Research Support: Models and Professionalisation

BRAM-NET

17th Feb 2011

Annual Event

University of Sunderland

Research Support: Models and Professionalisation

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Overview of the session

- ARMA
- Professional Development Framework
- Models of Research Support
- Q&A

Association of Research Managers and Administrators (UK)

ARMA – An Overview

20 Years
of Research Management
and Administration in the UK

Overview

- ARMA Summary
- Research Management and Administration
- Who are we?
- Where are we?
- What are we?
- ARMA – What is it?
- ARMA – What does it do?
- Summary

ARMA

- The professional Association of Research Managers and Administrators in the UK

- Training, Skills and Professional Development
- Networking and Peer Support
- Influencing the National Research Agenda

Research Management & Admin

- Information / Funding Opportunities
- Pre-award
- Post-award
- Development / Planning
- Strategy / Policy
- Assessment / Governance
- Metrics
- Research Students (PGRs)
- Research Assistants (PDRAs, PGRAs)

RMA: who

- Secretarial (e.g. clerical support)
- Admin (e.g. admin support)
- Professional (e.g. Research Development Officer)
- Managerial (e.g. Head of Section)
- Senior Management (e.g. Director)
- Leadership (e.g. Pro Vice-Chancellor)

RMA: where

- Universities
  - central office, faculty office, research centre
- Research Institutes
- Other Research Performers
  - E.g. NHS, Companies
- Research Funders
  - E.g. Research Councils, Charities, Companies, Government, European Commission
- Worldwide

RMA: what

- **Not** a 'Jack of all Trades'... But multi-skilled:
- Information, Opportunities, Advice, Costing, Pricing, Submission, Negotiation, IP, Contracts, Finance, Legal, Reporting, ICT, Influencing, Enabling, Monitoring, Development, Training, CPD, Strategy, Analysis, Returns, Advocacy, Marketing, HR, Procurement, Research Students, Ethics, Project Management, Networking, Dissemination, KT, Partnering, Governance, Planning, Policy...
- An interface

ARMA – What is it?

- Association of Research Managers and Administrators
- UK based
- Company Limited by Guarantee
- Formed in 1991 (as RAG*net*)
- Over 1600 members
- The Leading UK RMA professional association

ARMA – What does it do?

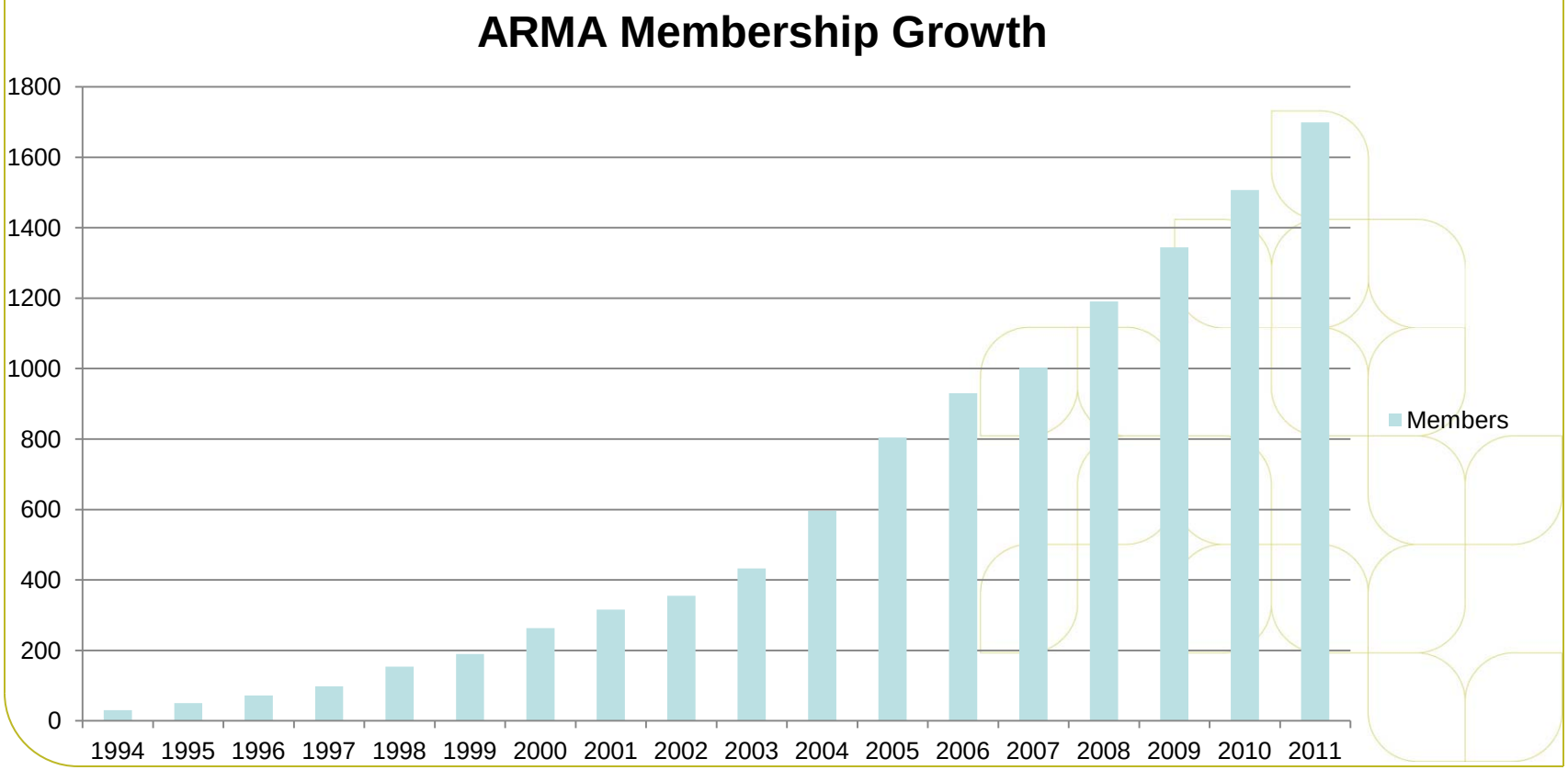
- Annual Conference (2+1 days) 6th, 7-8th June 2011
- Professional Development ***[more on this later]***
  - Training Seminars
  - Expert Seminars
  - Special Interest Groups
  - Study Tours
  - Mentoring
  - Publications: IRMA, Newsletter and Fact Sheets
- Representation
- Peer Support Network

ARMA – Who is it?: Board

- Chair: Dr Ian Carter (Sussex)
- Deputy Chair: Pauline Muya (Birkbeck)
- Deputy Chair: Dr Tony Weir (Heriot-Watt)
- Conference: Lita Denny (Manchester)
- Treasurer: Steff Hazlehurst (IoE)
- Secretary: Simon Kerridge (Sunderland)
- Sheena Bateman (Keele)
- Dr Ray Kent (Loughborough)
- Dr Louise Shelley (Bangor)

Association of Research
Managers and Administrators

ARMA – Who is it?: Members



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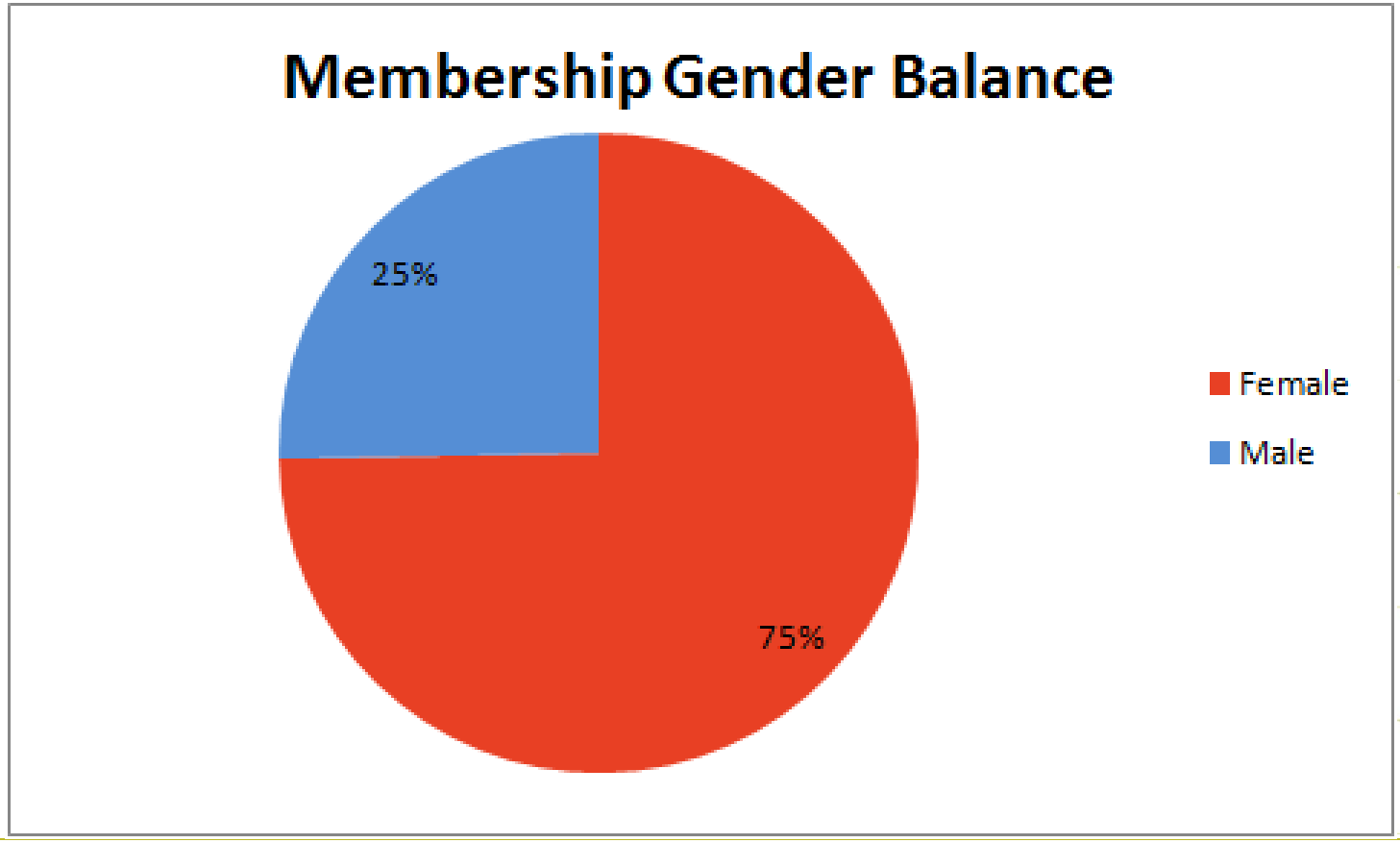

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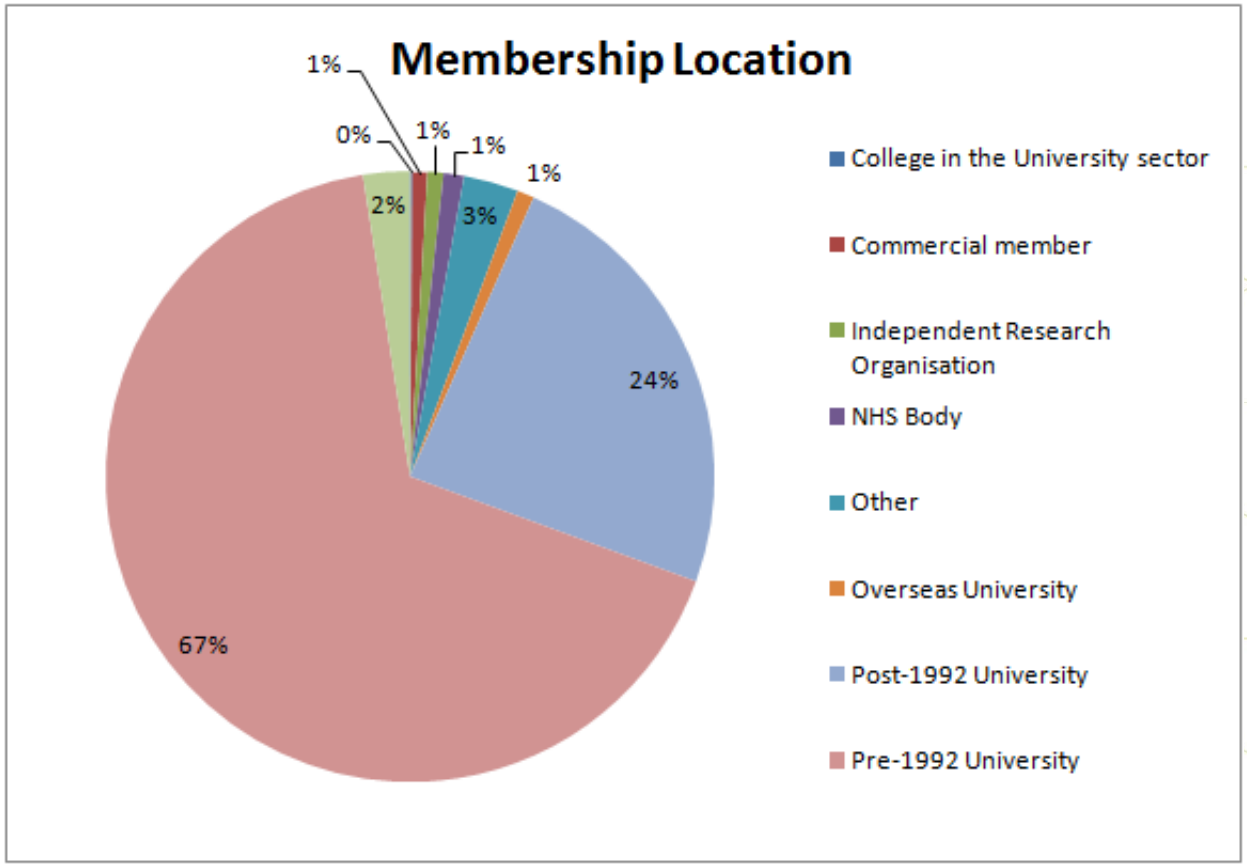

INORMS

- International Network of Research Management Societies
  - Formed 2001
  - ARMA (UK), ARMS (AU), CAURA (Can), DARMA (Den), EARMA, (EU) NCURA (US), SARIMA (SAfrica), SRA (US), WARIMA (WAfrica), GRMN (ACU), PraxisUnico (UK)
  - Biennial conference
  - 2012 Conference, Copenhagen 13th-16th May

Summary

- Research Management and Administration is:
  - A diverse and growing profession
  - Spread across the University and the Research Sector
- ARMA is:
  - The professional association for research managers and administrators in the UK
  - See www.arma.ac.uk for more information

Developing a Professional Development Framework for Research Managers and Administrators

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With thanks to

Marie Garnett

ARMA Professional Development Manager

PDF: Project Aims

The aims of this project are to produce a well-researched and evidence-based Professional Development Framework (PDF) that:

- can underpin initial and continuing professional development for research managers and administrators across the full range of roles in HE now and for the foreseeable future.
- has relevance for research managers and administrators in the NHS, funders, private Research Centres etc.
- is capable of 'unifying' the training and development offers of all providers in this area.

PDF: Progress to Date

- Establishing ARMA's Board and members' expectations for the Framework
- Communicating with key stakeholders and partners for the PDF
- Identifying the **functions** undertaken by RMs and RAs and the **knowledge, skills** and **attributes** required to undertake them – 9 Focus Groups held with 114 participants from 35 HEIs
- Beginning to prepare the first draft of the Framework based on data from the Focus Groups

Expectations of the PDF

- It should be easy to use and understand
- It should unify the training and development provision of all relevant providers
- It should help to raise the profile of research management and administration as a profession
- It should engage senior members as well as junior colleagues

PDF: Structure of the Framework

Progression through the Framework:

- A change in focus from ‘self’ to ‘team’
- An increase in the breadth of knowledge of research administration and management functions
- The ability to deal with more complex, non-routine tasks
- Increasing proactivity and leadership in relation to the management and administration of research
- The ability to contribute to the professional development of others

PDF: Next Steps

- Validate the Focus Group data through further discussions with ARMA members, the ARMA Board and other key partners and stakeholders
- Iterative development of the Framework supported by feedback from ARMA members, the ARMA Board and other key partners and stakeholders
- Work with the AUA on a ‘pilot’ project to determine how ‘attributes’ or ‘Professional Behaviours’ are represented in the Framework
- Make recommendations about accreditation

PDF: the Future

	2010 Oct	Nov	2011 Dec	2011 Jan	Feb	Mar	Apr	May	2011 Jun
Indentify RMA functions (KSA)	FGs	FGs	FGs						
Develop initial PDF				FGs		Stakeholders			(launch)

- ARMA Board have agreed a further 3 year contract

Models of Research Support

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With thanks to

Ray Kent, Loughborough

Mark Mortimer, York

Clare Skinner, Leeds

A potted history

- **Early 1980's** – RMAs in social sci research centres
- **1986** – the first RAE
- **1992** – Dual Support reform; 'new' universities
- **1993** – e-mail network for research administrators
- **Mid-1990's** – first 'one stop shops', e.g. UMIST Ventures Ltd.
- **2000's** - most universities have central RSO and/or faculty offices and/or business development office
- **2010** – RMAs take on an ever broader portfolio

Research Support

The vision

- **‘A unit with clear functions, objectives and methods, well connected inside and outside the institution with good communication channels; widely understood, appreciated and deemed credible and beneficial by the academic staff.’**

(Richard Bond, article in RAG Times,1996)

Task	Unit responsible
Funding opportunity	Academic, Departments, Registrar or Information Office, Outside Experts (especially EU)
Costing	Academic, Finance Department or Research Office or Department Administration
Negotiation	Academic, Industrial Liaison Officer (ILO) or Research Office
Approval	Research Office or Finance Office or Registrar
Contracts	Registrar, Research Office Management, Finance Office or Research Office
Management	Departments, Research Office, Campus Company
Technology Transfer	University Company or ILO or Research Office
Spin-off	Companies, Bursar, Registrar, Departments, Outside Experts

(Colin Cooper, article in RAG Times, 1998)

Models of research support:
Case studies

- **York**

  Mark Mortimer

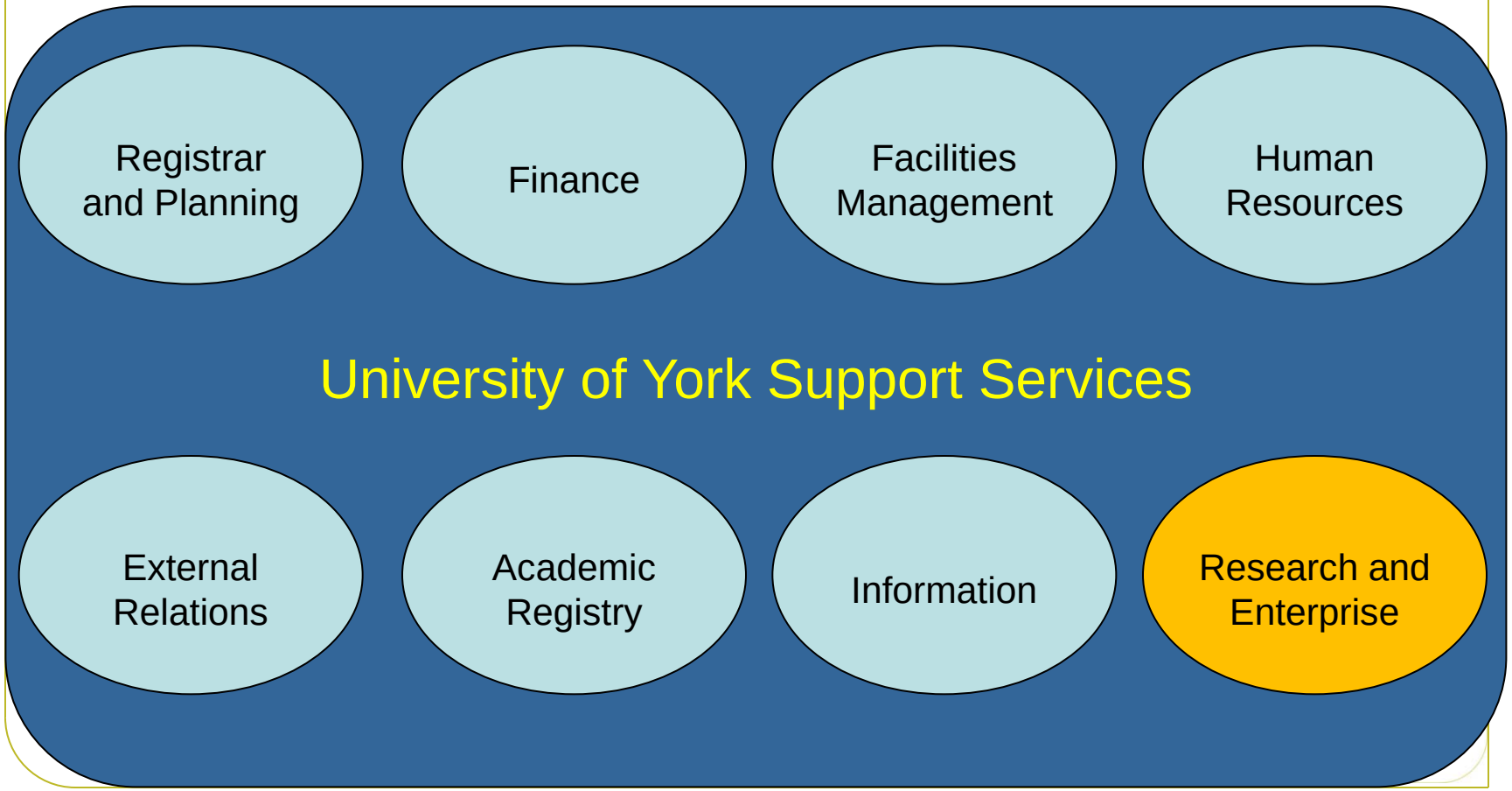
- **Leeds**

  Clare Skinner

University of York - Structure

- 27 departments, evenly spread over Science, Social Science and Arts & Humanities, plus a number of interdisciplinary centres
- Departments consciously dispersed across campus to promote meetings between cognate disciplines
- All departments independent - no faculty structure whatsoever
- Financial responsibility devolved to Heads of Department, contribution targets set centrally

Support Directorates at York



York R&E: Scope of Support

- Broad spectrum, centralized support
  - Pre- and post-award, primarily financial
  - IP and contract negotiation and management
  - Research strategy, governance, ethics, marketing
  - Research Excellence Framework
  - KT, business collaboration, commercialisation
  - Regional engagement
  - Continuing Professional Development support
- But not…
  - Graduate student admin
  - Costings (done by local admin staff or PIs)
  - Student enterprise

Stages of Research

Association of Research Managers and Administrators

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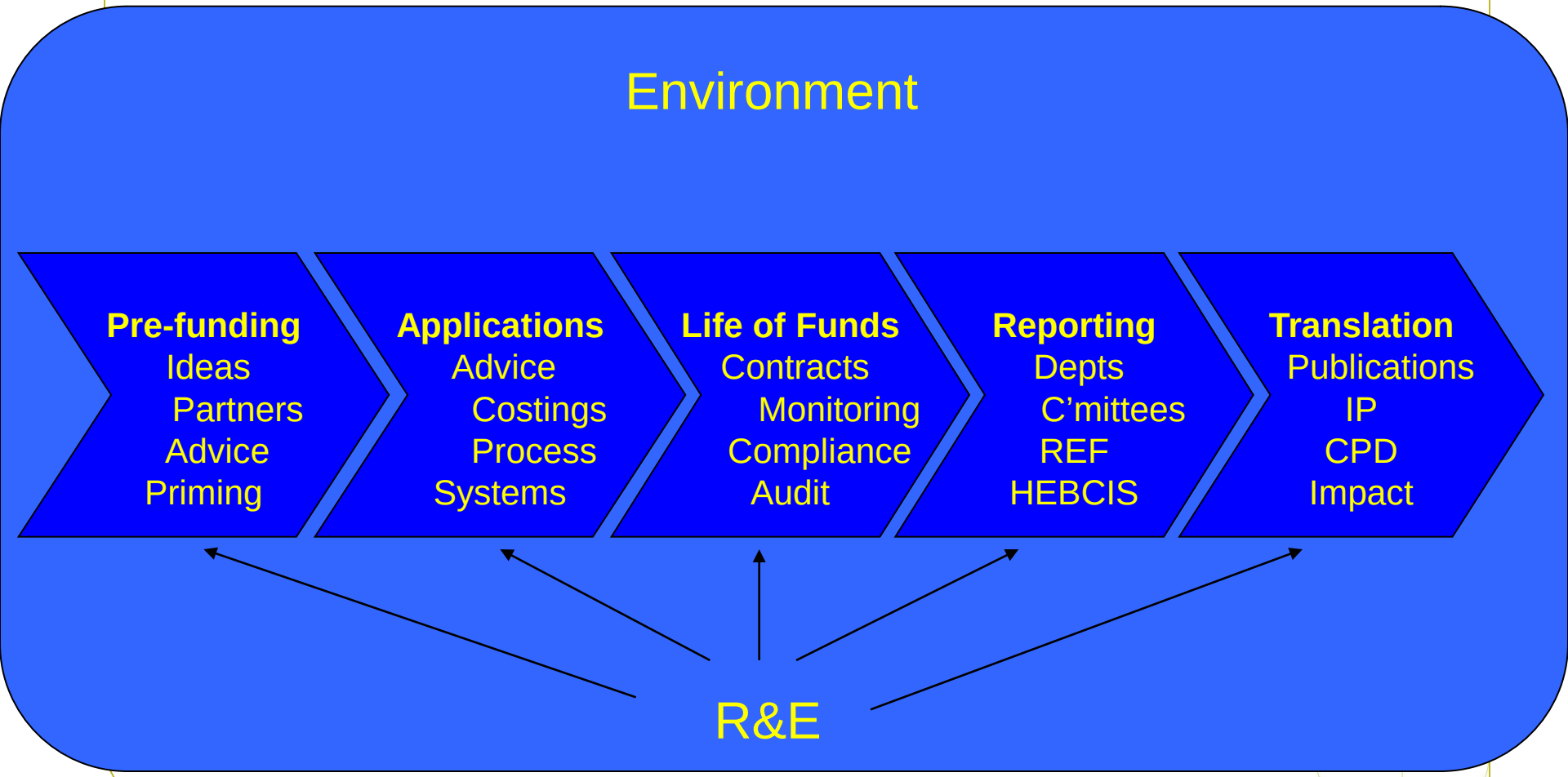


Issues to Consider for York

- What is the correct balance of central to departmental support?
- Has York outgrown a non-faculty model?
- Are there genuine synergies arising from putting research and enterprise into the same structure?
- Does CPD belong here?

Leeds – View from a Faculty

- Medicine and Health is one of nine Faculties within the University of Leeds
- It's the largest with over £56M of research expenditure in 2009-2010
- Has a Federal Faculty model with four schools including a School of Medicine and School of Dentistry

Leeds – Finances

- The University operates a pass through model for income to the Faculties and then uses a Resource Allocation Model (RAM) to charge for central services
- The Faculty of Medicine and Health operates the same model for its Schools

Leeds – Review of Structure

- In 2007 central research support commissioned an options report to consider
- ‘the structures, resources, processes and systems for research support at the University of Leeds and to propose recommendations for change.’
- 6 options were considered

Leeds – Options Considered

- Increased centralisation
- No change to current situation
- Transfer of database and claims function to central finance
- Hybrid model of devolution of database and claims to some Faculties but not others
- Hybrid model of devolution of database and claims to all Faculties
- Total devolution of all research support

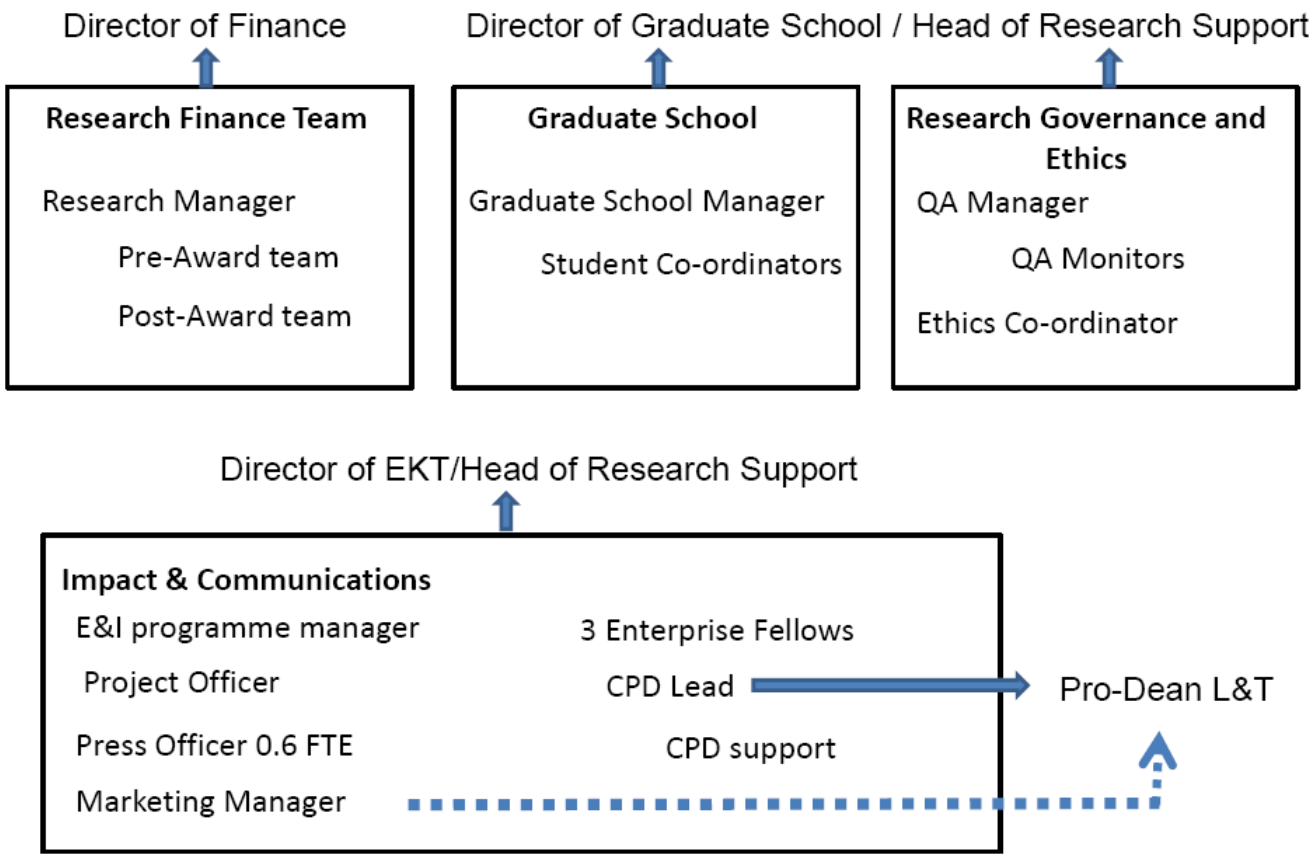
Leeds – Recommendation

- A devolved cradle to grave systems will give academic staff access to a one stop shop for all their research needs, staffed by discipline specialists with local knowledge of researchers and their projects.

- The co location of pre and post award support will streamline processes, there will be a greater coherence of administration through all stages of the award life- cycle.

Leeds: Central Research Support

- Four teams
  - Operations
  - Policy and Performance
  - Contract Review
  - EU/International


Director of Finance
Director of Graduate School / Head of Research Support
Research Finance Team
Research Manager
Pre-Award team
Post-Award team
Graduate School
Graduate School Manager
Student Co-ordinators
Research Governance and Ethics
QA Manager
QA Monitors
Ethics Co-ordinator
Director of EKT/Head of Research Support
Impact & Communications
E&I programme manager
Project Officer
Press Officer 0.6 FTE
Marketing Manager
3 Enterprise Fellows
CPD Lead
CPD support
Pro-Dean L&T

Leeds: Issues

- Nine Faculties – nine voices despite M&H having nearly 40% of the University turnover
- Strategic oversight of interdisciplinary bids – silo working
- Staff mobility – almost all of M&H staffing was recruited from other Faculties, who will invest in junior/training posts?
- Economic Climate – should Faculties aim for a ‘strategic mass’ by working across a number of partners Faculties
- Less is more – who decides?

Models of Research Support

- Sorry… there is no one size that fits all
- Tailor research support provision and structures to the needs (and structures?) of the institution

Questions and Answer Session

Simon Kerridge, ARMA

Head of Graduate Research Support &
Assistant Director (Research), Academic Services
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