



Professional Research Administration – what is it really?

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Master Danish Language and Computer Science 1995

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

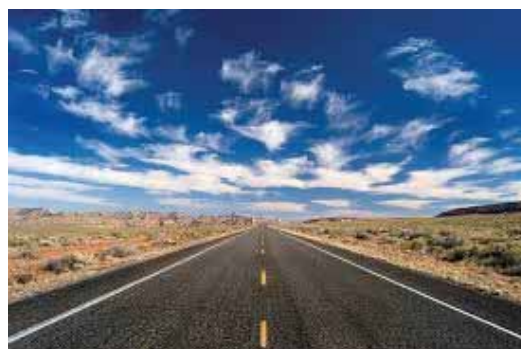
Innovative initiatives: Øresund University, EU-Erfa, DARMA, CURIS, CRF, Merger-process, BESTPRAC, Admin 2.0



Marie Garnett



How did we get started?



Professional Recognition



ARMA has long harboured ambitions to provide professional recognition for members:

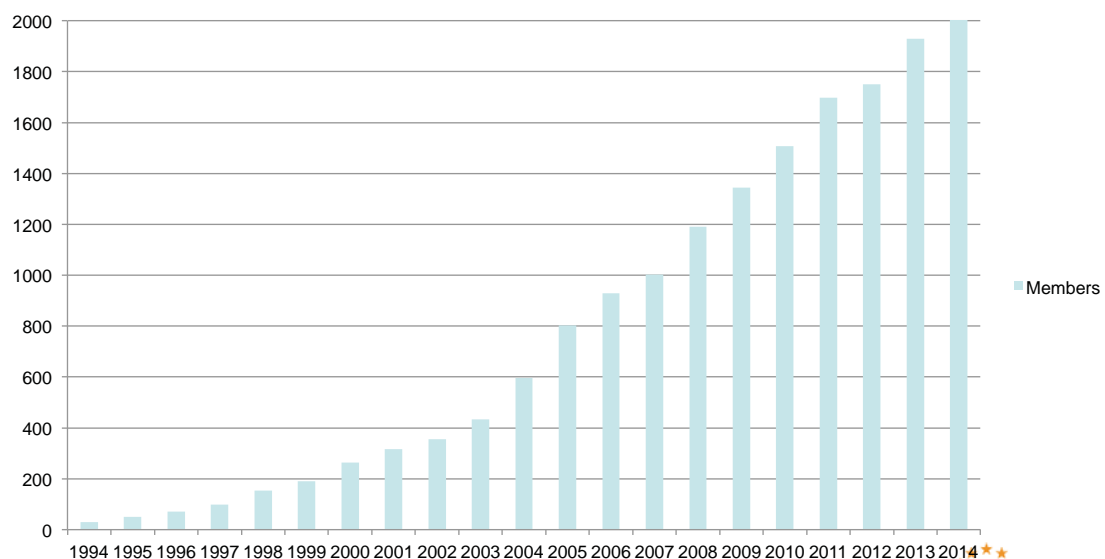
- To help raise the status of the profession both nationally and within institutions
- To ensure that members are properly recognised for their knowledge and skills
- To support individuals in their continuous learning and professional development



ARMA: Membership Growth



ARMA Membership by Year



ARMA



The professional association for research managers and administrators in the UK

- 2,000+ members
 - 20+ organisations
 - Training, Skills and Professional Development
 - Networking and Peer Support
 - Influencing the National Research Agenda
- Developing the profession of Research Management and Administration (RMA)

www.arma.ac.uk



The 5-year Journey in the UK



- 2009: Professionalising Research Management
(Green and Langley 2009)¹
- 2010: Appointment of PDM (Marie)
- 2011: Professional Development Framework
- 2012: Trialling PDF and ensuring stakeholder 'buy-in'
- 2013: Board decided on professional accreditation
- 2014: First professional qualification – Certificate in Research Administration launched

¹ <http://www.researchdatatools.com/downloads/2009-professionalising-research-management-2.pdf>



Summary



ARMA Professional Recognition work and how it came about:

- Prior studies
- Views of membership
- Maturity of profession
- Ability to invest
- Desire to develop training and professional development opportunities
- Decision on accreditation



EARMA



The European Association for Research Managers and Administrators

European Association of Research Managers & Administrators – Established 1995

- 100 institutional 20 individual members
- Universities and research organisations
- Industry
- Service companies
- Funding bodies

Members from 30 European countries including Balkan states, Turkey and Israel

- Research Management, policy and strategy issues
- Pre- and Post Award
- Financial management for research projects
- Annual Conference 2015 Leiden 31 June 2 July
- Services – Training and tools
- The research support office, professional development, recognition of the profession
- International collaboration (Global Network of Research managers Associations e.g., INORMS, NCURA, ARMA, SRA, SARIMA, DARMA, EuroCRIS)



Two souls one thought



- Parallel process
- SRA Body of knowledge
- Prior experience
 - EARMA Professionalisation Scheme - year 2000
 - Project management
 - Project leadership
 - Outsourced to Karlsruhe Institute for Technology
- Development of an EARMA PD Scheme 2010
 - Surveys
 - Definitions – what is the European Dimension?
 - Collaboration with ARMA in 2013



What is the Profession?



A Profession:



The professional research administrator



We are humans

■ Diplomats

■ Open

■ Humour

We support...

- | | |
|---------------------------|--|
| Organisation | ■ Political management
■ Bottom-up – top-down |
| Research management | ■ Working with people who more clever than yourself
■ Basic conditions for research
■ Research policy agendas
■ Benchmarking and indicators |
| Science | ■ Methods
■ Ethics
■ Good Scientific Practice |
| Culture and collaboration | ■ The cultural meeting
■ Conflict management |

We support...

- | | |
|---------------------|--|
| Rules & Conventions | ■ National and international regulations |
| Project life-cycle | ■ Lobby process
■ Application
■ Contract and contract negotiation
■ Project organisation and management
■ Reporting
■ Audit |
| Financing | ■ Budget
■ Costs models
■ Documentation
■ Depreciation
■ Wages and costs |

We communicate

■ Formal language competences

■ Presentation skills

What is the profession to you?



You have 20 minutes!

- What tasks do research managers and administrators do?
- What skills and knowledge do they need to do them?
- What types of attitudes and behaviours do they need to display?
- Are these the same the task, skills, knowledge, attitudes and behaviours as research managers and administrators in Denmark?; the UK?; Europe?; the World?!
- What is different and distinct about research management and administration in **NORWAY?**



The ARMA Professional Development Framework

ARMA ran a 12-month project (September 2010 – August 2011) to produce a well-researched and evidence-based Professional Development Framework (PDF):



Structure of the PDF

- The PDF has **21 areas** organised under **7 headings**:
 - Developing Proposals
 - Project Lifetime
 - Translation
 - Postgraduate Researchers
 - Policy and Governance
 - Management Information and Related Functions
 - Service Organisation and Delivery



The PDF



- 21 areas in 7 groups
- Operational, management, and leadership perspectives
- Aims, activities, knowledge, skills, and behaviours



Example: Costing, Pricing and Submitting Funding Proposals



Operational Perspective

Aim

- Produce a realistic price for the proposal, which is within the funder's guidelines, is fully cognisant of the true cost of the proposed research and which takes account of institutional risk
- Submit an accurate, well-written proposal which meets the funder's requirements and deadline



Activities



- Reading the draft proposal to identify potential financial implications
- Meeting with lead researcher to discuss initial resourcing requirements
- Obtaining best 'cost recovery' scenario
- Making colleagues aware of risk assessment (e.g. terms, type of funder, cost recovery)
- Negotiating with heads regarding 'sign off' / internal budget splits
- Submitting proposal to internal peer review
- Ensuring the researcher has considered R&D approval, ethical review, health & safety and insurance issues where appropriate
- Advising staff on using electronic submission systems
- Logging application on central database and file until outcome is known



Indicative Skills



- **Analytical** - funders' guidelines
- **Interpersonal** - identifying relevant information, providing constructive feedback
- **Communication** - requesting information from colleagues, partners etc.
- **IT** - using costing tool, electronic submission
- **Creativity** - budget construction
- **Negotiation** - where research aims/budget constraints don't align
- **Accuracy** – checking figures and guidelines
- **Numeracy** – applying costing model
- **Assertiveness** – negotiating budget splits, giving feedback on peer review
- **Self management** – to meet deadlines
- **Networking** - to identify and share good practice



Underpinning Knowledge



- Internal finance systems
- Costing principles
- Funders' guidelines
- Institutional policies - salaries, subsistence, travel
- Full economic costing rules
- Key institutional contacts for 'referring on'
- Risk assessment
- Ethics
- Hospital R&D
- Confidentiality / data protection
- Structure of university research admin (key contacts)
- Funder submission techniques
- Funder application forms/ formats
- Institutional approval process



Behaviours



- Taking personal responsibility for getting things done
- Keeping track of a number of projects running simultaneously
- Meeting deadlines
- Influencing outcomes when bidding or negotiating for resources
- Considering cost benefit analysis implications of decisions
- Giving constructive feedback



How are colleagues using the PDF?



- Planning professional development
- Mapping career pathways
- Writing job descriptions and person specifications
- Planning training and professional development for research managers and administrators



EARMA professional development scheme



Nr	Modules /Topics	Expected Learning Outcomes – skills, competence, tasks Is able to:		
		Administrating	Management	Leadership
1	Beginner introduction			
1.1	Role, development and history of the profession	<input type="checkbox"/> Provide an effective research support service that is cost-effective, 'joined up' and 'fit for purpose'	<input type="checkbox"/> Develop systems and processes to implement the research support service strategy, and monitor Key Performance Indicators	<input type="checkbox"/> Develop the research strategy and promote research support to the institution
1.2 (6.6)	Regional research landscape	<input type="checkbox"/> Monitor and provide information to researchers and management/leadership level of regional (incl. national) research act, strategies and regulations	<input type="checkbox"/> Make recommendations in institutional acts, strategies and regulations making process to ensure compliance with national and regional ones	<input type="checkbox"/> Develop research strategy in relation to regional strategies to maximise research funding and quality
1.3 (6.6)	International research landscape	<input type="checkbox"/> Monitor and provide information to researchers and management/leadership level of international (EU) research act, strategies and regulations	<input type="checkbox"/> Make recommendations in institutional acts, strategies and regulations making process to ensure compliance with international ones	<input type="checkbox"/> Develop research strategy in relation to international strategies to maximise research funding and quality
1.4	Information dissemination	<input type="checkbox"/> Collect and disseminate information (funding opportunities, changes in research regulations etc) to relevant target groups inside and outside the institution	<input type="checkbox"/> Develop systems and processes to collect and disseminate information; <i>disseminate information</i>	<input type="checkbox"/> Develop guidelines to collect and disseminate information; <i>disseminate information</i>



The DARMA approach



- Introduction Course (18 month)
 - Introduction to research
 - Ethics
 - Finance
 - Research strategy and planning
 - Presentation skillsCase based
- Tool-box Courses
- Site-visits (Brussels, Boston, London, US Westcoast)
- Leadership Course



How can the profession be professionalised?



How should RMA become more professionalised in Norway?



Time for another 20 minute Brainstorm!

- How do we promote research management and administration as a recognised and respected profession?
 - More networks?
 - More training and workshops?
 - Professional accreditation?
 - Who are your allies?
- Where do we want to be in 1 year?; 5 years?; 10 years time?
- What are the next steps?



Board Recommendations



- The ARMA qualification will be based on the Professional Development Framework
<https://www.arma.ac.uk/professional-development-framework>
- There will be three levels of qualification, to reflect the three levels of the PDF – a Certificate in Research Administration, a Certificate in Research Management and a Certificate in the Leadership of Research Management.
- The Certificate in Research Administration will enrol its first cohort in April 2014 with the Certificates in Research Management and Leadership of Research Management coming online in October 2014 and May 2015 respectively.



Certificate in Research Administration



For research administrators working in an administrative role:

- The first UK cohort began study in April 2014 – 70 students now enrolled
- The normal completion period to be to 2 years from registration
- Students will study 6 mandatory units and 2 optional units
- Total expected study time to complete the Certificate is 230 hours (23 credits)
- Attendance at a minimum of 3 ARMA or institutionally approved workshops is required



Certificate in Research Administration: Mandatory Units



All required:

- The Higher Education Research Funding Environment
- Identifying funding sources
- Costing and pricing a funding proposal
- Financial project management
- Research ethics, integrity and governance
- Enhancing research impact



Certificate in Research Administration: Optional Units



Two required:

- Supporting the development of a funding proposal
- Understanding contracts
- Human resources and research project management
- Supporting postgraduate research students
- Supporting reporting and audit
- Research outputs management



Certificate in Research Management



For research managers with at least 4 years experience in the majority of areas covered by the mandatory units:

- The first UK and EU (EARMA) cohorts began study in October 2014 – 85 students enrolled!
- The normal completion period to be to 18 months from registration
- Students will study 5 mandatory units and 1 optional unit
- Total expected study time to complete the Certificate is 180 hours (23 credits)
- Attendance at a minimum of 3 ARMA or institutionally approved workshops or 1 workshop plus 2-day ARMA conference is required



Certificate in Research Management: Mandatory Units



All required:

- Developing and Implementing Policy and Strategy
- Managing Legal and Regulatory Requirements
- Optimising Unit and Organisational Performance
- Supporting the Development and Implementation of Organisational Systems and Processes
- Working with Management Information

Attendance at a minimum of 3 ARMA or institutionally approved workshops or 1 workshop plus 2-day ARMA conference is required



Certificate/Diploma in the Leadership of Research Management



For senior managers, Heads of Office and Directors:

- The first UK cohort (5) begins study in May 2015
- The normal completion period to be 18 months for the CLRM plus an additional 12-18 months for the DipLRM
- Students will study a 5 mandatory 1 optional unit for the CLRM plus an extra unit for the DipLRM
- Total expected study time to complete the CLRM is 180 hours (18 credits) with an additional 250 hours for the DipLRM (additional 25 credits)
- Attendance at a two-day residential workshop plus 3 ARMA workshops is required

Attendance at a minimum of 3 ARMA or institutionally approved workshops or 1 workshop plus 2-day ARMA conference is required



Certificate in the Leadership of Research Management: Mandatory Units



Five required:

- Developing Excellent Research Management and Administration
- Research Leadership in Context
- Measuring and Driving Organisational Research Effectiveness
- Working with Political Institutions and Public Officials (UK and EU)
- Preparing for the Future Demands of Research Management and Administration



Certificate in the Leadership of Research Management: Optional Units



One required:

- Contributing to the Development of Research Talent for Research Excellence
- Promoting and Supporting Research-Based Innovation
- Promoting and Supporting Business and Community Engagement
- Strategic Management of Research Performance

Diploma Unit

- Research for Senior Managers



EARMA Certification Scheme



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- Events
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- Certificate in Research Management
- Certificate in Research Administration
- Certificate in Research Leadership
- Trainers and Assessors
- Student Page

- Why is this course unique?
- About the Certificate
- Structure and Workshops
- Course Units
- Assessment and Trainers
- Entry Requirements
- Student Support
- How to Register
- Fees and Pricing

Certificate in Research Administration
Course Commencing: April 2015

About the Certificate

The EARMA Certificate in Res based qualifications, which also EARMA Certificate in Research professionals with the knowledge:

Accreditation

Our aim is to promote a fully acc and administrators employed in Organisations (RFOs) to create managers and administrators in b

Get enrolled and benefit from the co

- Provide formal recognition and of their ability to suppe
- Support the student's dev and their institution.
- Deliver opportunities for st

Certificate in Research Management
Course Commencing: November 2015

Course Units

Mandatory Units

1. Developing and Implementing Policy and Strategy
2. Understanding the International and European Research Environment
3. Managing and Supporting the Development of a Project Portfolio
4. Gender and Diversity in Research Management
5. Working with Management Information

Optional Units

1. Identifying New Opportunities for Funding
2. Managing Legal and Regulatory Requirements



EARMA Professional Development Programme Certificate in Research Management course

MANDATORY MODULES	Indicated Learning Hours	Unit Aim	Learning Outcomes	Learning Methods
Developing and Implementing Policy and Strategy	30	To help the learner gain the skills and knowledge to develop and support the implementation of policy and strategy	<ol style="list-style-type: none"> 1. Understand the difference between 'policy' and 'strategy' 2. Be able to contribute to the development of policy and strategy 3. Be able to support the implementation of policy and strategy 	<ul style="list-style-type: none"> attend on the 1 day workshop per module consult with the Professional Mentor undertake self-guided learning (research, reading, work-shadow) ask questions via Student Forum <p>Assessment through submission of short written assignments based on personal experience and research. The qualifications directly relates to the positions participants find themselves in, the assignments are based on real life examples.</p>
Understanding the European and International Research Environment	30	To help students gain an understanding of different national and organizational systems in order to facilitate effective management of European and international research projects.	<ol style="list-style-type: none"> 1. Understand how different national and organisational systems impact on the management of European and international research projects 2. Be able to identify key issues for the organisation when setting up European and international projects 	
Managing and Supporting Development of a Project Portfolio	30	To help participants gain the knowledge and skills necessary to manage a focused project portfolio	<ol style="list-style-type: none"> 1. Analyse key factors in developing a balanced project portfolio 2. Analyse the impact of full economic costing on the sustainability of research 3. Be able to monitor and identify financial risks arising from the project portfolio 4. Be able to respond to financial risks arising from the project portfolio 	
Gender and Diversity in Research Management	30	To help the learner gain the knowledge and skills to support the organization in developing a diverse research culture	<ol style="list-style-type: none"> 1. Understand the benefits and implications of considering gender and diversity in research and research management 2. Be able to assess progress towards the development of a diverse research culture 3. Be able to support organisational progress towards development of a diverse research culture 	
Working with Management Information	30	To help the learner gain the skills and knowledge to contribute to the production and use of management information	<ol style="list-style-type: none"> 1. Be able to contribute to the production of good quality management information 2. Be able to develop and use key performance indicators that are relevant to the organisation 3. Be able to use management information 	

Other Qualification Pathways



- ARMA is working with EARMA to develop and deliver the CRA (Europe), the CRM (Europe) and, in the future the CLRM/ DipLRM (Europe)
- ARMA is working with charities and Research Councils in the UK to develop and deliver the CRM (UK Funding Organisations) and the CLRM/DipLRM (UK Funding Organisations)
- ARMA has been asked to discuss the possibility of working on professional qualifications with colleagues in South Africa, Japan and the UK Government Cabinet Office



21st Annual Conference



28th June - 1st July 2015 | Leiden - The Netherlands

Global Outreach: Enabling Cultures and Diversity in Research Management and Administration

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Early Bird Registration open

The EARMA Conference 2015 is now open for early bird registration until 7 May 2015!

Click here to register.

Tracks

The conference is subdivided in 7 tracks reflecting the different sections of the profession **Click here** to go to the an overview of the tracks.



More information

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Invite your colleague

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<http://conference2015.earma.org>



ARMA Annual Conference:



Thank you for listening –
any questions?



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