</u>
Mapping and Reviewing Research Support Service Functions	<u>Help the institution to provide a research support service that is cost-effective, 'joined up' and 'fit for purpose'</u>	<u>Map and review research service support functions to help identify/address institutional risk factors</u>	<u>Champion the mapping and review process and initiate required changes</u>

R&I MANAGEMENT

Leadership of Researchers



Leadership of researchers requires an “ability to co-ordinate activities, select people, assemble teams, motivate workers, resolve problems, create a supportive environment, communicate, and provide focus and leadership” (Garret and Davies, 2010)

Brokers, translators, intermediaries and helpers who believe in the vital importance of research and innovation.

Servant-leader

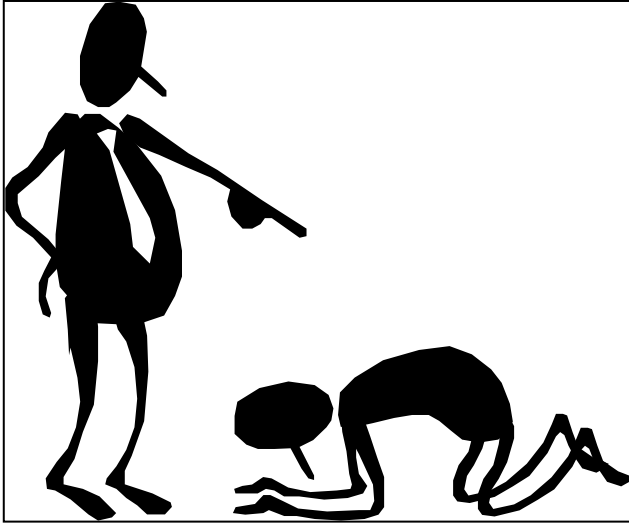
A servant leader looks to the needs of the people and asks himself how he can help them to be successful.

“If it were not for the researchers this would be a great job”



R&I MANAGEMENT

What we do



R&I MANAGEMENT

Utopia

- Treated and respected as trusted fellow professionals, with well understood, stable structures
- Truly add value to the academic mission and alleviate workload for researchers; seen as efficient, competent, responsive and proactive
- Viewed as a key part of an organisation and are funded and staffed accordingly



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R&I MANAGEMENT

Often in reality

- Researchers often fail to understand the roles and skill set of R&I Managers and can view us as inefficient, unresponsive, not understanding their needs and even a hindrance: *'us –vs- them'*
- Other support services often fail to understand us
- R&I Managers have a dual role – to support both the researcher and the institution
- Increasing need for R&I Management skills, advice and support in many aspects of the research and innovation process

Yet often in reality:

Researchers' Prayer applies:

"Give me my money and leave me alone"



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Perceptions

“The role of research managers is to enable the real people to do their job”.

Senior Research and Development Manager,
UK Department of Health

Are we just facilitators?

“Every scientist I have ever met is baffled about why they [research managers] have suddenly sprung into existence. Research managers add at least one more layer of hangers-on that have been inflicted on the academic enterprise...”

Prof David Colquhoun
University College London
Research Fortnight, June 2010

Are we just along for the ride?



R&I MANAGEMENT

Perceptions

“Administration remains “an invisible profession”. Children don’t tell their parents “ I want to be a university administrator when I grow up ... the accidental administrator is not unusual “

Ann Mroz, Editor, Times Higher Education, March 2010
In fact its ‘s the norm

Accidental administrators?

....”instead of being puzzled and annoyed by the hostility of academics, [research managers] should take the time to understand the reasons for this resistance and to examine their own pretensions”.

Pretentious?

Edward Willatt responding to Rosemary Deem (2010)
Letter to the Times Higher, May 2010



R&I MANAGEMENT

Rise of the profession

Professionalisation - *the social process by which an occupation transforms itself into a true profession of the highest integrity and competence.*

Involve establishing qualifications, a professional body to oversee the conduct of members, and some degree of demarcation of the qualified from unqualified 'amateurs'.



R&I MANAGEMENT

Rise of the profession

- Growth of professional societies such as SARIMA is an international phenomenon, reflecting the global nature of research and its support
- ARMA (UK) Professional Development Framework - underpins initial and continuing professional development for RMA's across range of roles
- Certified Research Administrator (CRA) status in USA to individuals who demonstrate the knowledge necessary to serve as an administrator of professional and sponsored research programs. Candidates must hold a bachelor's degree, possess at least three years of related experience, and pass the Certified Research Administrator examination before being conferred the right to use the CRA designation



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