



**DEMANDS FOR RESEARCH
ADMINISTRATORS: WHY
SHOULD WE
COLLABORATE
INTERNATIONALLY ON
HORIZON 2020**

NARMA vårkonferanse 2014:
Ekstern finansiering i UH-sektoren og
rollen som forskningsadministrator,
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AGENDA

- Background
- Changing research funding environment - challenges for research administrators
- Trends in research administration
- Should we collaborate internationally in H2020?
- How to collaborate?

BACKGROUND

University of Eastern Finland

- The university began operations on 1 January 2010.
- 15,000 degree students.
- 15,000 Open University and continuing education students.
- 2,574 members of staff.
- Refereed publications 2,181 and other scientific publications 452 (2012).
- The university's overall funding is 234.1 million euros: basic government funding constitutes 144.2 million euros and additional funding 85.1 million euros (2012).
- Areas of expertise in research: Forests and the Environment, Health and Well-being, New Technologies and Materials.



Changing research funding environment , challenges for Research Administrators

- ✓ We are living in a globalised and highly competitive world
- ✓ National funding sources **diminishing** due to the financial crisis, this has led more competitive research funding system, **tougher competition** for EU-funding also
- ✓ Trend is from national funding to **trans- and international funding**
- ✓ Importance of international **networks** growing
- ✓ **More complicated** research projects in terms of funding, from small individual funds to large consortias
- ✓ Funding instruments are heavily increasing demands for private company participation in projects, e.g. Horizon 2020
- ✓ **New funding instruments** need to be mastered
- ✓ More international researchers – Research services face with **international working enviroment** also at their own offices

Trends in research administration : from control to service

In the past, we used to be

- controllers,
- paper-pushers,
- back office actors
- swichboards,
- "shadow" people
- traffic wardens etc.

Nowadays we are

- proposal advisors,
- guides,
- process managers,
- supporters,
- problem solvers etc.

In the future, we will be

- global networkers with good cultural and linguistic skills,
- relationship builders,
- managers of research processes,
- experts understanding the complex coalitions,
- an equal partners for academic etc.

It has happed a huge change in our profession!
There is a need for more and more higher competent and professional research administrators!

Should we collaborate internationally?

- ✓ This is very good question ! Internationalization is often seen as an **absolute value** what it should not be done.
- ✓ What **benefit** you and your university could achieve by internationalizing? It is always also an investment from your university and yourself! This is exactly why it is important to think about the goals of internationalization.
- ✓ Very often, internationalizing base on personal contacts, different needs or common themes. **People makes networks**, not the organisations !
- ✓ Internationalization may mean individually going to the **next level at you career** and a opportunity to increase your competence. You just need to consider and decide if it is really the right thing for you on this stage of your career. You shouldn't do it just because it is cool.



Should we collaborate internationally?

My opinion is **YES!**

We should collaborate internationally because this makes possible to

- ✓ Professionalize our work, increase your competence
- ✓ Share a common challenge – Horizon 2020 and other European Research Programmes
- ✓ Learn from each other
- ✓ To think and see outside your own box
- ✓ Make more proactive approach
- ✓ Create a "critical mass" in support functions, we do not always know but we should know someone who knows
- ✓ Build up and strenghten your networks!

How to collaborate internationally?

- ✓ **Participate** actively in the international conferences, seminars, workshops, training courses for research administrators
- ✓ Encourage **knowledge sharing and knowledge transfer** between your national and international colleagues
- ✓ Develop of **best practices**; share your problems and solutions
- ✓ Enhance your international collaboration through building strong links and existing **networks**.
- ✓ Be active, stimulate your **mobility**

INTERNATIONAL NETWORKS, AT NORDIC LEVEL

NUAS: Det nordiska universitetsadministratörssamarbetet.

The Nordic Association of University Administrators

- ❖ NUAS : the aim is to **enhance contacts** and to **establish networks** between the Nordic universities at all administrative levels. Work is performed primarily in planning groups that organize the **exchange of experiences**, build networks and **further educate**
- ❖ PLANNING GROUPS: Forsking och innovation :
 - overall goal is to further **develop the Nordic universities administrative work** and include the new international trends in the interaction between university functions of research and **knowledge exchange**, including technology transfer and participation in the knowledge market nationally and internationally.
 - The group will further focus on new trends and developments in international research organization, research and management - planning. The target audience is **managers and specialists at central and faculty in research management**, technology transfer and business contacts.
 - Nine members from different Nordic countries



INTERNATIONAL NETWORKS, AT NORDIC LEVEL



NUAS: Det nordiska universitetsadministratörssamarbetet:
The Nordic Association of University Administrators

- ❖ ACTIVITIES: seminars, workshops, exchange of experiences
- ❖ MEMBERS of NUAS Forsking och innovation planering group in 2014 :
 - Ingrid Sogner*, Seksjonssjef, Universitetet i Oslo (CHAIR)
 - Jaana Backman*, Research Service Manager, LEAR, University of Eastern Finland
 - Eva Björndal*, Financial Advisor , international grants, Karolinska Institutet
 - Halldór Jónsson*, Director of Research Affairs, Háskóli Íslands
 - Jörgen Kyle*, Fil dr., Göteborgs universitet
 - Pål Vegar Storeheier*, Avdelingsdirektør, Universitetet i Tromsø
 - Inge-Sofie Sørensen*, Chef for Forskning og Innovation, Københavns Universitet
 - Ilkka Virtanen*, Head of Research and Innovation Services, Tammerfors tekniska högskola
 - John Westensee*, Leder af Forskningsstøtteenheden, Aarhus Universitet, Aarhus Universitetshospital
- ❖ NEXT WORKSHOP: Connecting Research and Innovation (focus on H2020), autumn 2014 in Copenhagen
- ❖ WEB: <http://www.nuas.org/web/page.aspx?refid=69>

INTERNATIONAL NETWORKS, AT EUROPEAN LEVEL



EARMA : European Association of Research Managers and Administrators

- ❖ EARMA was established in 1993 , recognising the need for Research Managers and Administrators to have a forum to **meet, network and share their experiences**.
- ❖ EARMA has come to be seen as the representative association, at European level for Research managers and Administrators. EARMA actively encourages the **development of national and regional associations** of research managers and administrators.
- ❖ EARMA strives for the **professional recognition** of Research Managers and Administrators
- ❖ EARMA has developed **a professional development framework** that will ensure that Research managers and Administrators will have all the necessary professional skills required to be effective professionals in all their roles be it pre-award or post-award.
- ❖ EARMA has operated a number of **mobility schemes** over the years to encourage its members to visit colleagues or to have colleagues visit them with the intention of sharing what works and learning by doing
- ❖ EARMA has contributed to the development of the Framework Research programmes up to and including **H2020**, made significant interventions in the simplification debate and is an identified stakeholder in discussions around the implementation of the new programme.
- ❖ ACTIVITIES: conferences, workshops, fellowships, Professional development programme (scheme consisting of three certified and accredited course programs of two year each)
- ❖ NEXT CONFERENCE : the Conference 2014 will be held from the 30th June till 2nd July 2014 in Tallinn, Tallinn University, Estonia.
- ❖ WEB: <http://www.earma.org/>

INTERNATIONAL NETWORKS, AT EUROPEAN LEVEL



EUA : European University Association

- ❖ EUA is the largest and most comprehensive organisation representing universities in Europe. EUA as the Voice of European Universities ; Developed in wide consultation with its members
- ❖ EUA: the key priorities include:
 - Building the European Higher Education Area through the Bologna process
 - **Research & Innovation**
 - Internationalization of higher education and research
 - Enhancing the quality of European universities
 - **Governance, autonomy and funding**
- ❖ ACTIVITIES: EUA activities include policy dialogue, conferences, workshops, projects, studies, publications, and services such as the Institutional Evaluation Programme, and an independent service dedicated to doctoral education.
- ❖ OTHER: EUA Member Memo; on the Rules for Participation and Dissemination in HORIZON 2020 (October 2013)
- ❖ WEB : <http://www.eua.be/about/at-a-glance.aspx>

INTERNATIONAL NETWORKS, AT EUROPEAN LEVEL



COST BESTPRAC TN 1302: the voice of research administrators, building a network of administrative excellence

- ❖ BESTPRAC: is a new COST initiative to advance the state of the art in excellent administration of transnational research projects through creating **a network of research administrators**. Chair Jan Andersen (DK)
- ❖ BESTPRAC : the first Management Committee meeting was held on 15 October 2013, first grant period 11 November 2013 – 31 December 2014
- ❖ BESTPRAC: the main objective is to establish a network for the **administrative, finance and legal services in universities, research organizations and related entities** supporting researchers involved in the lifecycle of transnational external competition based (in particular European funded) projects in order to exchange experiences and share and develop best practices, encourage knowledge sharing, knowledge transfer and increased efficiency.
- ❖ BESTPRAC : the network was establish connections between administrators of research projects (including legal, administrative and financial staff in universities and other research institutions) in order to **overcome isolation, stimulate mobility and encourage professional development and progression, strengthening the retention and recruitment of project administrators** and emphasising the need and the importance of a profession that guarantees high quality support to S&T collaborative projects and networks across Europe
- ❖ BESTPRAC: 28 COST countries has accepted the MoU, also Norway (Per Andresen and Vibeke Helen Moe)
- ❖ ACTIVITIES: workshops, meetings, training school, short term visits
- ❖ NEXT WORK SHOP: Bratislava , September 2014, Training school , Autumn 2014
- ❖ WEB: http://www.cost.eu/about_cost/governance/bestprac

INTERNATIONAL NETWORKS, KNOWLEDGE TRANSFER



ASTP : The Association of European Science and Technology Transfer Professionals

- ❖ ASTP was the European professional association for knowledge transfer (KT). Established in 2000 by a group of leading practitioners and with more than 650 members from 41 countries, ASTP's activities have focused on providing excellent training for, and best practice exchange among KT professionals

Proton Europe: the European Knowledge Transfer Association

- ❖ This European Knowledge Transfer Association, was created in 2003 with financial aid from the European Commission and has been self-supporting since 2007.

ASTPPROTON (Europe)

- ❖ ASTP and Proton Europe decided to combine their activities in May 2013 to offer more and better services to knowledge transfer professionals with a broader scope, being more inclusive in the "innovation ecosystem". Members can be individuals or organisations.
- ❖ CONFERENCE: Next conference will be held 17 May 2014 in Oslo!
- ❖ WEB: <http://www.astp-proton.eu/>

AUTM : Association of University Technology Managers (USA)

- ❖ AUTM: the core purpose of AUTM is to support and advance academic technology transfer globally.
- ❖ AUTM: members are university technology transfer offices, research organizations, hospitals, companies that license from universities, research organizations and hospitals, consultants, attorneys specializing in intellectual property

INTERNATIONAL NETWORKS, AT EUROPEAN LEVEL

EARTO: European Association of Research and Technology Organisations

- ❖ EARTO Mission: *to promote and defend the interests of RTOs in Europe* by reinforcing their profile and position as a key player in the minds of EU decision-makers and by seeking to ensure that European R&D and innovation programmes are best attuned to their interests; to provide added-value services to EARTO members to help them to improve their operational practices and business performance as well as to provide them with information and advice to help them make the **best use of European R&D and innovation programme funding opportunities**.
- ❖ ACTIVITIES: **Working Groups** active in 2014 include:
 1. WG Financial Experts
 2. WG Legal Experts
 3. WG Working with SMEs Experts
 4. WG Structural Funds Experts
 5. WG Horizon 2020 Experts
 6. WG Communication Experts



In addition, EARTO has also a set a temporary working group bringing experts together on strategic issues linked to RTOs positioning in Europe.

- ❖ MEMBERS: Norway: FFA – Forskningsinstituttene fellesarena, NOFIMA, SINTEF, TI -The National Institute of Technology
- ❖ WEB: <http://www.earto.eu/about-earto.html>

INTERNATIONAL NETWORKS, AT TRANS-ATLANTIC LEVEL



NCURA , National Council of University Research Administrators (USA)

- ❖ NCURA: members are *universities*, a teaching *hospitals* or not for profit hospitals an independent *not for profit research institute*
- ❖ NCURA: serves its members and advances the field of research administration through *education* and professional development programs, the *sharing of knowledge and experience*, and by fostering a professional, collegial, and respected community.
- ❖ NCURA: currently has approximately 7,700 members, an increasing number of members who engage in cross-border research projects, including with European Union institutions.
- ❖ NCURA's core purpose is to serve its members by advancing the field and profession of research administration.
- ❖ ACTIVITIES: annual meetings and conferences, workshops, fellowship programmes, announcements of position openings, publications etc.
- ❖ WEB: http://www.ncura.edu/content/about_us/

INTERNATIONAL NETWORKS, AT TRANS-ATLANTIC LEVEL



SRA international : The Society of Research Administrators International

- ❖ SRA International: maintains the *largest network* of research managers in the world. Mission is to globally foster and strengthen *research management, administration and knowledge transfer*.
- ❖ SRA International: is the premier global research management society providing education, professional development and the latest comprehensive information about research management to 4,500 members from over 40 countries.
- ❖ SRA International: serves research administrators around the world in all settings to include *universities, hospitals, nonprofits, the government and for profit companies*.
- ❖ SRA International promise : "Whether you are a Vice President for Research, a *mid-level* research manager or *new to the profession*, and you are responsible for *pre- or post-award* grant and contract administration, regulatory compliance, technology transfer, or clinical trials management, SRA International is your reliable source for education and professional development."
- ❖ ACTIVITIES: Education (different programmes), conferences, publications, meetings, career center (job seeking) etc.
- ❖ CONFERENCE: next conference , October 18-22, 2014, San Diego
- ❖ WEB: <http://srainternational.org/about-sra-international>


INTERNATIONAL NETWORKS, AT GLOBAL LEVEL



INORMS: International Network of Research Management Societies

- ❖ INORMS : was formed in 2001 to bring together research management societies and associations from across the globe.
- ❖ INORMS: Its purpose is to enable interactions, sharing of good practice, and joint activities between the member societies, to the benefit of their individual memberships.
- ❖ INORMS: the network enables the officers of the member societies to compare their national or regional issues, and to learn from each other.
- ❖ ACTIVITIES: through INORMS, it is able to transfer training course structure and content, adopt comparable support mechanisms, and jointly develop training materials.
- ❖ CONFERENCE: Congresses hold biennially; next Congress will be held in Washington DC, USA from 10 - 13 April 2014.
- ❖ WEB : <http://www.inorms.org/>

NATIONAL NETWORKS, Some examples from existing networks



Name or Organization	Abbreviation
The Association of Commonwealth Universities (UK)	ACU
Association of Research Managers and Administrators (UK)	ARMA
Australasian Research Management Society	ARMS
Canadian Association of University Research Administrators	CAURA
European Association of Research Managers and Administrators	EARMA
National Council of University Research Administrators (USA)	NCURA
South African Research and Innovation Management Association	SARIMA
West African Research and Innovation Management Association	WARIMA
Danish Association of Research Managers and Administrators	DARMA
Society of Research Administrators International	SRA
PraxisUnico (commercialization of research, UK)	PRAXISUNICO
Finish Association for Research Managers and Advisors	FINN-ARMA
Icelandic Association for Research Managers and Administrators	ICEARMA
Norwegian Association for Research Managers and Administrators	NARMA
East African Research and Innovation Management Association	EARIMA
Brazilian Society of Research Managers	

NATIONAL NETWORKS, FINN-ARMA

- ❖ Finn-ARMA; Association of Finnish Research Managers and Advisors
- ❖ Founded in 2012
- ❖ A network of the Research Services of Finnish universities; members constitutes *all Finnish universities*, about 150 -200 people
- ❖ Aims to *develop the cooperation, services and professional competence* of university research services
- ❖ Management of the network: Heads of Research Services
- ❖ Implementation of activities: Finn-ARMA working group, elected for a term of three academic years . Working group 2013-2014
 - Jaana Backman (chair, University of Eastern Finland)
 - Pasi Sihvonen (vice chair, University of Helsinki)
 - Ilkka Virtanen (Tampere University of Technology)
 - Mari Pietikäinen (Aalto University)
 - Marita Niemelä (University of Vaasa)
 - Hannele Auffermann (University of Tampere)

NATIONAL NETWORKS, FINN-ARMA

- ❖ Organises professional *training* for its members
- ❖ Provides a forum for the *exchange of experience and opinions* and for the networking of its members
- ❖ Provides a forum for the *creation of unified processes* and common perspectives
- ❖ Provides a forum for organising *joint development projects*
- ❖ Increases the visibility and *appreciation* of the profession
- ❖ Operates as an *umbrella* organisation for various professional groups operating under research services
 - Finnovation Champions
 - IPR lawyers
 - MC group
- ❖ Strengthens *cooperation with interest groups*
- ❖ Participates in *international networks* and utilizes them in developing its operation

How to collaborate; some examples of funding mechanisms



❖ **EARMA Fellowship Programmes:**

- **EARMA International Fellowships (EIF):** short working visits to research offices in other countries particularly those who are members of EARMA International partners. The program will provide an opportunity for international research administrators to travel to research organizations abroad and immerse themselves in a program of **mutual learning and knowledge exchange**. Fellows would be expected to pass on their experiences and knowledge of how research administration management operates at their institution, identify best practices and local knowledge of the host institution, and also to respect all organizational rules and cultural practices.
- **EARMA Intra-European Fellowship (EIF):** this programme will support short term visits by EARMA members to other EARMA hosts in Europe. Ideally, these fellowships will work in support of an agreed **mentoring plan** and should allow mentor and mentored to travel. The Board will support this programme on receipt of a final report. At the moment the Board is working up a proposal for a mentoring framework in which these fellowships can be used

❖ **EARMA Travel Bursary Scheme:**

- The EARMA Travel Bursary Schemes support EARMA members travelling to networking events hosted by EARMA or our Sister Professional Associations. There are **several different kinds of Bursary on offer**.

How to collaborate; some examples of funding mechanisms



❖ **ERASMUS staff exchange:**

- Erasmus teacher and staff exchange are targeted to persons with an employment relation to the sending University.
- In staff exchanges the content of the exchange is the **professional development, personal education and benchmarking with colleagues**. Staff exchange can be in the form of study visit, on-the-job learning, learning a new research method, learning to use a new equipment, and in some cases also a language course.
- The duration of staff exchange is 1-6 weeks (in Erasmus LLP, will be less than one week and up to 2 months in Erasmus+).

❖ **FULLBRIGHT:**

- Supports cooperation between your country and American students, scholars, teachers, and **professionals** in their search for knowledge, new inventions, and solutions for local and global challenges.

❖ **MC RICE**

- A RISE proposal should be based on a set of clear research and innovation objectives and deliverables. The means to implement the research project are secondments of research and **innovation staff (exchanges)** with a built-in return mechanism, maximising the impact of the action for knowledge sharing and long-term collaboration. Research and innovation projects under RISE are expected to strengthen existing and build new networks of international and/or intersectoral cooperation, as well as to significantly upgrade the interaction between organisations in the academic and nonacademic sectors in the European Union, Associated Countries and Third Countries.

❖ **COST BESTPRAC**

- Workshops; reimbursement of travel and accommodation costs

