

The UK's European university

Organising for Success

University of
Kent

O4S



18th Feb 2020, Stavanger

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 @SimonRKerridge

<https://inorms.net/activities/raaap-taskforce/>

Steering Committee



Board Alternate, EARMA



Immediate Past Chair, ARMA



Overview

- SRK
- RMA
 - RMA Leadership
- O4S
- OSC
- Q&A
- Enough TLAs?

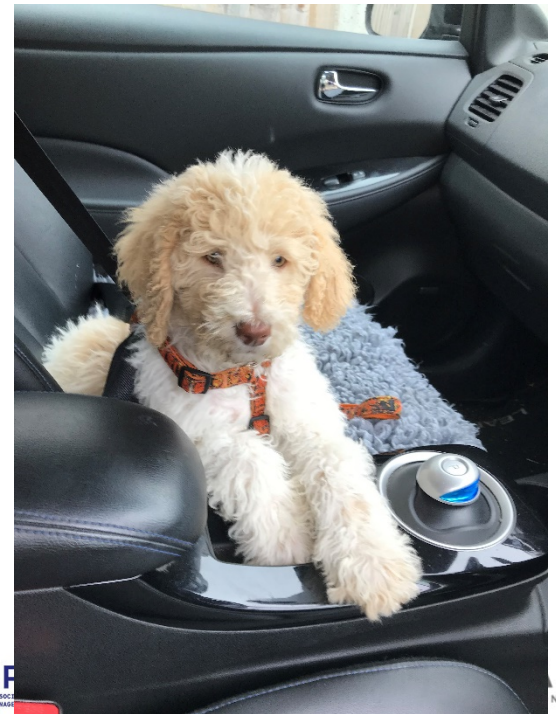


SRK

- 25 Years an RMA
- Director of Research Services, University of Kent
- EARMA Board alternate, Awards Committee Chair
- NCURA Select Committee on Global Affairs
- ARMA Mentor (eg for OA Escape Room)
- PI for RAAAP (1&2), PLoS Co-PI
- *Journal of Research Management and Administration*
- *Journal of Research Administration (AFP)*
- JHU Masters in Research Administration
- UK Government Open Standards Board
- foRMAtion project advisor, Plan B project advisor
- JHU Adjunct Lecturer
- RMA reviewer (ARMA, SRAi, NCURA, INORMS, IndiaAlliance)

RMA Leadership

- Advocacy
 - Combat the misunderstanding of the RMA role
- Networking and Influencing
 - Who is listened to? Speak to them!
- Documentation
 - Research **is** in the strategy!
Remind them.
- Benchmarking
 - What do your peers do?



RMA Leadership - Skills

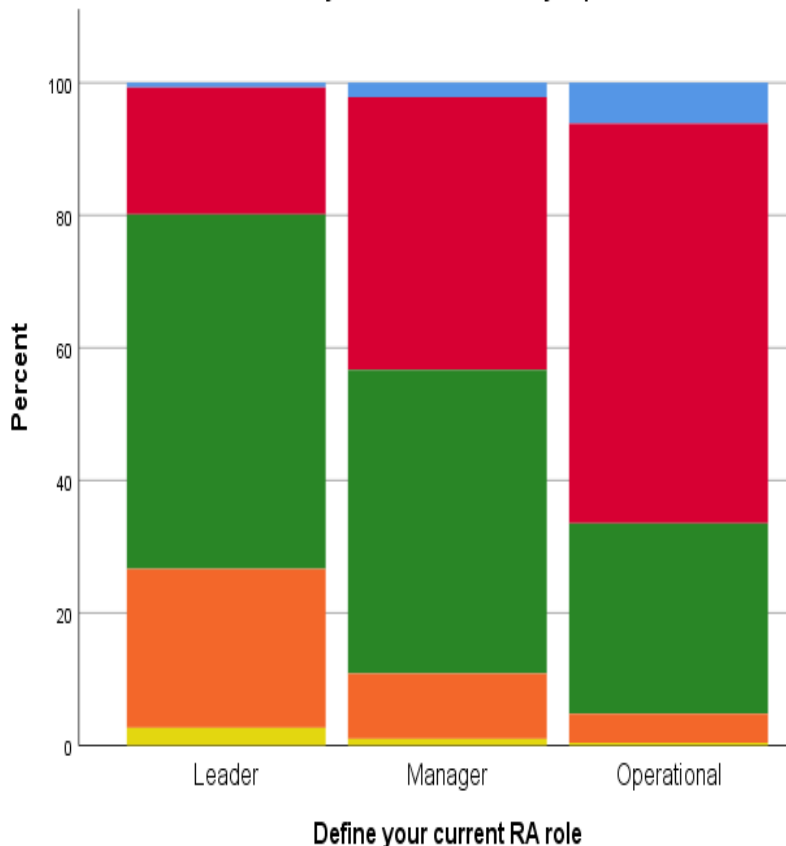
- RAAAP-1 Survey
- 2016 Survey (n=2,691; NARMA=110)
- Technical (Hard) Skills
- Transferable (Soft) Skills



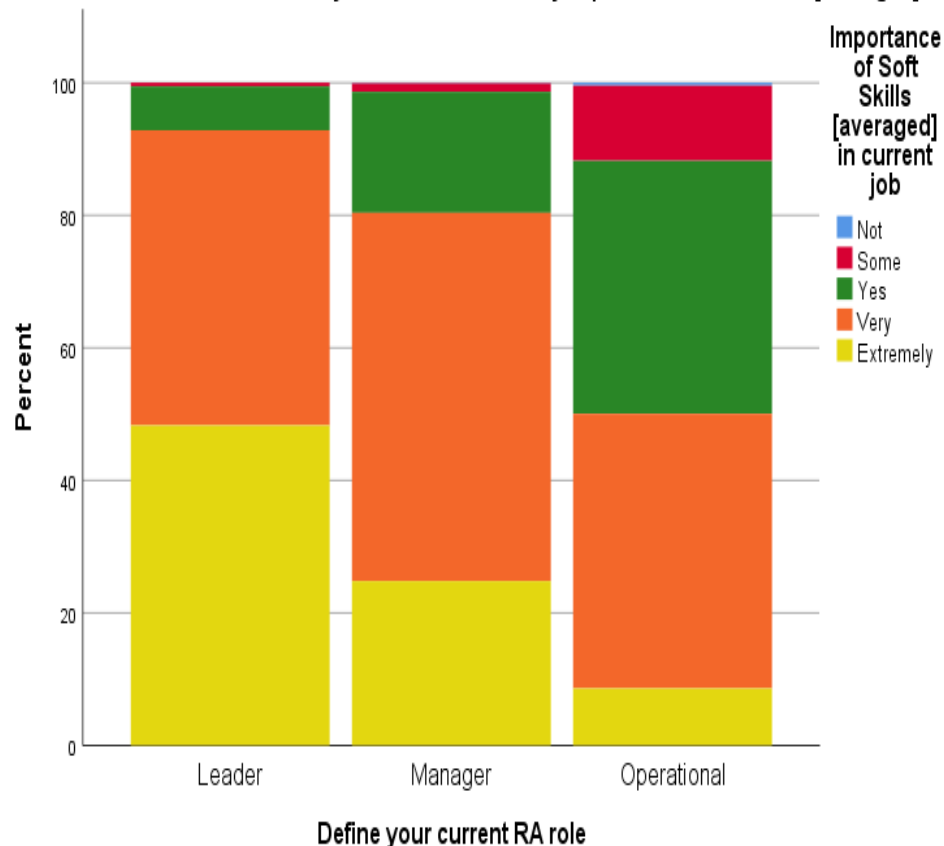
- Coming soon RAAAP-2 (n=4,325; NARMA=93 [NO=144])
- <https://inorms.net/activities/raaap-taskforce/raaap-survey-2019/>

RAAAP – Hard v Soft Skills, by Level

Stacked Bar Percent of Define your current RA role by Importance of Hard Ski



Stacked Bar Percent of Define your current RA role by Importance of Soft Skills [averaged] in current job



HARD SKILLS [Av]

SOFT SKILLS [Av]

RMA Leadership – like any Leader

- Qualities of Effective Leaders
 - Good Self Managers
 - Committed to a Greater Good
 - Competent and Focused
 - Courageous, Honest, and Credible
- What “Followers” want:
 - **Authenticity**
 - Significance
 - Community
 - Excitement

Robert E Kelley, In Praise of Followers, Harvard Business Review, p 4

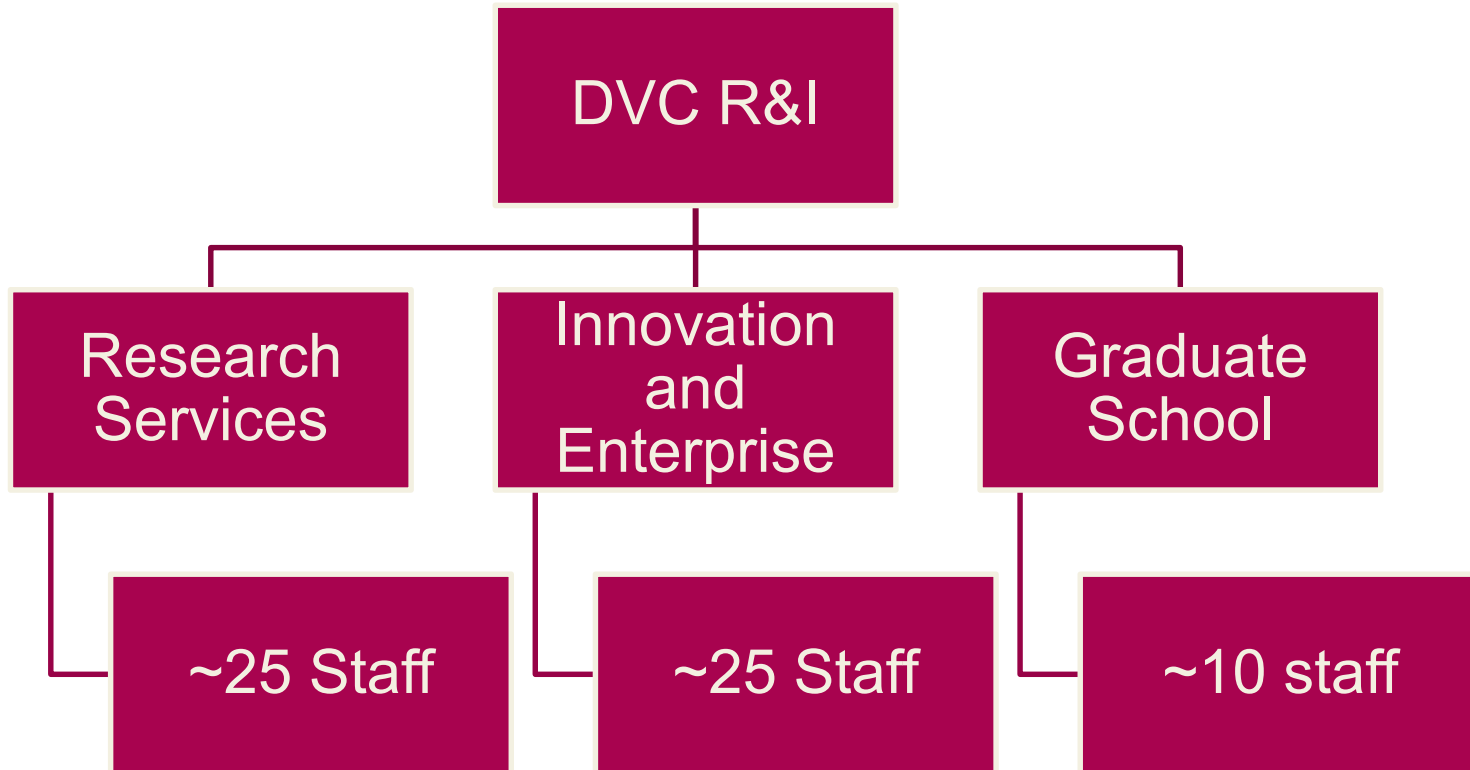
Goffee and Jones, The Art of Followership, European Business Forum, Summer, 2006, p 24.

O4S

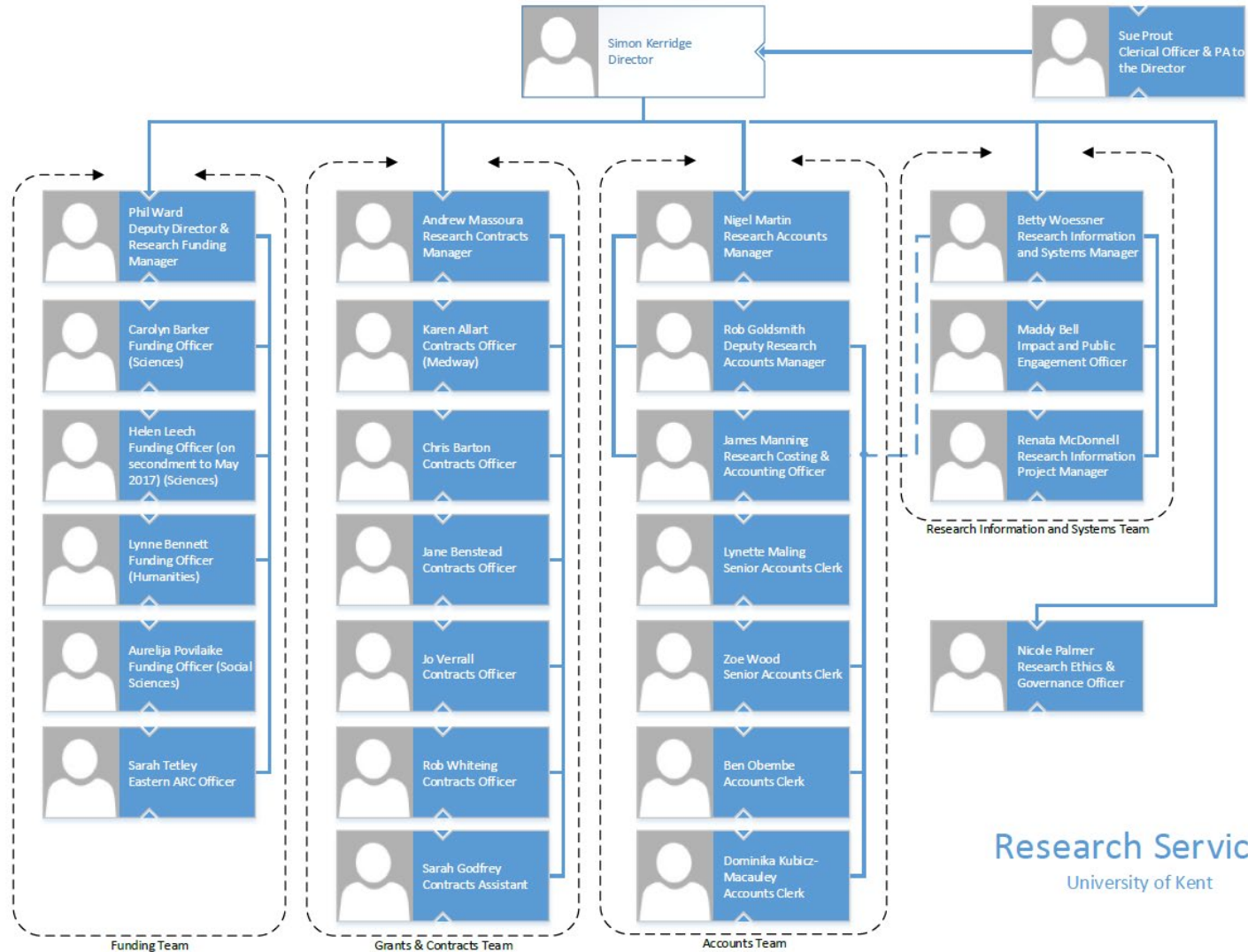
- University wide
 - Schools+Faculties → Divisions
- Devolution
 - As much as possible, reasonable, and efficient
- PSD Reorganisation
 - RS+KIS → RIS

Research & Innovation

Current Position



Research & Innovation



Research Services
University of Kent

Research & Innovation

This portfolio area is divided into two distinct areas:
the **Research & Innovation Services directorate** and the Graduate & Researcher College

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Proposed New DVC R&I Structure

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Research & Innovation

Transitional structure

- Until 2021, the most significant change will be the creation of a shared services operational support team so that work can begin to bring together finance, administrative, MI and systems support across the whole portfolio area. This will realise efficiencies and streamline processes while allowing for more collaborative working and a joined-up approach across the whole portfolio

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Proposed Interim RIS Structure

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Research & Innovation Services

Final Structure (2021)

From 2021, there will be a **Director of Research & Innovation Services** with overall responsibility for REF, KEF, research policy and our knowledge exchange work

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Proposed Final RIS Structure

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Knowns

- Consultation open until Feb 23rd
- 10th Feb – (ring fenced) new roles due to be advertised
- 23rd Feb - closing date for those new roles
- 16-31 Mar – selection process for those new roles
- 1 Apr – new roles commence (subject to...)
- IF the structure goes ahead as per the consultation
- PLUS THEN the new leadership team will propose the structure within RIS and consult RS+KIE staff
- In theory by June 2020 (but transition period...)
- IF not then the process is not clear
- ALSO for RS+KIE a transition period is proposed
 - So the above dates may not apply

(Some of the) Issues

- RS DD not showing
- Some areas of RS not showing! Eg contracts, accounts
- OM reporting to KIE (why?)
- OM grade 8 (currently 2x Grade 9)
- Transitional Period
- Timing (all deadlines are 23rd Feb)
- Will any RIS roles be “advertised” on Feb 10th?
 - [ie the Operations Manager]
- Will KVSS be available after Feb 23 (with same benefits)?
- NB Discussions on devolution have just started

O4S

- Second Consultation closes 23rd Feb ...
 - PSD structures
- Third (and final) consultation April-June
 - Devolution discussions
- August 2020 – New Structure
 - And everyone is happy ...
- Although RIS transition
 - Until July 2021



RMA Leader Role

- Explain what RMAs do
- Explain the importance (~15% of the University turnover)
- Correct mistakes
- “Undo” some of the poorly thought out communication
- Support RMA staff
 - In the centre and in the schools
- Divisions & devolution
- Advocacy & networking
- Efficiency is the key driver
- External requirements help!

- Keep everyone pulling in the same direction



Office for Scholarly Communication

- UK Drivers
 - Open Access
 - Research Data Management
 - Impact
 - League Tables
 - REF
- Kent
 - Distributed expertise (RS, Library, Schools)
 - Need to invest in support... but it costs!

OSC Case Study

- Develop a specific plan
- Not just a business plan
- Also an advocacy and communication plan

- 2015 enrolled on a leadership course
 - Needed a “project”
 - Had the beginnings of an idea
 - Set out to “do it properly”

OSC Case Study - Plan

- What are others doing?
- Do they see benefits?
 - Can they be quantified
 - Translate to a Kent context
- Who do I need to convince internally?
 - Who has the money
 - Who has the influence
- How to I influence them?
 - Open Access Steering Group
 - Research and Innovation Board
 - White Papers

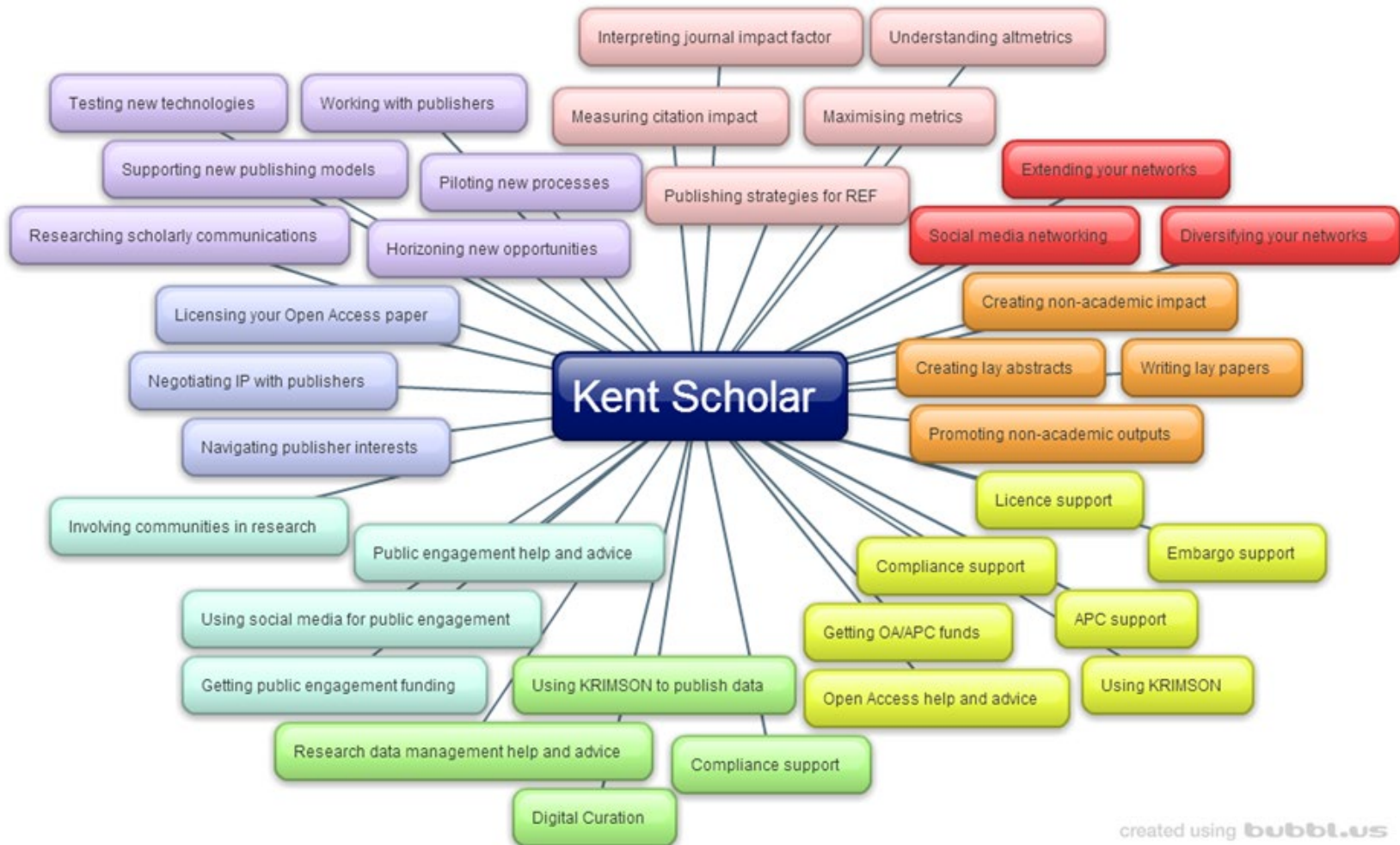
OSC Case Study - Plan

- DVC Research & Innovation
 - Generally likes what Cambridge does
 - Also the U.S.
- Deans
 - One is an OA advocate – ask him to chair
- DVC Resources
 - Pragmatic – solid business case will persuade
- A **long** gestation (Nov 2015 → Feb 2017)
- → Final approval is a “rubber stamp”
 - “I thought we had this already!”

OSC Case Study - Plan

- The plan went through 9 versions
- Including external “consultation” with critical friends
- Nov 2015 → Jan 2016
- Internal consultation and committee navigation
- Jan 2016 → Nov 2016
 - Research and Innovation Board
 - Open Access Steering Group
 - Publications Committee
 - Information Services Board
 - Library User Panel
 - Graduate School Board
 - REF Steering Group
 - And lots of informal conversations

OSC Case Study - Plan



created using bubbl.us

OSC Case Study – Financial Case

Annual Cost (Y1 → Y5)

Head: Grade 9 - £63,739 (basic £49k+on costs)

Admin: Grade 6 - £34,872 (basic £27k+on costs)

Running costs - ~£2-3k/month

Total Annual Cost: ~£111k (rising to ~£140k in Y5);

total 5 year cost to REF2021 submission ~£621k

Average Annual Cost: ~£125k

OSC Case Study – Financial Case

For REF2014 the University submitted 2,090 publications. On average (the value varies by subject area) a single-weighted 3* output was rewarded with around £2,800 QR, and a 4* one with about £11,300; for each of 6-7 years of QR funding until the next exercise.

It is clear then that if the OSC were responsible for increasing 44 outputs from 2* to 3* (£0→£2.8k) or only 15 outputs from 3* to 4* (£2.8k→£11.3k) (or some combination or 2*→3* and 3*→4*) then in the entire period until the subsequent REF it would cover its own direct costs on an on-going basis. *This equates to fewer than 3 publications (9% of those submitted and previously assessed as 3*) across the whole institution each year being raised from 3* to 4**. In terms of achievability, this would mean raising the overall percentage of 4* outputs from 20% to just over 21%. The *University Plan 2015-2020* calls for an increase to 25%.

OSC Case Study – Business Case

- Other Benefits Identified
 - Centralizing support (efficiency)
 - Compliance (with funder mandates)
 - Data Management Support (new area)
 - One-Stop-Shop for Scholarly Comms
 - Academic Buy in (from the consultation)
 - Institutional Profile (Kent a lead in Scholarly Comms)
 - Network (Cambridge, Columbia, ...)
 - High Profile Advisory Board

OSC Case Study – Business Case

Kent Office for Scholarly Communication

Purpose

This document sets out the rationale for and a proposal to establish an Office for Scholarly Communication at the University of Kent.

Overview

Scholarly Communication covers the broad area of dissemination to and, crucially, engaging others with the fruits of our academic labour. The aim of an Office for Scholarly Communication is to provide a one-stop shop for supporting academic staff and researchers in maximising the impact, in the widest sense, of their work. It includes information about academic and non-academic outlets, open access, research data, social media, public engagement, and university publishing.



1. Vision

Supporting academics so they do not completely disengage with the increasingly complex landscape of scholarly communications has been achieved in a number of universities, including Harvard, Princeton and Columbia, through the establishment of an Office for Scholarly Communication. In the UK a number of universities are considering how best to equipture from ongoing building opportunities achievable through new models of scholarly communication and some, most notably Cambridge, have established their own Office for Scholarly Communication to actively support

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- Increased profile – the interventions and support of the office will contribute to the more accurate reporting and increased profile of our scholarly output and its usage, in turn enabling increased institutional profile and esteem.

2. Reaching Out

There is an opportunity for Kent to partner with other universities to establish an Office for Scholarly Communication network, with the most value potentially generated by joining with international institutions, in Europe (for example Ghent, Stockholm) and wider (for example Columbia).

Scholarly communications markets are developing and there may be additional value in involving commercial partners and involving representatives from other areas of activity, for example the Digital Curation Centre, publishers and digital content and service providers.

Advisory Board

In order to both ensure that the OSC is set up in an optimal manner, and to raise the profile of the endeavour and the institution, an external advisory board is recommended. Ideally this would include experts from national and international bodies such as infrastructure providers, publishers, technology companies, and other universities. Potential members include:

Dr: (Neil Jacobs, Head of Scholarly Communications Support)

Digital Science (Daniel Hook, CEO)

Libriqity Press (Brian Hild, Founder, Libriqity Press)

Open Library of the Humanities (Marilyn Cox, Founder, OLU)

UCL (Paul Ayris, Director UCL Library Services & UCL Copyright Office)

Cambridge University (Denny Rodgers, Head of Scholarly Communications)

Columbia University (Nancy Nunnberg, Research Data Manager, Centre for Digital Research and Scholarship)

academic staff by bringing together Research Office and Library functions. Creating conditions for greater international collaboration, expanding global research networks and boosting Kent institutional and academic profile and citations, an Office for Scholarly Communication will lay the ground work for improved league table positions and considerably increased research profile and impact.

2. Scope – The Office for Scholarly Communication is a one-stop-shop that will support academics to maximally extend profile and impact from their research through expert advice and service provision in the areas of:

- Advice on journal (and other outlets) esteem and metrics,
- Metric, altmetrics and maximising academic impact
- Developing academic and non-academic networks through evidence based information
- Promoting and achieving non-academic impact from publication
- Supporting best practice in open access
- Supporting best practice in research data management
- Supporting best practice in public engagement with research
- Supporting best practice in social media to promote research and research outputs
- Enabling publication strategies and workflows that meet all funder requirements
- Enabling researchers to make informed decisions about intellectual property and publication
- Inspiring and initiating disruptive innovation in scholarly communication
- Leading and promoting new activities such as a Kent University Press

3. Model

The proposal is to create a centre for excellence in scholarly communications that is highly visible, highly accessible and understanding of the needs and concerns of the academic community across all faculties – a building block for Kent's inclusive, supportive and disruptive research environment.

The Office for Scholarly Communication will actively align support from Research Services, Information Services and other pockets of excellence to create a single point-of-need service creating added value in respect from scholarly communications activity.

4. What?

The Office, will have a physical presence (in the Templeman Library), but mainly be 'staffed' by existing role holders in a virtual/hoi manner. The initial 'office' should comprise:

- Head of Office for Scholarly Communication – new post
 - Faculty Librarian (research support) – virtual – existing post
 - Research support librarian – virtual – existing post
 - Impact and Engagement Officer – virtual – existing post
 - Scholarly Communication Administrator – new post
- Plus other staff on an ad hoc basis while they are performing duties that fall within the purview of the Office for Scholarly Communication.

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Annex – Kent Office for Scholarly Communication: Detailed Remit

The Office for Scholarly Communication (OSC) will lead the policy, support, technology, advice and training in and around the communication of scholarly output. Much of this will be achieved by working with other parts of Information Services, Research Services and indeed other professional services with the Schools and Faculties to provide a one-stop-shop for all things related to scholarly communication. Examples include:

- Advice on journal (and other outlets) esteem and metrics:
 - Information on journal metrics (eg JIF, SNIP) and how to interpret them
 - REF submissions to particular journals/outlets
- Metric, altmetrics and maximising academic impact
 - Citation count and field weighting information
 - Altmetric products and information and interpretation
 - Strategies to maximise various metrics
- Developing academic and non-academic networks through evidence based information
 - Who publishes in your area / related areas
 - How to develop links through non-traditional methods such as social media
- Promoting and achieving non-academic impact from publication
 - Raising the profile of academic outputs
 - Developing layabstracts and even lay papers
 - Using other forms of communication to create a "personas"
- Supporting best practice in open access
 - General open access help and advice
 - Compliance support (University, BCUK, REF, Wellcome, ...)
 - License support
 - Embargo support
 - APC support
 - Management of the various OA & APC funds
 - KAR (BIRMINGHAM) support
- Supporting best practice in research data management
 - Guiding research data management hubs and advice
 - Close working with the Digital Curation Centre
 - Compliance support (University, BCUK, Wellcome, ...)
 - KAR (BIRMINGHAM) support
- Supporting best practice in public engagement with research
 - General public engagement help and advice
 - Advice about including the 'public' in research design and process as well as dissemination
 - Management of the various Public Engagement with Research funds
- Supporting best practice in social media to promote research and research outputs
 - General social media help and advice
 - Developing and maintaining a social media profile
- Enabling publication strategies and workflows that meet all funder requirements

It is also intended that the Office will co-ordinate evidence-based research in the area and support academic colleagues researching into associated themes, with the intention of building a research presence and reputation in this research area.

5. Annual Cost (Y1 - Y5)

Head: Grade 9 – £62,739 (basic £48,000 costs)
Admin: Grade 6 – £34,872 (basic £27,000 costs)
Running costs – £2.3k/month

Total Annual Cost – £111.8k (rising to ~£140k in Y5), total 5 year cost to REF2021 submission – £528k
Average Annual Cost: £125k

6. Cost Benefit

Other than the intangible benefits from improved league table position, in support of the ambitions of the University Plan 2015-2020, there are the potential for tangible cash benefits – assuming that a future REF would be broadly similar to REF2014.

For REF2014 the University submitted 2,990 publications. On average (the value varies by subject area) a single-weighted 3* output was rewarded with around £2,800 OR, and a 4* one with about £11,500, for each of 62 years of OR funding until the next change.

It is clear then that if the OSC were responsible for increasing 44 outputs from 3* to 4* (£10-£11.5k) or only 15 outputs from 3* to 4* (£2.8k-£11.5k) (or some combination of 3* to 4* and 4* to 5*) then in the entire period until the subsequent REF it would cover its own direct costs on an ongoing basis. The equate to fewer than 3 publications (9% of those submitted and previously assessed as 3*) across the whole academic year being raised from 3* to 4*. In terms of achievability, this would mean raising the overall percentage of 4* outputs from 20% to just over 23%. The University Plan 2015-2020 calls for an increase of 25%.

7. Other benefits

- Freeing up resources – Some activities currently taking place within the Schools can be driven and supported by the OSC reducing what is currently invested across multiple Schools and Departments
- Supporting compliance – Reducing the risk of non-compliance in a changing landscape of funder open access and related requirements
- Taking control of data – A focus on data management and data exploitation through supporting, developing and embedding roles and skills of future librarians
- Improving organisational effectiveness – one-stop-shop approach reduces organisational complexity for those seeking scholarly communications support and promotes best practice approaches at an institutional level
- Improved academic connectivity – the one-stop-shop will support academic and administrative staff alike in their requirements and ambitions for scholarly publishing

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- Enabling researchers to make informed decisions about intellectual property and publication
 - Understanding competing financial, intellectual and political interests underlying publishing choices
 - Guidance on licensing options for open access publishing
 - Negotiating IP with publishers
- Inspiring and initiating disruptive innovation in scholarly communication
 - Hostoring new opportunities
 - Enabling research into new forms or support for scholarly communications
 - Piloting new processes and technologies
- Leading and promoting new activities such as a Kent University Press:
 - KUP business case development
 - KUP management
 - KUP administration
 - Developing new opportunities

OSC Case Study – Business Case

The screenshot shows a web browser window displaying the website for the Office for Scholarly Communication at the University of Kent. The browser's address bar shows the URL <https://www.kent.ac.uk/osc/>. The website features a navigation menu on the left with categories like Home, About us, Research support, Postgraduates, and Guidance. The main content area is titled "Office for Scholarly Communication" and includes several featured sections: "About us" (with a photo of four staff members), "Kent research support" (with a photo of wooden blocks spelling "SUPPORT"), "Postgraduates" (with a photo of a student and a staff member), and "Training and resources" (with a photo of a modern building). Below these is a section titled "What we can do for researchers" which lists support services. On the right side, there is a "OSC news" section with a list of articles and a "Tweets by @HeadUniKentOSC" section featuring a tweet from Sarah Slowe.

Office for Scholarly Communication

Home
About us

Research support
Overview
Your idea
Find collaborators
Get funding
Disseminate
Manage your data
Training

Postgraduates
Support for postgraduates

Guidance
Social media for researchers
Responsible metrics

Office for Scholarly Communication

About us

Kent research support

Postgraduates

Training and resources

What we can do for researchers

We can offer you support and advice across the lifecycle of your research, to:

- maximise dissemination of your work through academic and non-academic outlets, social media, alternative publishing platforms, specialist outputs and more.
- help you to effectively communicate your research to your desired audience.

Prefer a booklet?

OSC news

- Advent KARlendar: Fun, festive facts for every day of advent
- Confessions of an Open Access Journal Editor:
- Open Access and My Thesis!

More news

Tweets by @HeadUniKentOSC

Sarah Slowe
@HeadUniKentOSC
Day 2 of 5 for @OsMonkey

Embed View on Twitter

Q&A / Discussion



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