

# How to develop professional research administration

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**EARMA Board member**  
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[www.earma.org](http://www.earma.org)

## Jan Andersen

Senior Executive Advisor

Master Danish Language and Computer Science 1994  
1994 Faculty of Science, University of Copenhagen  
1999 Rectors Office, University of Copenhagen  
2005 Royal Veterinary and Agricultural University (Merged with KU 2007)  
2006 Merger Secretariate, University of Copenhagen  
2007 Faculty of Life Sciences, University of Copenhagen  
2012 Faculty of Science, University of Copenhagen

Research Manager Profile:

- ★ External funding of Research - EU-Liason Officer
- ★ Research policy, strategy and planning
- ★ Research output, performance indicators - CURIS
- ★ International dimension – EARMA Chair 2010-13  
DARMA, NUAS, COST, SRA, NCURA...

Real Competence:

- ★ Ability to read the map
- ★ Courage to make new paths
- ★ Will to go for the vision

Innovative initiatives: Øresund University, EU-Erfa, DARMA, CURIS, CRF, Merger-process, BESTPRAC, Admin 2.0

## Trends in research

### Funding complexity

- ★ From national to international funding
- ★ From small individual funds to large corporates
- ★ Competitive funding
- ★ Research for research's sake to research for society
- ★ Open data and Big data

### Global recruitment and competition

- ★ New players in the academic field
- ★ Mobility of researchers

### Control to Service

- ★ The researcher in focus, not the admin system
- ★ Targeted support and information
- ★ Direct communication
- ★ Proactive approach

### Organisation

- ★ Critical mass in support functions
- ★ Policy: Role and power management level
- ★ Legalisation and rules: e.g institutional commitment
- ★ Restructuring – "Synergy & Critical Mass"

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TN1302: BESTPRAC



## What is a COST Targeted Network?

### Top-down process – Aims of COST

#### Follow normal COST rules:

- a. Memorandum of Understanding (MoU) (2013-2015/2017)
- b. 2 members of the Management Committee from each country (Determines the funding)
- c. Working Groups
  - a. Core Group – ad-hoc Com Group, ad-hoc Editorial group
  - b. Administration
  - c. Finance
  - d. Legal
- d. Modes of working
  - a. MC- and WG Meetings
  - b. Short term scientific missions
  - c. Training Schools



## Aim / objectives

Rationale: Good, efficient and professional research administration in Europe is the key to successful European projects

- to allow **networking** and **exchanging financial, legal and administrative experience**
- to share and develop **best practices** encouraging **knowledge sharing, knowledge transfer** and **increased efficiency in project management**
- establish a **network for the administrative, finance and legal services** in universities, research organizations and related entities

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## Target group

- **staff in universities and research institutions carrying out administrative tasks in support of European projects** during the post-award phase
- often with low salaries, without any possibility to travel and to network and share experiences about carrying out administrative tasks in European research projects
- The target group does not include: researchers, European project officers focussed on the pre-award phase of the project lifecycle, managers/ directors, people with PhDs.

## Special focus on inclusiveness countries

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## Participants in BESTPRAC

Austria  
Belgium  
Bosnia and Herzegovina  
Bulgaria  
Croatia  
Cyprus  
Czech Republic  
Denmark  
Estonia  
Finland  
France  
FYR Macedonia  
Germany  
Greece

Hungary  
Iceland  
Ireland  
Israel  
Italy  
Latvia  
Lithuania  
Luxembourg  
Malta  
Netherlands  
Norway  
Poland  
Portugal  
Serbia

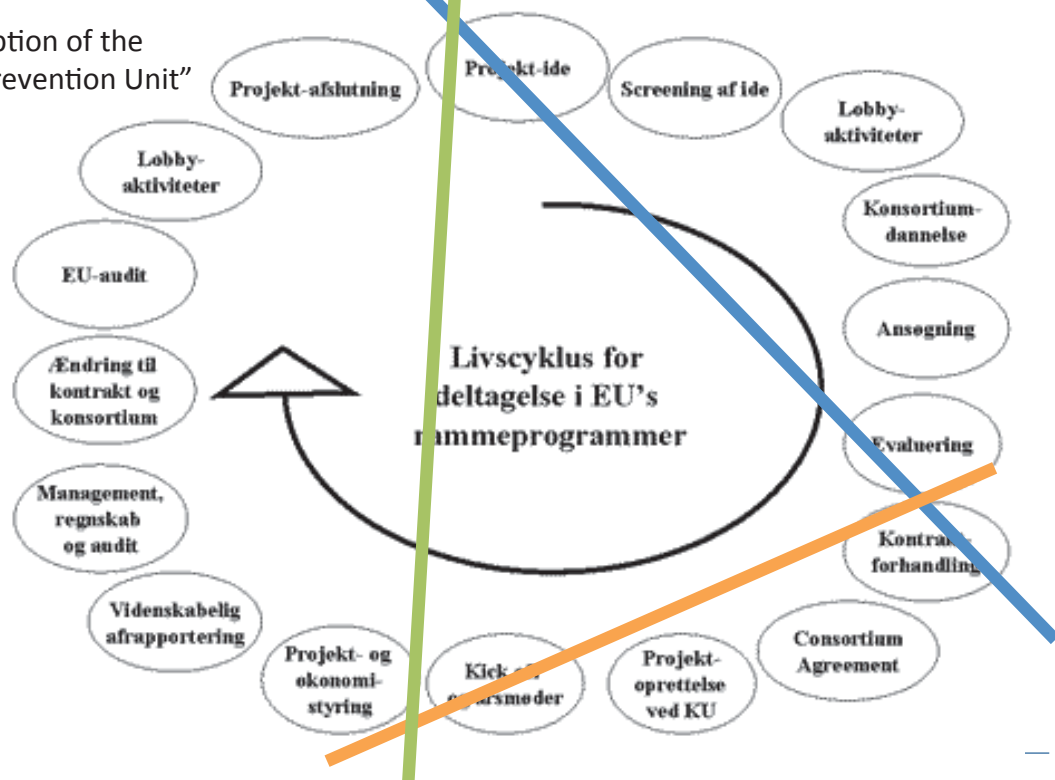
Slovakia  
Slovenia  
Spain  
Sweden  
Switzerland  
Turkey  
United Kingdom  
Tunisia

*Countries in negotiation:*

Albania  
Ukraine  
Argentina



Work description of the "Research Prevention Unit"





## Admin WG

- Tasks and competences of an administrator during the project life cycle
- BESTPRAC Handbook on European Projects Research Administration
- Horizon 2020 experiences
- Communication – Science communication; the interaction with researchers – others
- Link to Human Resources (including career development and the Marie Skłodowska Curie programme)
- Special issues of interest for Early Stage Administrators

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## Finance WG

### Guide to Best Practise – Outline

#### 1 Introduction

#### 2 Legal framework

2.1 Grant Agreements

2.2 Consortium Agreements

#### 3 Eligible and ineligible costs

3.1 Direct costs

3.2 Indirect costs

3.3 Specific cost categories: Infrastructure Costs

#### 4 Budgeting

4.1 Budgeting for the proposal stage

4.2 Budgeting setup in internal systems for the implementation stage

4.3 Budget reallocations

#### 5 Follow-up of actual costs and effort vs. budget

5.1 Follow-up at the partner/beneficiary level

5.2 Follow-up at the consortium level

#### 6 Reporting (to be included in version 2.0)

6.1 Internal reporting at the partner/beneficiary level

6.2 Internal reporting at the consortium level

6.3 Reporting to the EU

#### 7 Audit

7.1 Financial audit of FPVII projects

7.2 Audit of ERC Grants

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## Legal WG

- Legal support at the pre-proposal stage NDA/MoU/LoI
- Checklist and tips for a Non-Disclosure Agreement for Horizon 2020 Actions and recommendations for a model NDA adjustable to the specific needs
- Legal support at the proposal stage
  - Analysis of the declaration of honour signed by the project coordinators on behalf of the consortium before proposal submission
  - Analysis of the proposal structure – IPR issues, governance structure, commercialisation potential of the planned results (TT issues), dissemination plan and open access etc.
- Joint analysis of the model DESCA Consortium Agreement and the internal institutional practices used while negotiating CAs in the H2020 projects. Goal : To prepare an updated daily tool for the H2020 project non-legal supporting services dealing with legal issues
- Analysis of the legal scope of declarations being signed by the legal representatives of the institutions participating in the H2020 Actions (proposal and the GA preparation stages) – measures and liabilities
- Implementation of the electronic signature in the institutions

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## Short-Term Scientific Missions

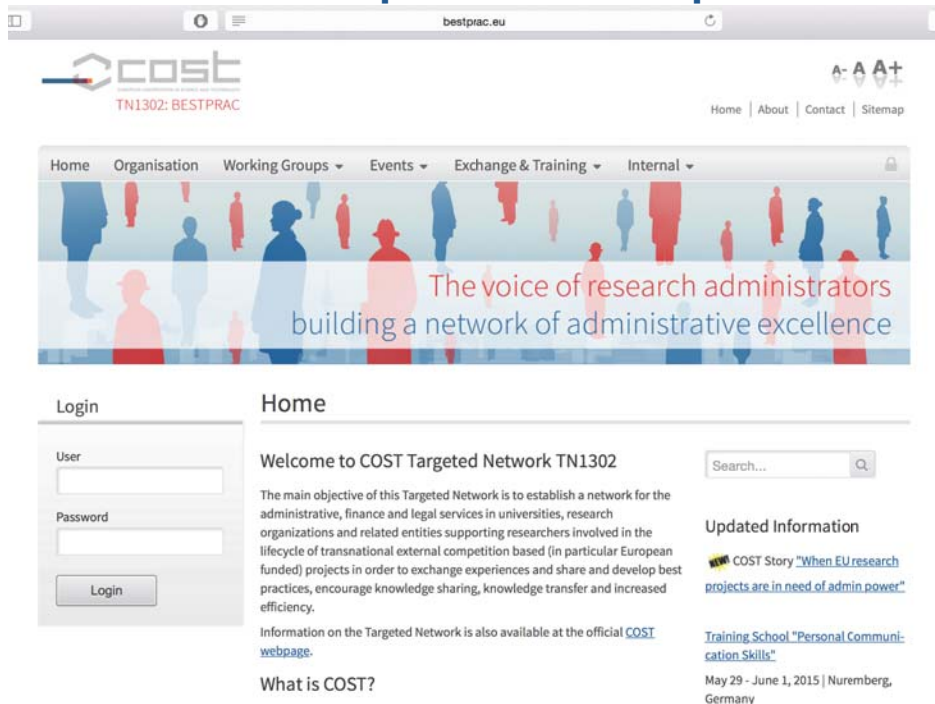
<b>standard vs. group STSM</b>	<ul style="list-style-type: none"> <li>▪ standard STSM: application of an individual person going to a host institution</li> <li>▪ group STSM: up to 5 people (fitting the target group definition) from different institutions can go to one host institution. All participants of a group STSM have to submit a single STSM application by reflecting that it is part of a group STSM</li> </ul>
<b>Call for host institutions:</b>	<ul style="list-style-type: none"> <li>▪ set-up of a database of host institutions volunteering to host STSM incl. knowledge / STSM-topics they are offering</li> </ul>
<b>Finances / number:</b>	<ul style="list-style-type: none"> <li>▪ fixed contribution for travel &amp; accommodation (max. € 160 per day; up to € 500 for travel; max € 2,500 per application)</li> </ul>
<b>Duration:</b>	<ul style="list-style-type: none"> <li>▪ COST-general rule of min. one week</li> <li>▪ shorter STSMs have to be approved by COST office on case-by-case basis</li> </ul>

**Outcome: "Best practices and lessons learned"**  
**Deadline every 4 month, next: 1 July 2015**

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Where to find more: <http://www.bestprac.eu>

A screenshot of the website bestprac.eu. The browser address bar shows "bestprac.eu". The website header includes the COST logo and "TN1302: BESTPRAC". Navigation links include "Home", "About", "Contact", and "Sitemap". A main menu has "Home", "Organisation", "Working Groups", "Events", "Exchange & Training", and "Internal". A large banner at the top repeats the text "The voice of research administrators building a network of administrative excellence". Below the banner is a "Login" form with fields for "User" and "Password" and a "Login" button. To the right is a "Home" section with a "Welcome to COST Targeted Network TN1302" heading and a paragraph about the network's objectives. There is also a "Search..." box and an "Updated Information" section with links to "COST Story 'When EU research projects are in need of admin power'" and "Training School 'Personal Communication Skills'".

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Gruppearbeid:

- Hvordan organisere en god profesjonell forskningsadministrasjon på ulike nivåer i organisasjonen, – og ved små og store institusjoner?
- Hvordan få et godt samspill mellom ledelse, forskere og støtteapparat?
- Hvordan utvikle gode rolle- og oppgavebetegnelser?
- Hvordan utvikle kurs og kompetansetiltak og hvem er målgruppe?
- Hvilken rolle spiller de personlige egenskaper?

Opgave:

1: Tre anbefalinger til god forskningsadministration

2: Tre anbefalinger til NARMA til kompetenceudvikling

På papir eller til [:post@narma.no](mailto:post@narma.no)



## WG1 – Administration

**Topics:** overall management of externally funded research projects

- project establishing (tools, methods, and procedures)
- cross-cultural barriers
- overall reporting
- timesheets and closing of projects
- audits

**Deliverables:**

- deepened understanding of topics mentioned above
- checklists and templates
- case stories “good practice and experiences”

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## WG2 – Finance

**Topics:** financial aspects of preparing and running cross-European projects

- accounting practices
- VAT
- overhead
- exchange rates
- audit

**Deliverables:** deepened understanding of financial regulations

- of FP7 & H2020 (year 1)
- of structural funds programmes with R&I focus (year 2)
- checklists and templates
- case stories “good practice and experiences”

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## WG3 – Legal

**Topics:** legal framework of projects

- new framework programme standard contract and consortium agreement
- IPR and IPR in working with third parties
- Patenting and technology transfer
- International legal frameworks

**Deliverables:** deepened understanding of the legal issues of interacting with third parties in research projects

- input to the maintenance and development of the DESCA for H2020
- checklists and templates
- case stories “good practice and experiences”

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## Near Neighbour Countries (NNC) & International Partner Countries (IPC)

**NNC:**

- Albania, Algeria, Armenia, Azerbaijan, Belarus, Egypt, Georgia, Jordan, Lebanon, Libya, Moldova, Montenegro, Morocco, Palestinian Authority, Russia, Syria, Tunisia, and Ukraine

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