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EMERALD HANDBOOKS

THE EMERALD HANDBOOK OF RESEARCH MANAGEMENT AND ADMINISTRATION AROUND THE WORLD

EDITED BY

SIMON **KERRIDGE**

SUSI **POLI**

MARIKO **YANG-YOSHIHARA**

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BOOK



**The Emerald Handbook of Research
Management and Administration
Around the World**

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The Emerald Handbook of Research Management and Administration Around the World

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INVESTOR IN PEOPLE

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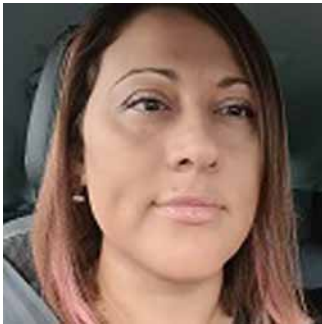
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Sandra Mereu is the Head of the Research Grants Office dedicated to the Societies and Humanities Faculty of Université Paris Cité. She has been working in research management for more than 15 years in 3 different French universities. Her contribution went from advice and support to researchers in the preparation and management of their national, European and international projects, to policy advice and research communication. She actively participated in some institutional initiatives like the HRS4R labelling process.



Kris Monahan is the inaugural Sr Director of Sponsored Projects and Research Compliance at Providence College in Providence, RI. She holds a PhD in Education from the joint program of the University of Rhode Island/Rhode Island College and teaches in the Master's in Higher Education program at Providence College. Dr Monahan has recently been elected President-Elect/Vice President of the National Council of University Research Administrators.



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Salim Chalela Naffah has been working as a Research Manager in different higher education institutions in Colombia for the last 10 years. He is working with a group of colleagues in the establishment of the Colombian Association of Research Managers and Administrators. Salim holds PhD in Education at the Autonomous University of Barcelona from the Applied Pedagogy Department. Salim was Co-founder of the Latin American HUB for Transformative Innovation, a regional project focussed on experimentation to dynamize sustainable transitions.



Hege Nedberg has extensive experience in research administration as an EU adviser at the Department of Research and Development, as a Research Administrator at the faculty level and at the Centre for Welfare- and Labour Research (SVA) at OsloMet – Oslo Metropolitan University. Nedberg has also experience in project management at Telemark University College, and as a Member of NARMAs Working Group and of the core team working with the NARMA Professional Development Program.



Cristina Oliveira has 15 years of experience in research management, particularly in pre-award. She is the Executive Manager of the MagIC Research Centre of NOVA University Lisbon and leads NOVA in the EC-funded RM Roadmap. She is a Trainer in RMA-related topics, including the foRMAtion course. Cristina is an Active Member of the Portuguese 'Platform at the Interface of Science', the Vice-chair of the BESTPRAC EARMA thematic group, and a Co-PI on the RAAAP-3 project.



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Pierantonios Papazoglou is Research & Strategy Manager of the Centre-of-Excellence in Risk & Decision Sciences, European University Cyprus. Prior to that (2017–2021), he Headed the Research-&-Innovation Support-Operations Unit of the Climate & Atmosphere Research TEAMING-Centre-of-Excellence at The Cyprus Institute, and before (2008–2017) he served as Cypriot National Contact Point and Programme Committee Member in Horizon2020 Programmes/Initiatives, such as Marie Skłodowska-Curie Actions, Climate & Environment, Space, EURAXESS. He is Deputy Chair of EARMA's Policy & Representation Committee.



Michael Parik is Grants Affairs Coordinator at AIT Austrian Institute of Technology GmbH. He works as RMA since 2007 in the Finance & Controlling Department and supports pre- and post-award structures with legal and financial advice for funding programmes at AIT. Michael is a member of several stakeholder organisations as EARMA (since 2010), AUFOS and EARTO – where he is member of several working groups (Financial Experts, EU RD&I Programmes).



Andela Pepić is Head of Centre for Development and Research Support at the University of Banja Luka. From 2018 to 2019, she was Action Chair within COST Targeted Network TN1302 ‘BESTPRAC’ (now part of EARMA as BESTPRAC Thematic Group). She obtained her Master degree at the School of Economics and Business, University of Sarajevo, and is expected to complete her PhD in Sociology by the end of 2022 at the Faculty of Political Sciences University of Banja Luka.



Primož Petek has been involved with RMA since 2011 when he joined the public research institute in Slovenia (Slovenian Forestry Institute). His work there is linked to finance, accounting, EU-funded projects and other akin areas of work. He is active in different research administration projects where he develops RMA-related topics. His research area is otherwise associated with accounting treatment of R&D expenditures.



Dalene Pieterse is the Manager Research Information & Statistics, Division for Research Development, Stellenbosch University (SU). She has a Master’s in Science in Physiology from SU and also completed a Postgraduate degree, Baccalaureus in Philosophy in Knowledge Management in 2013. She joined the DRD in 1998 and has since been involved in research management and in particular research information management at various levels.



Pamisha Pillay has a PhD in Chemistry and over 20 years of experience in research management. She is currently the Director of the Research Support Unit at Wits Enterprise, a subsidiary of the University of Witwatersrand, Johannesburg. She is a former Vice President of SARIMA and currently chairs the secretariat of the International Professional Recognition Council (IPRC), an autonomous body that confers professional recognition to research managers across Africa based on a peer-review process.



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Valentina Romano is Head of Collaborative and Multidisciplinary Research Planning Division at Politecnico di Torino. She holds an MA in International and Diplomacy Sciences (University of Bologna) and an advanced Master's degree in University Management (Politecnico di Milano). She was a Member of the EARMA Committee on Professional Development and Recognition and is currently a Member of the EARMA Awards Committee. Since 2020, she has been leading a network of RMAs in Italy aimed at raising awareness on the profession.



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Peter Scott is a Senior Manager for R&I Strategy at University College Dublin and established the research development team at UCD. He has presented at EARMA conferences on the design of research supports and strategy development. Before this, Peter spent 10 years as a management consultant at KPMG, Analysys Mason and PA Consulting.



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Ásta Sif was the Head of Division for Research and Project Management at the University of Iceland, for 10 years. Before that, she was Director of the Research Liaison Office at the University of Iceland and Leading Officer for the LdV programme and the Cedefop study visits to Iceland. Ásta Sif, now retired, has a Degree in Project Management, and participated actively in EARMA and INORMS. She was the Initiator of IceArma in Iceland and chairperson for 6 years.



José Avelino Silva is a Science & Technology Manager of ALiCE – Associate Laboratory in Chemical Engineering and LEPABE – Laboratory of Processes Engineering, Environment and Biotechnology, both R&D units of the Faculty of Engineering of the University of Porto. He holds a M.Sc. in Chemical Engineering and after a career in trace analysis of emerging pollutants, embraced responsibilities as an RMA in the newly established Science and Technology Management office.



Nichole Elgueta Silva has several years of experience in research administration. She has been the Project Manager for the NARMA Professional Development Program from 2017 to 2022, which has been a collaboration project between NARMA and the Norwegian Research Council. She has contributed to the establishment and development of the program in Norway. She's currently working at the University of Agder as Manager for the continuing education unit, developing and operating professional development programs for other professionals.



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Katrin Steinack, a Political Scientist and Historian, joined the FORTRAMA network in 2018 and became a Board Member and Co-chair in 2020. She worked in research management at several universities in the UK (2006 to 2009) and in Australia (2010 to 2017). During this period, she was also active in ARMA and ARMS. Since 2017, she has been Director of the University of Kassel's newly established research office.



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Heather Thomas has been involved in research management and administration for 30 years through her employment in a NZ university and a Crown Research Institute where she developed strong working relationships with researchers and funding agencies. She is currently a Member of the ARMS Education & Professional Development Committee and in 2021 updated the ARMS Accreditation Programme Foundation Level Module 1.1-NZ 'The National Research and Innovation System in NZ'. She holds a BSc and Post Graduate Diploma (Environmental Science).



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Anna Groeninx van Zoelen has retired after working as Senior Pre-ward EU Research Consultant and Policy Officer at the universities of Utrecht, Amsterdam and Leiden. She supported researchers in developing strategic pathways for funding, contributed to research policies, and represented the university in national and European networks. She was involved in the founding of EARMA (1995), advised the European Commission on 'Mobstacles' of Marie Curie (2001), co-created the European Research Professionals community within LERU (2004), and helped establish EUPMAN in the Netherlands.



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John Westensee is the Research Director of the University of Aarhus. He is Co-founder and first chair of DARMA, past president of SRAI, organiser of INORMS 2012 in Copenhagen. John has worked in research management and administration since 1991 in Aarhus in various capacities at Aarhus University and Aarhus University Hospital with a secondment stint at the EU Commission in Brussels in 1993 and 1994. John has presented extensively at relevant professional societies around the world and is Co-founder of INORMS.



Paul Winkler, Biologist and Anthropologist, was a Member of the Research and Transfermanagement Network's board from 2012 to 2017. From 2017 to 2022, he acted as the Managing Director of FORTRAMA. From 2000 to 2015, he worked at the Research Department of the University of Göttingen as a Research Manager and from 2007 served as the Department's Director. From 2015 to 2017, he was the Administrative Director of the Center for Biodiversity and Sustainable Development at the University of Göttingen.



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Danilo Aceto Zumbo graduated in Political Sciences and specialised in economic development he later obtained a Master degree in Sociology of Science, and a PhD in Economic Geography, focussing on EU grants. He worked as a Project Manager and became a RTD Grants Expert in Italy and abroad (US, Switzerland and Belgium). He is a RMA, actually working as an Officer at the International Research Division in the University of Rome Tor Vergata, Italy.



Eleonora Zuolo works in the Central Research and Innovation Department at Sorbonne Université and is seconded at the Ministry of Higher Education and Research in the Department National Strategies in R&I, SSH Sector. She has a 13-year experience as a Research Manager. She has supported researchers at four higher education and research institutions in France. Eleonora is a Member of EARMA since 2014, enrolling in the 1st Certificate on Research Management. She has been a Board Member since 2020.

Preface

*Dr Celia Whitchurch, Honorary Associate Professor, IOE, UCL's
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This Handbook is a timely contribution giving a state-of-the-art account of a profession that has developed over the years from what might be seen as purely regulatory and accounting roles, such as recording research income and expenditure, to more active roles, for example contributing to the writing of research grant applications, matching individuals and groups to specific income streams, and contributing to institutional research policy. As a result, research endeavour in institutions has become more integrated with institutional policymaking, and research managers perform a translational function between funders, academics and beneficiaries, for which transferable skills are required. They have, therefore, become research ‘enablers’ (King et al., 2023), ‘science communicators’ and ‘policy analysts’ (Poli, Oliveira, et al., 2023, Chapter 3.1), as well as managers *per se*. Their roles not only include knowledge exchange and project management, but also impact assessment, liaison with business and industry, public engagement and dissemination, in a world in which research is increasingly output and performance driven. This involves ‘making things work’ between different governance and value systems, particularly in international collaborations. Many of these types of roles put emphasis on the involvement of and feedback by stakeholders and users such as local communities and those participating in citizen science programmes. Those involved in such schemes are likely to be creating their own form of Mode 3 knowledge, i.e. ‘situated’ knowledge arising from practice that also involves stakeholders and users (Carayannis & Campbell, 2016; Whitchurch, 2023). At the same time, however, misrecognition of their roles and identities persists, particularly in respect of those elements of their work that are adjacent to academic activity.

The more analytic chapters give consideration to research management and administration both as a collective specialism, strengthened by national and international professional associations, and as a bespoke career, with the potential for individuals to develop their own niche within higher education, often poised between academic and professional forms of activity. In some cases, this also creates the opportunity to progress a career outside as well as within higher education. The increasing numbers of research managers with master’s and doctoral qualifications mean that they may have direct experience of undertaking research, giving them the opportunity for greater career mobility, for example in project management, and/or in government agencies and policy-making bodies connected with funding research and technology. This can in turn create new divisions, between those with PhDs and those without, creating ambivalence about which world individuals belong to. It also sets up the potential for tension between the promotion of a collective identity, expressed via professional associations which give visibility to research managers’ activities, and individual identities created by pursuing bespoke trajectories according to local circumstances. There are

also multicultural and multidisciplinary dimensions to cross-boundary work, particularly where research partnerships are aimed at global development. In this connection, ‘cultural intelligence’ is offered as a framework to help research managers navigate the complexities of diversity and internationalisation. All these factors can give rise to issues of where people belong, as well as potential misrecognition of their identities, which affects nomenclature, titles, career and promotion structures. These issues could be further explored as the literature develops.

It is apparent from the various contributions across countries that there are different levels of maturity for the different national groupings. Variables are likely to include the culture of an institution, the level of qualifications of individuals, particularly if they have a doctorate or academic experience, for example at the level of an early career researcher, and perhaps most critically, local relationships with academic colleagues. The debates across the chapters also raise issues about appropriate professional development for this group of staff, the extent to which this can be undertaken collectively, for example via training initiatives and the activities of professional associations such as conferences, and ways in which individuals might advance their skills and knowledge in the different spheres of research activity in which they may be involved. Practical examples are also given of research structures and cultures, and professional development frameworks, in different parts of the world. Thus, on the one hand, the book can be seen as a compendium mapping the contemporary profession internationally, and, on the other, as offering insights into the range of individual identities and aspirations that have emerged. The comparative dimension, across a broad range of countries, and indeed continents, makes it a particularly useful reference volume.

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Preface

Nik Claesen, Managing Director of the European Association of Research Managers and Administrators, Brussels, Belgium

When I first heard about this book, I was impressed by the courage of these editors to take on such a huge task. They have taken on a mammoth challenge by combining a very broad geographical coverage with a description of the complexity of research management and administration (RMA).

The level of ambition of this book is however matched by the experience, expertise, and network of the editors. They are some of the most knowledgeable and connected practitioners of the global RMA community, and are at the forefront of research into RMA. They combine theory and practice and have an extensive frame of reference. I was therefore very excited at the undertaking of the major journey that has culminated in the completion of this book.

I am overjoyed to see the result of their labours, not only because it is interesting but also because it is highly relevant in the current international context. As the Managing Director of the European Association of Research Management and Administration (EARMA), I know the European context best and this book could not be more timely. Research Management and Administration has an amazing momentum across Europe, and in my view also across the world. With the awareness of RMA increasing around the globe, there is a need for three elements to advance the (emerging) research management and administration profession. Firstly, there is a need to understand the current situation better, both at the national level and the supra-national level. Secondly, there is a need to reach a better understanding of what research management and administration is, and what its role is within the (global) research and innovation ecosystem. Thirdly, it is of crucial importance that a much larger and more convincing evidence base is formed to allow all stakeholders, but especially policy makers, to take action and unlock the huge potential of research management and administration. This book advances all three aspects simultaneously while allowing the reader to understand differences across the world allowing them to take a step back from the national or organisational contexts and viewpoints. This will allow the reader to understand the complicated world of research management and administration better. Such understanding is crucial for the RMA community to move towards a mature profession.

Therefore, I regard this work not only as the next step in the state of the art of research into research management and administration but also a strong building block in the evidence base needed to create a better and stronger research management and administration community across the world. This is essential to allow for better research and innovation to take place and address the large challenges of our time. I salute and congratulate the editors, their regional editors, and the many authors for taking on this project and delivering such an impressive result.

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¹<https://earma.org/>

²<https://armanl.eu/>

³<https://darma.dk/>

⁴<https://fortrama.net/>



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⁵<https://www.ncura.edu/MembershipVolunteering/Programs/NCURAResearchProgram.aspx>

⁶<https://inorms.net/activities/raaap-taskforce/>; <https://bit.ly/raaap/>

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