



The Association
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RESEARCH GLOBAL

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Evaluation: quantity and quality

Metric evaluation in Denmark

Programme reviews in the US

Research management tools in Australia



Research Global

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Evaluation

The general theme of this edition of *Research Global* is evaluation. The articles dealing with this theme explore very different angles, as will be described below. Apart from this, there is news from some of the international research management societies, as well as interesting articles dealing with other aspects and challenges of our profession.

The first article on evaluation deals with metric evaluation in Denmark and how this is used as a tool to distribute public funding for basic research. Funding will be increased in Denmark, but the Ministry for Science, Technology and Innovation does not want just to increase basic funding. Instead, it will let the universities compete for the money to a higher degree than seen before. The overall idea is to be better prepared for the challenges in a global market. The extra funding for basic research will not simply be distributed proportionally, but will to some degree be awarded on the basis of 'quality indicators'. Two of the most important indicators deal with how good you are at attracting sponsored research, and how good the quality of your published research is. The article will deal with the latter issue.

The second article on evaluation originates from the US. It deals with a programme review of the Office of Sponsored Programs at the University of Nebraska at Kearney, which subjected itself to a review process similar to that of academic programmes. It is written by John Falconer, who is the director of sponsored programmes, and Bill Campbell, who was the external reviewer. The article describes the self-study that was carried out before the site visit, and the site visit itself. The self-study provided data and procedural information and, during the one-day site visit, staff from across campus were interviewed by the five-person strong review team.

The third article on evaluation comes from the University of Western Australia. A research management tool called Socrates is the focus of this article. It is an online application, which draws data from research information

in research management

systems in order to generate data for the Australian Government's Research Quality Framework. Socrates provides citation data for individuals and creates a research profile with information about publications, citations, grant income, and so on. The system has helped to show the level of research productivity of the university's staff and can show output and input performance over time. It is now also used by the Promotions and Tenure Committee.

The remaining articles deal with a number of different issues. The article from the Australian National University deals with strategy in research management and describes the different steps in defining and working with a strategy. Evaluation is most definitely a part of this process. There

is also an insight into the present state of the management of research at Obafemi Awolowo University in Nigeria, which has had the Carnegie Corporation of New York help drive development. Plus, there are overviews of two national research management societies, in the



John Westensee

UK and Canada.

Finally, this issue of *Research Global* also presents an article on research management and administration in the Caribbean. It suggests a regional approach to run and develop research management and administration in order to

overcome problems such as lack of qualified professionals and lack of critical mass.

The articles cover many different aspects of the research management world, but there is so much more to learn about our profession. Therefore, look forward to future issues of *Research Global* for more insight.

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Metric evaluation in Denmark

John Westensee looks at how the evaluation of publications affects the distribution of public funding for basic research.

The Danish Minister for Science, Technology and Innovation announced a number of years ago that public investment in research should be increased in order to protect and expand the knowledge base in Denmark. This is most definitely an important goal in a knowledge-based society such as the Danish one. When the Barcelona goal of 3% investment of GDP in research was introduced in Europe (1% from the public sector and 2% from the private sector), this became even more important to actually implement. It also meant that the investment in research from the public sector would have to be increased by some 40% in order to reach the goal of 1%.

Despite various creative ways of counting public funding in order to avoid the 40% increase in public investment, it was obvious that significant extra funding was necessary. This was agreed upon in Parliament a couple of years ago, but it is only now that the extra funding has become available. The government was very hesitant just to increase funding for basic research in universities. They wanted to be able to be more in control of the extra funding.

In Denmark, there are now five fairly large universities plus three smaller universities. The total budget for these universities for basic research is approximately EUR 940 million in 2009, plus approximately EUR 335m from the research councils. The extra funding in 2009 will be EUR 145m, of which only EUR 36m will be an increase in the basic funding for research. This trend will be even more pronounced in the years 2010-2012, where EUR 560m extra will be spent per year, but with an increase of only EUR 80m in basic funding. The vast majority of this extra funding will be tightly controlled by the ministry. They will primarily use the basic research councils and strategic research councils to distribute the extra funding. Other mechanisms might also be developed. The overall idea is to be better prepared for the challenges in a global market.

This also means that the level of competit-

ion between the universities will increase. The extra funding for basic research will not simply be distributed proportionally, but will to some degree be decided on the basis of 'quality indicators'. Two of the most important indicators are:

1. How good are you at attracting sponsored research?
2. How good is the quality of your published research?

A metric approach to measuring the quality of the institution and its research is now most definitely high on the agenda.

The first criteria dealing with income from sponsored programmes was used in 2008, and in 2009 it will be a combination of income from sponsored programmes and quality of publications; from 2010, it will have a real impact in money terms. This is the reason why there is now a lot of focus on getting publications registered in the correct way. However, an unfortunate side effect is that this discourages cooperation between institutions (e.g. shared authorship).

More information on this process (also in English) can be found on a dedicated ministry website: www.globalisering.dk.

How did we go about the metric evaluation of publications?

I will now focus on how the quality of publications will be evaluated from now on in Denmark.

When preparing the new system, similar systems in other countries (especially Norway) were examined, and to some degree this influenced the new Danish system.

One of the crucial elements was to agree on the quality of publication channels. A massive exercise involving approximately 500 Danish

researchers working in 68 panels was conducted, in order to reach a national understanding of the quality and relevance of national and international publication channels.

Each panel defined a 'list of authority', based on the Norwegian lists but with their own additions and subtractions. The lists were called 'bibliometric research indicators' and were used to assess productivity in each research area. Each list was divided into two levels:

1. Normal – accounting for 80% of publication channels in the research area worldwide
2. High – accounting for 20% of publication channels in the research area worldwide

For level 2, publication channels can only be included where there is consensus that they are of the best quality internationally.

As can be expected, the creation of these lists has caused much discussion. Claims of favouritism and lack of objectivity have circulated. A major problem has been that relatively few people have been responsible for wide-ranging research areas, where it is impossible to be an expert in everything. Another tricky question has been how to deal with areas where it is a tradition to publish mainly in Danish. The biggest problem has been to agree on the publication channels in the 20% bracket, because these weigh heavily when the metrics are applied and might skew the results in a given research area.

In some professional circles (e.g. mathematics), journals seemed to be missing in the lists and some journals were placed in the 20% bracket for reasons which were not very clear. This is to be expected when few individuals have to create the lists and when there are no clear procedures for public consultation. The views of a given individual can thus have a significant effect.

The Danish Agency for Science, Technology and Innovation, an institution under the min-

The overall idea is to be better prepared for the challenges in a global market. This also means that the level of competition between the universities will increase.

istry which also houses the research councils, was the driving force behind the lists. Universities Denmark found the panel members and chairpersons. Typically, the deans put the names forward.

The idea is not to use these lists as 'lists of quality' or to compare between research areas and disciplines. The reason is that there are differences in research traditions and how results are published. An indiscriminate comparison between areas might lead to the conclusion that certain areas are better than other because of publication rates. This is not what the Rectors want but, as described later on, the ministry does not necessarily agree.

We are now in a pilot test phase until March 2009. It will be interesting to see the results, as it is of critical importance that the lists are accepted among researchers and that they give a fair picture of the activities in any given research area.

As stated earlier, the Danish model has been inspired by the Norwegian model. The experience in Norway has been that research output has become much more visible. In Denmark, this is not our biggest problem, since we account for 1% of the research output in the world. Instead, it is expected that the new system will make the researcher more conscious of where and for whom to publish.

The 68 panels are distributed in the following way:

- Humanities: 19 panels
- Social sciences: 8 panels
- Sciences and technology: 20 panels
- Medicine: 15 panels
- Interdisciplinary panels: 6 panels

The ministry, in its report, states that the purpose is to strengthen the quality of Danish research and get researchers to publish through the best publication channels. Publication channels in this context mean:

- Scientific monographs
- Scientific articles in journals
- Scientific articles in anthologies
- Patents

● PhD and doctoral theses

By introducing a weighting system for the five different channels above, the ministry expects that it will be possible to compare across research areas. The weighting system awards points as listed in Table 1:

getting the researchers to register all their publications seems to be a bit of a challenge. In many departments, this is perceived as yet another task for the secretaries. One benefit will be that the database system can be used to generate up-to-date CVs for the researchers,

Table 1: Weighting system points for publication channels

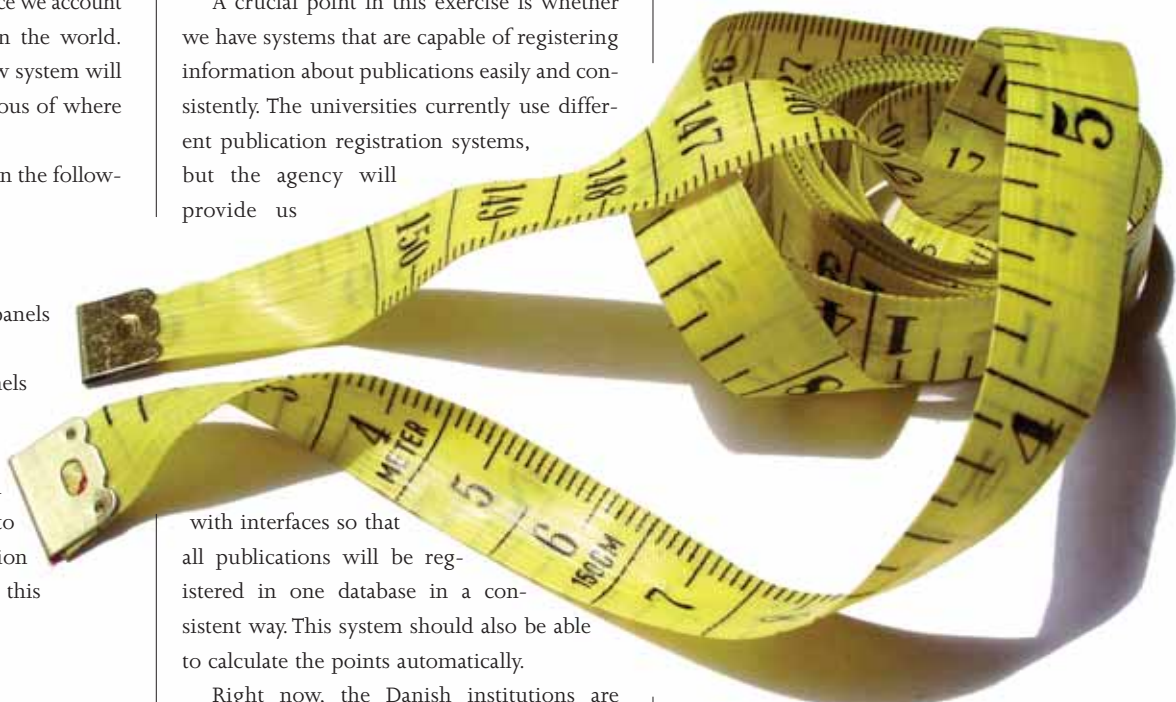
Publication channel	Level 1	Level 2
Scientific monographs	5	8
Scientific articles in journals	1	3
Scientific articles in anthologies (with ISSNs)	1	3
Scientific articles in anthologies	0.5	2
PhD theses		2
Doctoral theses		5
Patents		1

If a publication has several authors, they share the points equally. The first author does not get preferential treatment. In order to encourage cooperation between institutions nationally and internationally, publications with authors from different institutions get a 25% increase in points.

A crucial point in this exercise is whether we have systems that are capable of registering information about publications easily and consistently. The universities currently use different publication registration systems, but the agency will provide us

which is one way of motivating use of the new system.

It now remains to be seen if there will actually be a real effect when the results of the first round are compared with the way it would have been if the money had been distributed proportionally. RG



with interfaces so that all publications will be registered in one database in a consistent way. This system should also be able to calculate the points automatically.

Right now, the Danish institutions are working hard in order to be ready for the system to be implemented. In particular,

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This article is based on previously published articles in *Forskerforum* (Issue 219, November 2008) and a report from the Danish Agency for Science, Technology and Innovation (December 2008).

Managing research at Obafemi Awolowo University: the journey so far

Biodun Adediran writes on the steps being taken to structure and refine systems for research management at the OAU, and highlights the importance of information and inclusion to this process.

The Obafemi Awolowo University (OAU) is a public institution in Nigeria established in 1962 as the University of Ife. With a student population of 25,042 and a staff complement (academic, technical and junior) of over 5,000, the university offers undergraduate and postgraduate degree programmes in all major disciplines.

The management of research: the early phase

Research has always been a key activity of the academic community at OAU. A Central Office of Research (COR) was created in the 1970s and had as its key organ the University Research Committee (URC) headed by the Deputy Vice-Chancellor (Academic). This unit in the Vice-Chancellor's Office was established to 'create an enabling environment for research work'. Although the COR and URC were statutorily to coordinate all research activities in the university, it carried out only routine administrative functions, mainly disbursement of available funds for research. The core office personnel were ad hoc staff seconded from the Registry while decision-making was carried out by a panel of professors elected by the University Senate.

Initiating research management

Recently (from 2002 to be precise), the university administration has seen research management as a major interest, concerned with key issues such as the type of research to be pursued, research funding, ethical issues, monitoring of research, dissemination of research findings and the translation of research into tangible development interventions.

Research management is itself an emerging

discipline just gaining recognition in several African countries. OAU has been lucky to be one of the early institutions that accepted the idea of research management as a veritable tool in research. With sponsorship from the Carnegie Corporation of New York, OAU attended workshops for vice-chancellors organised by the Society of Research Administrators (SRA) International in the US in 2002 and in Abuja, Nigeria, in 2003. OAU was also represented at a workshop organised by the South African Research and Innovation Management Association (SARIMA) in Cape Town, South Africa, in May 2004. These influenced the decision to create a Directorate of Linkages and Sponsored Research (DLSR). Although created primarily to coordinate the university's external linkages, DLSR also aims to facilitate sponsored (non-governmental) research partnerships and to coordinate grants, bursaries and fellowships for members of the university community. In this latter role, it has been able to foster a clearer understanding and better appreciation of the role of research management in the academic enterprise.

Carrying the community along

There was an initial reluctance to accept the idea of a research management structure, especially from senior academics who saw it as an unnecessary layer of additional bureaucracy that could slow down research activity and in fact frustrate researchers. However, encouraged by a Carnegie grant of USD 2 million to the university in July 2003, the University Governing Council agreed to establish the DLSR in December of that year, with the primary intentions of increasing the university's access to external funding for research and generally providing research management services to

the academic community. Another Carnegie-sponsored initiative, an SRA workshop held in Ile Ife in 2004, resulted in a change of the initial atmosphere of reluctance. The workshop was attended by the university's principal officers, provosts, academic deans and directors. This sensitisation workshop marked a turning point as the idea of research management became popular and accepted as necessary to enhance the university's research profile. Subsequently, the university went ahead with attempts to institutionalise it, making it a major concern in the university's Strategic Plan, 2004-2008.

Restructuring for research management

The immediate concern of DLSR has been to develop a new research culture by restructuring research management in the university. Since some structures for the administration of research were already on the ground, there was no need to create new ones. There was, however, a need to build on them, and to adapt them to local requirements in order to strengthen them. Thus, since 2003, DLSR has co-existed with the Central Office of Research, which continues with routine administration of research projects supported from funds statutorily provided by the federal government. On the other hand, DLSR, with a dedicated unit in the Bursary (the Grants and Agency Unit), is charged with the responsibility of assisting with proposal writing, research collaboration, fundraising, post-award administration and monitoring, report writing, and information dissemination including academic publication.

Capacity building and research management workshops

DLSR has organised workshops to educate members of the university community and to make them realise that, in the 21st century, research has to be more purposeful and must adopt a more committed and aggressive strat-

egy that goes beyond the routine administration of grants and projects of which every researcher should be capable. This implies that research management has to be taken as a discipline – a skill, an art and a science – with its own dedicated practitioners. There has been a restructuring of the research funding process in the university. Thus, a series of proposal writing workshops, based on a model provided by Pamoja Inc. in the US, became a regular feature of the university programme. For this, an initial core of four facilitators was trained by Pamoja in 2004; eight others have since been trained. The target audience for these capacity building workshops are middle-level academics and registry staff. During every academic session, about 100 such staff are trained in the art of proposal writing and post-award monitoring and evaluation. In addition, members of staff at other institutions, including the University of Jos, Bowen University, Babcock University and the Institute of Agricultural Research and Training, Ibadan, have been trained. In January 2008, the Pamoja model was expanded with the inclusion of topics on research methodology, ethics and publication. This was seen as necessary in order to train the next generation of researchers, who should be able to compete favourably for grants in the international academic arena. In actual fact, subsequent workshops are being planned for postgraduate students.

DLSR has also organised research management workshops for more senior academics and administrators. Two research management workshops held in 2005 and 2007 attracted participants from other Nigerian institutions also. The main objectives were to:

- identify bottlenecks in the administration of grants in the university
- enhance understanding of the importance of research and its administration
- build capacity in research administration and management
- develop a core of people that could be encouraged to take up research administration and management as a profession

- develop the mentoring skill of senior academics and administrators

Post-workshop developments

A number of originally unintended developments arose from the research management workshops. The first workshop led to the production of a University Research Policy, which outlines the procedure for initiating research projects and gives clear guidelines on the conduct of research in the university. It was published in 2007 after approval by the University Senate and the Governing Council.

The second workshop decided on a number of proactive steps that should be taken in the next couple of years. First is the establishment of a University Research Ethics Committee, which has been prescribed in the 2007 University Research Policy. Second is the need to overhaul the existing research management framework. This is to involve a complete reorganisation of COR and possible excision of the research section of DLSR to establish a strengthened Directorate of Research to be headed by a senior academic and staffed by professional research administrators. Such staff will have expertise in proposal design and development, proposal review, research fund management, and project monitoring and evaluation, as well as information dissemination strategy. The issue of monitoring and evaluation is taken seriously as a key component of research management. Currently, under a programme put in place by the Carnegie Corporation, 13 academics are being trained by the Evaluation Research Agency (ERA), South Africa, on various aspects of monitoring and evaluation, while six others are enrolled for the diploma programme in monitoring and evaluation methods at the University of Stellenbosch in South Africa. This team is expected to form the core of a restructured Directorate of Research at OAU.

An issue often glossed over, but to which the 2007 research management workshop paid detailed attention, is that of intellectual property. At the insistence of the World Intellectual

Property Organization (WIPO), OAU created an Intellectual Property and Technology Transfer Office (IPPTO) in 2006. The office is headed by an academic of professorial status. Arising from the research management workshop, DLSR was challenged to make the office operational. Two clerical members of staff were subsequently deployed to the office and DLSR co-sponsored a sensitisation workshop held in April 2008 for members of the university community on the activities and importance of IPPTO.

More importantly, DLSR used the occasion of the workshops to educate members of the university community on the desirability of a regional body of research administrators. Thus, by 2006, the opinion in OAU was that such a body was a worthy venture and long overdue, and there was strong enthusiasm that OAU should give full support to the organisation when established. This became effective when the West African Research and Innovation Management Association (WARIMA) was inaugurated in Abuja, Nigeria, in November 2007. In March 2008, at a workshop organised by WARIMA in Accra, Ghana, there was a strong OAU delegation led by the Deputy Vice-Chancellor, who also led an OAU delegation to the INORMS Congress in Liverpool, UK, in June.

Conclusion

An instructive lesson must not be overlooked in the DLSR story. Information dissemination and sensitisation are crucial to the success of any innovation. The wall of resistance to the 'Linkages Office experiment' was gradually broken down as more people got involved in its activities through workshops and received information about the office through the quarterly bulletin, *The Linkages News*, as well as its website: www.oauife.edu.ng/linkages. The *Linkages News* has a section on grants and funding opportunities and the office itself has a database of funding sources made available to members of the university community **RG**

The wall of resistance to the 'Linkages Office experiment' was gradually broken down as more people got involved in its activities.

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Turnabout is fair play: an administrative programme review of an Office of Sponsored Programs

John Falconer and Bill Campbell write on planning for an office review.

Academic departments at colleges and universities typically undergo academic programme reviews every five years to assess their resources, procedures, and impacts. Though programme reviews can be administrative headaches, when done properly they give valuable feedback to departmental development efforts. In the spirit of continuous improvement, the Office of Sponsored Programs at the University of Nebraska at Kearney subjects itself to a review process similar to that prescribed to academic programmes. This article, written by the director of the sponsored programmes office (John Falconer) and the chair of the review team (Bill Campbell), describes the most recent review process. The two provide first-hand perspectives to the reader in an effort to share information that may be of value to sponsored research offices at other colleges and universities. Falconer provides the narrative frame. Campbell's comments, in italics, add the external evaluator's perspective on the process and its results.

The University of Nebraska at Kearney (UNK) is a predominately undergraduate institution in the US with about 6,500 students and 300 faculty members. There are four colleges: Business and Technology, Education, Fine Arts and Humanities, and Natural and Social Sciences. UNK joined the University of Nebraska system in 1991, which, among other things, led to reduced teaching loads and increased expectations for scholarly productivity. The Office of Sponsored Programs (OSP) provides pre-award services to the campus, while also operating a summer student research programme. OSP does not have a fixed operating budget, but receives a portion of recovered indirect costs (about USD 60,000 in fiscal year 2007). The unit has two full-time professionals and a part-time secretary. UNK submits 50-70 proposals a year, and was awarded

about USD 3 million in fiscal year 2007.

OSP underwent a review in 2002 and volunteered to participate in a 2007 campus initiative to more formally extend the academic programme review process to administrative units. Falconer, in consultation with the Associate Vice-Chancellor for Academic Affairs, approached Bill Campbell of the University of Wisconsin-River Falls (UWRF) to lead the review because of his experience in both extramural funding and student research at predominately undergraduate institutions. Together, Campbell and Falconer developed a plan for the review, which included a self-study, a site visit, and a final report.

I was happy to sign on for several reasons. I've known John for years and was confident we could work together. Additionally, I suspected – correctly, as it turned out – that his office would be well run and his programmes productive. UNK is approximately the same size as UWRF and produces a comparable flow of grant proposals (70-80 per year) and external funds (USD 3.65 million in 2006-2007). I hoped to steal some useful ideas from their procedures. Finally, though I have considerable experience as an external evaluator of grant-funded projects and of higher education programmes, I had never evaluated either a grants office or undergraduate research programme before, so this was an intriguing opportunity.

Self-study

UNK provides standard guidelines and procedures for academic programme reviews. These guidelines were adapted to OSP through simple modifications, mostly in the design of the self-study. The purpose of the self-study was to give data and procedural information to the review team both for their assessment and to prepare them for interviews during the site visit.

The first two sections of the self-study template – *Mission and Resources* – needed little change. Those sections simply document the purpose, planning process, budget, space, equipment,

and personnel for the department. However, the third section of the self-study focused on *Effectiveness*, and largely comprised information about academic accreditation and student achievement. For OSP, we replaced these indicators with descriptions of services offered and application and award data. The self-study also included comparative information from our peer group institutions, linked the OSP mission to campus and university system mission documents, and identified areas within sponsored programmes that were of particular concern to the staff. The document was prepared over a period of two months (allowing for internal reviewers) but took about ten hours of actual writing time.

UNK's self-study was very complete. It included 18 pages of narrative plus appended charts, tables, and previous reports. John also listed the members of the review team, which I was to chair. Other team members included three faculty and one assistant dean representing the four colleges. Two of the faculty had extensive grant experience in the lab and social sciences. The third was a junior faculty member with little grant experience. (As it turned out, his relative naïveté was an asset. He could ask the obvious questions that the more experienced members of the team didn't think of; the answers to those questions were frequently the most revealing.) We set a date in early February for my site visit and agreed on the sorts of individuals we would interview.

Site visit

I flew to Kearney on a Sunday afternoon, and we began work with a very congenial dinner on campus with the review team, the Dean of Graduate Studies and Research, and the Associate Vice-Chancellor for Academic Affairs. Following dinner, the team agreed on general strategies and procedures and began to get a feel for our common purpose and individual strengths.

The review team selected interview participants according to several factors. First was the need to involve people from each of the four colleges on the UNK campus. To do that, OSP staff composed a list of faculty with direct experience in extramural funding at UNK. The team shared the list with an upper administ-

Though programme reviews can be administrative headaches, when done properly they give valuable feedback to departmental development efforts.

rator who made some additional suggestions. The listed individuals were invited to participate in interviews, as were staff with similar grant experience. Next, the review team met with the academic deans. Finally, because of the student research component of the OSP portfolio, the review team also asked to meet with several students.

The team interviewed faculty, administrators, and students during Monday morning and afternoon. The students were charming, of course, and were very open and straightforward in telling us about UNK's Summer Research Program. Faculty were considerably more guarded. Who wants outsiders or insiders taking a critical look at their work? The members of the review team were quite successful in easing their colleagues' concerns and eliciting the strengths and weaknesses of UNK's grants office and undergraduate research programmes.

The toughest interviews were with administrators. All were supportive of the grants endeavour in a general way, but only the immediate supervisors of the Office of Sponsored Programs expressed either enthusiasm for sponsored programmes or deep understanding of how the office works. One dean seemed distanced from the research interests of his faculty and expressed little interest in assisting them.

The self-study was invaluable in preparing the team for these interviews. Without the voluminous data John provided in advance, I would have had no idea of the institution's history and culture. The other members of the team would have had little idea of the grants and undergraduate research activities in other departments or colleges of the university. But, armed with all that data, we were able to ask probing – though always gentle and respectful – questions in our interviews.

Late on Monday afternoon, the team met to review our impressions and agree on findings. On Monday night, I

drafted some tentative recommendations which the team reviewed, edited, and approved early on Tuesday morning.

Following preparation of the draft summary, the review team debriefed Falconer to make him aware of the major findings. From the OSP perspective, this was an important opportunity to interact with the review team. In a couple of areas, the review team was interested in issues where they had incomplete information (from the self-study or interviews), so Falconer was able to give more background. In other areas, the debriefing provided a low-pressure and interactive setting for identifying concerns. This was important preparation for the subsequent exit interview with the Senior Vice-Chancellor, Associate Vice-Chancellor, and the Dean of Graduate Studies and Research.

In the exit interview, the team reported that the Office of Sponsored Programs was providing excellent service, but that it worked in something of a vacuum. Our diagnosis was that the campus is still in transition from a college to a university and that faculty and administrators vary widely in their vision of the institution's mission and how they fit into it. We recommended that administration articulate the mission and goals of the Office of Sponsored Programs and publicise that mission and the services the office provides throughout the university. Some responses were enthusiastic; others were stoic. In retrospect, I take their response as a sign that our diagnosis was correct.

The review team disbanded at noon on Tuesday, and I flew home. Over the next week, I drafted a report summarising our review and addressing each category of the self-study. We expressed our overall concern regarding the institution's knowledge of and commitment to the mission of OSP and listed five specific recommendations for the office itself. The members of the team reviewed and edited

the report. In short order, we agreed on a final version, which I submitted to John for distribution across campus.

Conclusion

The ultimate outcomes of the administrative programme review are unknown as of the time of writing, but some things are clear. First, the final report provided an independent assessment of OSP operations, documenting strengths as well as areas in need of improvement. The university administration is aware of the review team findings, and may over time use the information to institute change. Second, establishing data on resources, processes, and outcomes will provide useful benchmarks for the future. Third, the review team offered very relevant suggestions that have been implemented by OSP, independent of broader campus change. These include more organised outreach efforts to new faculty, more relevant goal setting for OSP (in collaboration with academic deans), and better proposal writing services.

From my perspective, this was an extremely satisfying assignment. The self-study was comprehensive and accurate. The review team quickly reached a critical level of trust and common understanding. Our interviews were interesting and revealing, and helped us reach conclusions about the institution and the Office of Sponsored Programs that were both sound and – my view, at least – important. Our recommendations were received well by John and OSP staff, and at least politely by senior administration. I look forward to learning the long-term impact of our review, but John assures me that the short-term impact has been positive.

RG

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Research management and administration in the Caribbean

David Rampersad and Indira Jagassar on raising the profile of research management in the Caribbean.

This article considers the current state of research management and administration in the Commonwealth Caribbean and the importance of establishing the profession on a sound footing. After highlighting international trends that require research managers and administrators to provide enhanced support to researchers, the article focuses on the embryonic state of research administration and management and spells out how this can be enhanced by fostering a community of practice. It recognises that the growth of Caribbean membership in overseas research management and administration associations provides a foundation for establishing a regional body that responds to the peculiar circumstances of the Commonwealth Caribbean.

Global competition is spurring the development of knowledge-based economies and creating an unprecedented demand for research and development to generate new technologies, products, services and systems. In response, research institutions and universities are undertaking more applied research and fostering greater links with industry. At the same time, international research collaboration is on the rise and is being encouraged by the donor community and facilitated by information and communication technologies.

These trends have created increased demands for research management services which, according to Langley and Huff (2007), 'include areas such as horizon scanning; benchmarking and metrics; pre-award skills and costing methodologies; internal peer review; contract negotiation; post-award management and adherence to sponsor terms and conditions; audit; networking with sponsors and being aware of their requirements; organizational portfolio management and reporting; trend analysis; project management of large contracts and bids; clinical research, ethics and

governance/integrity; international research programmes; knowledge transfer and intellectual property; spin outs and commercialisation; consultancy; business systems and accounting; information management and reporting; and monitoring compliance and risk areas'. While these services are not available generally to researchers in countries and regions such as the Commonwealth Caribbean, universities in developed countries have established offices of research administration, staffed by specialists who provide support to researchers and manage externally-funded projects successfully. It is likely that a correlation exists between the ability of Caribbean higher education institutions (HEIs) to attract and retain researchers and the availability of comprehensive research support services.

A regional approach may be the answer to these constraints.

Research support in the Commonwealth Caribbean

The relationship between a country's or region's investment in research and the rate of its economic growth and development is generally accepted. Given the paucity of research carried out by industry in the Caribbean, HEIs are required to lead the process of knowledge creation and foster the critical thinking and policy advice necessary to stimulate economic development.

In addition to this developmental imperative, the conduct of high-quality research facilitates participation in international research networks, a matter of critical importance given that Caribbean HEIs are on the periphery of international knowledge systems. To do this successfully, these HEIs must compete for

international funding, administer those funds well, and ensure that research findings have an impact on their scholarly activities.

There is no doubt that Caribbean HEIs recognise the importance of research. At the University of the West Indies (UWI), for instance, a principal area of focus is research and innovation, while the University of Guyana emphasises the need for a greater research output that has university-wide as well as national impact.

While their research management infrastructure provides basic support for researchers, Caribbean HEIs have neither extensive experience in managing that process nor the requisite staff. At the University of Guyana, while externally-funded research projects generally include provision for a project manager who reports to a project management committee, the Office of Resource Mobilisation and Planning, which has few professional staff, assists academic staff in the preparation of proposals. At the University of Technology, Jamaica, the School of Graduate Studies, Research and Entrepreneurship (which was set up to generate income from entrepreneurial activities, innovation, consultancies and collaborations) provides administrative support for research. At the Anton De Kom University of Suriname, while a conscious effort has been made to strengthen research capacity with the establishment of the Faculty of Graduate Studies and other centres, such as the Centre for Agricultural Research and the Institute for Applied Technology, there is little research management support.

Recognising that research is critically important to its future growth and development, UWI established the Office of Research in 1997 to provide a formal structure for the stimulus and management of research. It is headed by a Pro Vice-Chancellor (PVC) who, with the PVC for Graduate Studies, oversees the School of Graduate Studies and Research. A Co-ordinator for Graduate Studies and Research on each campus works closely with the PVC

Research and the Campus Principal on policy issues. The Office of Sponsored Research at the Mona campus (Jamaica), which is staffed by one professional, supports academic staff in preparing and submitting research proposals, seeks contracts from the private and public sectors for R&D projects, and is responsible for licensing, patents and joint ventures. The Business Development Office at St Augustine (Trinidad and Tobago), with a staff of five professionals, supports staff engaged in research by working with them to identify sources of funding, prepare proposals, manage projects that have been funded, and oversee intellectual property matters, licensing and patents.

While the UWI research management infrastructure is well established, it requires strengthening to manage research activities successfully, and to foster a culture of grantsmanship among academic staff to enable them to seek research grants successfully and gain the recognition that will enable UWI to compete internationally and act effectively as an engine of regional development. As a first step to meeting these challenges, the Business Development Office (St Augustine) and the Office of Sponsored Research (Mona) are collaborating more closely with each other as well as with the Office of Research and the campus co-ordinators.

UWI has been making bold strides in signalling the need for support and resources at all levels, including the donor community, in order to address these challenges. In 2008, the Business Development Office (St Augustine) crafted a winning proposal entitled 'Capacity Building for the Financial Sustainability of ACP HEIs' in response to the EDULINK programme's third call for proposals. This two-year project, involving UWI, University of Warwick (UK), University of Technology, Jamaica, University of Guyana, University of Suriname, University of Belize, University of Mauritius and University of the South Pacific, will design and deliver a sustainable professional development prog-

ramme in resource mobilisation based on shared experiences in the areas of grantsmanship, philanthropy and the commercialisation of research, expertise and services.

Strengthening research management and administration

There is no doubt that the profession of research management and administration in the Commonwealth Caribbean is in its infancy with an insufficient supply of qualified and experienced professionals. In most HEIs, administrative or academic staff who engage in research management have gained experience on the job and the possibility of the exchange of ideas is limited. The appointment of sufficient numbers of professional staff, with the appropriate qualifications and expertise to support their research colleagues in strengthening the research culture, is therefore a priority for UWI and a matter of urgency for the other HEIs.

A regional approach may be the answer to these constraints and the strengthening of the profession. Since UWI serves 15 countries and has good working relationships with national HEIs and regional research institutions, it has taken the lead in working with the ACU and the Association of Research Managers and Administrators (ARMA) to host a regional workshop in the near future, that will help build capacity in research management and administration. A major outcome will be the creation of a cadre of individuals trained in sound management techniques and proposal preparation, and with an understanding of issues that are relevant to research and the research community, including research ethics.

Given the urgency of facilitating the spread of best practice and introducing a degree of professionalism, the establishment of a Caribbean association of practitioners in research management and administration in HEIs and



UWI St Augustine, Trinidad

research organisations will be a major outcome. The aims of this association are likely to include, inter alia:

- Capacity building and professional development of staff in Caribbean HEIs and research institutes.
- The recognition of research management as a profession and the development of appropriate professional standards.
- The creation of an understanding of the progression between research, sound management, and technology transfer and commercialisation.
- Acting as an advocate for science, technology and innovation in public policy and for its recognition as a tool for sustainable development.
- Securing recognition of research within academic institutions and in the public and private sectors.

By providing the tools of research management and the creation of a regional association for practitioners, the workshop will help introduce a higher degree of professionalism and will facilitate the establishment of stronger links with partner institutions, thereby helping to bring the system of research management and administration in the Caribbean into the international mainstream. RG

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The unexamined university: the evolution of Socrates

Natalie Mast, Robyn Owens, David Glance, and Doug McEachern outline a novel way of evaluating university staff productivity over time

In late 2006, the University of Western Australia (UWA) launched Socrates, an online application designed to draw data from key research information systems in order to prepare portfolios for the Australian Government's Research Quality Framework (RQF). The system draws data from the UWA human resources, student, publications, and grants databases, as well as from the Thomson Reuters products Web of Science (commonly referred to as the TISI WOS) and Journal Citation Reports (JCR), to provide citation data for staff members' publications. Socrates is then able to collate data for individual staff members to create a detailed research profile, showing their publications, citations, grant income and HDR (Higher Degrees by Research) load.

Having established a profile for individual researchers, it was then necessary to provide a measure whereby the research performance of staff could be judged. A Socratic Index (SI) was introduced to help the university gauge the level of research productivity of its staff. The index scores each researcher's inputs (grants) and outputs (publications) over the six-year RQF census period. As a result, distributional statistics, including the averages for research groups, schools, faculties, academic levels and the university as a whole, were created and, for the first time, the university's executive was able to examine and compare the research performance of different sections of the university.

There are currently three forms of Socratic Indexes utilised within Socrates:

- **UWA SI**, which reflects the way in which internal funding flows according to research activity
- **Government SI**, which reflects the way in which income is gained via the Federal Government's block grant schemes
- **TISI SI**, which relates only to performance in publications that are indexed through the Thomson Reuters ISI WOS.

All three indexes are a measure of research

performance and rely on two forms of data: publications and competitive grant income. The difference in the three measures rests in the manner in which publications are weighted.

Research Input Points (RIPs) focus on competitive research grant funding. The following formula is used to determine the weighting of grants:

- 1 = grants less than AUD 50,000
- 2 = grants AUD 50,000-500,000
- 3 = grants greater than AUD 500,000

As with publications, the grant score is then divided on a pro-rata basis amongst all the chief investigators.

The Research Output Points and the Research Input Points for each staff member are summed to determine the Socratic Index. The Socratic Index is currently calculated using a six year window, from 2002-2007. For staff members who arrived at UWA after 1 January

2002, the individual's points are calculated on a pro-rata basis, which is noted on their record.

Within Socrates, staff members are able to view their output and input performance over time via the history tab, which charts their performance against their school/organisational unit average (Figure 1). HR events, such as promotions, are also highlighted in the charts.

The introduction of the Socratic Index allowed the university to view the research performance of its staff comparatively for the first time. In Figure 2, the bars illustrate the average Socratic Index score for the overall university, as well as a researcher's faculty, school, and the university-wide average for their academic level. Obviously the figures will change depending on the index being utilised.

In an effort to protect the privacy of staff members, Socrates has been designed with different access levels. Individual researchers can see their own detailed record as well as all average figures. Heads of organisational units can see all staff within that unit, while members of the univ-

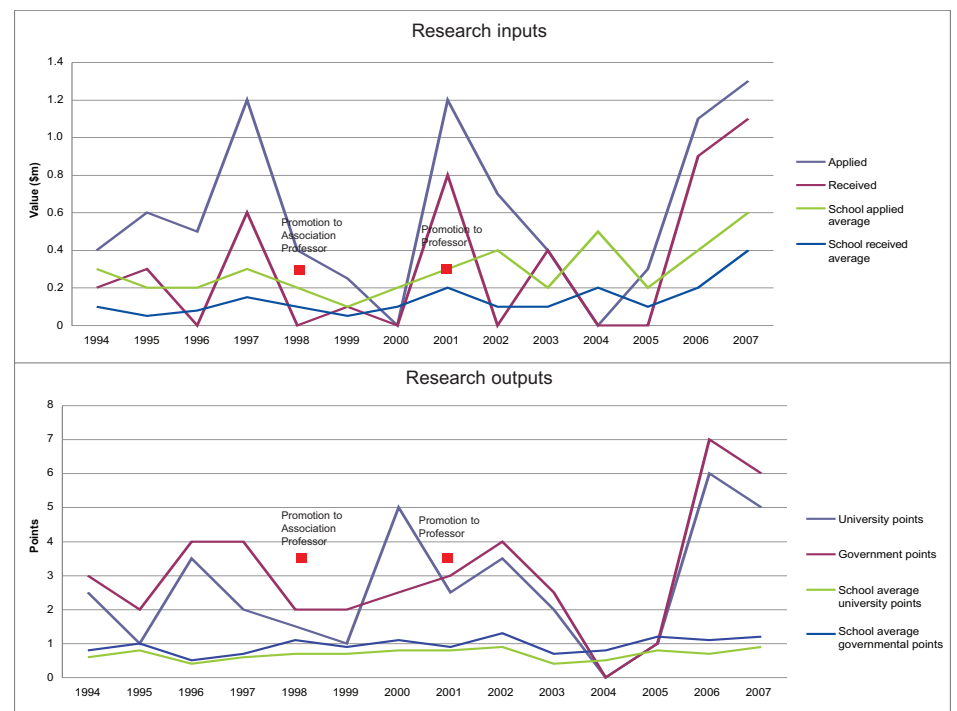


Figure 1: Comparative chart of a researcher's input and output performance over time

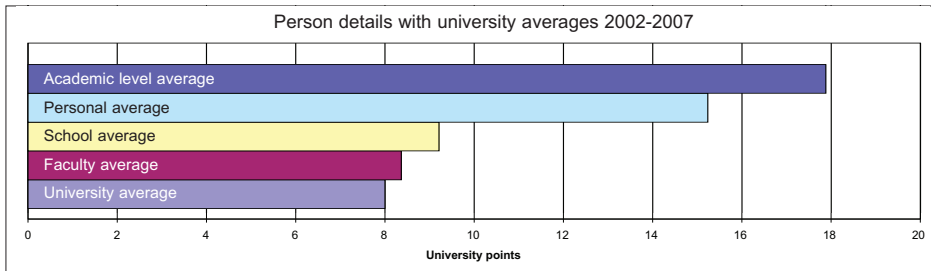


Figure 2: Socratic Indexes available for individuals comparing their performance against a series of averages

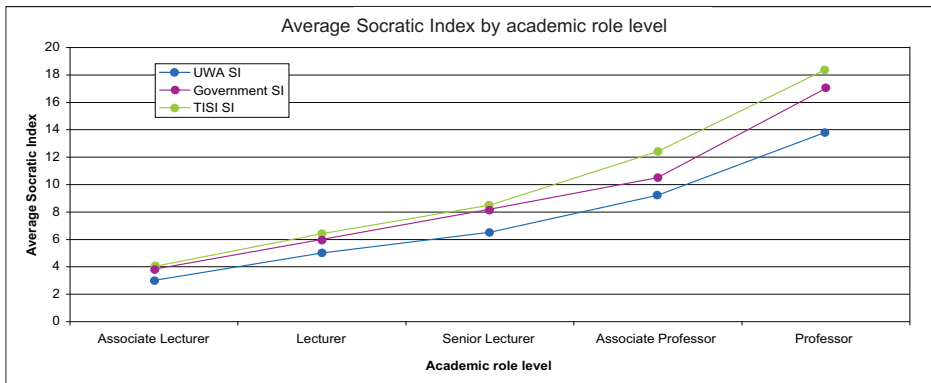


Figure 3: Research performance as measured by the average Socratic Index scores by academic role level

ersity executive, the university's Tenure and Promotions Committee and a small number of central administrative staff have access to all records.

When formulating research groups or attempting to determine the university's research activity in particular fields of study, Socrates is able to group together researchers from across the university, by utilising a series of research tags generated from a variety of data sources: the publications and grants databases, subject fields imported from TISI WOS, and researcher-nominated tags.

Using Socrates, the university was for the first time able to verify conclusively a number of assumptions. For example, Socrates shows that, at the university level, the productivity of staff members increases greater than linearly with their academic role level. Whilst we had always expected that staff at higher levels of the academic scale were more productive than less senior staff, Socrates allowed us to chart the differences in performance by level. It should be noted that the same results are also clear at the faculty level.

In addition to being able to calculate an average performance metric for each academic level, we are now easily able to chart the

patterns of publication, grant applications and grant successes across the university, down to the individual researcher level.

Socrates is now used by the Promotions and Tenure Committee to chart the productivity levels of staff members and to determine their patterns of publication behaviour. Further, anecdotal evidence suggests that individuals have begun to hold off on promotion until they exceed the average for their current level and begin to perform at a level more consistent with the next step of the academic ladder. Younger staff members have expressed satisfaction at having a gauge by which they can measure themselves, and many consider the average SI score for their level as the minimum score they should be aiming for. Fundamentally, it is felt that Socrates has played an important role in clarifying for staff members the research activity requirements of the university.

The introduction of the TISI Socratic Index, which provides publication points only for publications published in an ISI indexed journal, has led to a change in publication behaviour. UWA's publication rate has increased by 10.19%, almost equalling the combined imp-

rovement rate of the previous three years.

Socrates plays a significant role in managing research quality activities, in part due to its adaptability. Socratic Index formulas can be recalculated to take into account the aims of the university. In this way, not only can the university executive gain an understanding of its strengths and weaknesses in regards to its new aims, but staff can also quickly begin to change their behaviour accordingly.

Planned future developments for Socrates include incorporating the teaching duties and committee service of staff into their profile and the Socratic Index to obtain a more complete view of their work within the university.

The introduction of Socrates to the research community of UWA has led to a significant change not only in the way in which individuals view their research performance, but also in the way that the university views research productivity at UWA. Socrates has proven to be an effective tool for the measurement of research performance at the individual and group level, and it will also be used in the long term as an application by which to chart the impact of research policy decisions upon the behaviour of researchers.

The introduction of the Federal Government's Excellence in Research in Australia initiative, as a replacement for the RQF, has resulted in revisions to the way in which the Socratic Index will be measured in the future. Current revisions to Socrates have added peer review and quality ratings to both input and output measures, as a way to drive higher quality research outcomes. The results of these changes will be reported in a future publication. **RG**

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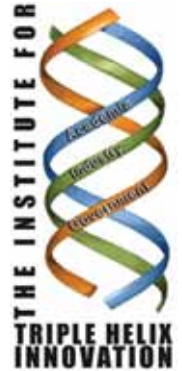
This article is a summary of a paper presented at the November 2008 Australasian Association for Institutional Research Annual Forum.

Triple helix headlines and highlights

As the first decade of the new millennium winds down, our global community is faced with unprecedented environmental, economic and political challenges; but, we arrive at this moment in history equipped with an unprecedented potential for global connectivity, discovery and cross-cutting collaboration. The complexity of today's challenges will require new solutions that can only be generated by the release and blending of specialised knowledge that is trapped in stovepipes and silos. This column provides a sample of emergent research, news and events that illustrate new ways in which we are learning to build knowledge networks and work effectively and transparently across government, academia and industry.

For more information, visit www.triplehelixinstitute.org

Contribution ideas for this column can be emailed to info@triplehelixinstitute.org



Knowledge clusters increase collaboration and leverage talent pools

AME Info reports on the 3rd Global HR Forum 2008 held from 4-6 November 2008 in Seoul, South Korea, under the theme 'Creative Talents for Global Collaboration'. Dubai Knowledge Village (DKV) and Dubai International Academic City (DIAC), and members of TECOM Investments highlighted leading trends in education and human resources at the forum. The forum underlined the importance of global competence as the key issue for all international organisations, governments, enterprises and individuals, specifically in today's scenario that reflects enhanced competitiveness and calls for increased collaborations. The knowledge cluster platform provided a pivotal position for the international community to exchange best practices and develop progressive agendas on HRD, and proved crucial for developing a deeper understanding of prevailing practices between the East and the West, besides highlighting the benefits of international collaboration in HR and education.

www.ameinfo.com/174875.html

What becomes of innovation during recession?

A *Forbes* article forecasts a slowing of innovation as economic woes increase. The economic squeeze means 2009 will be a tough year for innovation. Consumers and corporations are likely to continue to tighten their collective belts, raising the innovation bar substantially.

Markets and managers are likely to brutally punish activities that look like distractions. The good news is that many of today's biggest companies were formed during recessions.

www.forbes.com/claytonchristensen/2009/01/16/mcdonalds-ibm-amazon-leadership-clayton-in_sa_0116claytonchristensen_inl.html

UK's first Annual Innovation Report 2008

The UK's first Annual Innovation Report was launched by the Prime Minister on 4 December 2008. It reports on progress on the commitments in the Innovation Nation White Paper and presents an overview of the UK's innovation performance alongside descriptions of the innovation activities of government departments and the regional development agencies. Seven chapters cover the following topics: national innovation performance; innovation progress; research, knowledge exchange and business innovation; investment and collaboration in science and innovation; skills for innovation; the public sector as a driver of innovation; and innovation in England. The report and additional documents published alongside it are available for download.

www.dius.gov.uk/publications/documents/Innovation/Innovation_Strategy_Reports/21390%20AIR%20Report%20AW%20Complete.pdf

Social business as a practical reality

Karl Weber, freelance writer and editor, writes about 'Why Social Business Is Capitalism's

Missing Link' in his 10 November 2008 blog for Harvard Business Publishing. Weber discusses his work with Muhammad Yunus on the book *Creating a World Without Poverty*. While microcredit is recognised as an important tool for economic development that deserves greater support from the world community, other tools are needed, and among them is a new idea Yunus calls social business. The for-profit company that is the backbone of the free enterprise system and classical economic theory recognises no other type of business. This blog argues that this is an incomplete picture of human nature as people are driven by many other forces as well. Among these are the desires to do good for others, to help the needy, to make the world a better place – in fact, to solve all the unsolved problems that challenge humanity around the world. Yet today's capitalism is powerless to act on these motives, because it makes no place for them. The result is an enormous void in our social and economic systems – a void that social business aims to fill.

<http://discussionleader.hbsp.com/good-business/2008/11/social-businesscapitalisms-mis.html>

Handbook for designing and executing public-private partnership (PPP)

In September 2008, the Asian Development Bank (ADB) published the *Public-Private Partnership (PPP) Handbook* as an introduction or primer to the design and execution of PPP strategies and projects in the context of development

finance. This handbook was designed for the staff of the ADB and its developing member countries' clients. It provides an overview of the role, design, structure, and execution of PPPs for infrastructure development. With inputs from policy and transaction specialists, this handbook addresses a range of matters associated with PPPs, from policy considerations to implementation issues.

www.adb.org/Documents/Handbooks/Public-Private-Partnership/default.asp

'Practical Guide' released for EU research and innovation funding

The knowledge economy – with its emphasis on education, research, technological development, innovation and entrepreneurship – is at the heart of the renewed Partnership for Growth and Jobs, a programme to develop Europe's economy and guarantee quality of life for its population. The EU possesses three key funding instruments to support research and innovation. This Practical Guide was conceived in order to help potential beneficiaries find their way through the three funding instruments. It provides a concise description of the three funding sources, explains how they can in practice be combined, and provides policy-makers with advice on setting up mechanisms at the national and regional levels to foster coordinated access to them.

http://cordis.europa.eu/eu-funding-guide/home_en.html

Can Google help the CDC to track flu's spread?

The *New York Times* reports on a new web tool from Google.org, the company's philanthropic unit, and suggests that it may be able to detect regional outbreaks of the flu a week to ten days before they are reported by the Centers for Disease Control and Prevention (CDC). Its new service at google.org/flutrends analyses search data as it comes in, creating graphs and maps of the country that, ideally, will show where the flu is spreading. The CDC reports are slower because they rely on data collected and compiled from thousands of healthcare providers, labs and other sources. Some public health experts say the Google data could help accelerate the response of doctors, hospitals and public health officials to a nasty flu season, reducing the spread of the disease and,

potentially, saving lives.

www.nytimes.com/2008/11/12/technology/internet/12flu.html?_r=2&hp&oref=slogin

Biotech companies encourage triple helix partnerships

At a November 2008 BioTalent Forum in New Jersey, US, the state's Commissioner for Labor and Workforce Development told delegates that industry, academia and government need to work together more closely to supply the state's life sciences companies with the talent they need. Executives from Johnson & Johnson, ImClone, LifeCell and Medarex further supported trilateral partnerships in panel discussions specifically to provide quality assurance, lab research and product development against the backdrop of a regulatory regime that is more stringent than before.

www.njbiz.com/industry_article.asp?cID=5&aID=13214111.9249079.996801.500343.8037618.241&aID2=76668

2009 funding forecast

Industry and government sources describe R&D funding as uncertain as the world's economy. Further, the joint Battelle-R&D Magazine 2009 R&D Funding Forecast report mapped R&D spending for longer than 40 years, and shows a growing movement toward international collaboration. The forecast estimates that 2009 R&D spending in the US will reach USD 383.5 billion, up 1.75% from the approximately USD 377 billion in 2008. However, when corrected for inflation, real spending will decrease by about 1.6%. This decrease arises from an expected 2.9% decrease in federal support and a 1.3% decrease in industrial funding, as expressed in inflation-adjusted dollars. The report says there are three basic issues affecting R&D spending in the US: a tighter federal budget; industry apprehension and general recession concerns; and global competition.

www.battelle.org/SPOTLIGHT/12-18-08randdfunding.aspx

PCAST report call for triple helix partnerships to strengthen economy

The US President's Council of Advisors on Science and Technology (PCAST) issued a report in December 2008 that details the role university-industry-research partnerships play in the nation's economy, and provides recommendations on how to improve these relationships to promote an 'innovation ecosystem' in the US. In its report, the group states that the economic and regulatory environments in the US require significant long-term changes, such as modifications to the R&D tax credit; urges the government to develop guidance documents on intellectual property and technology-transfer practices; and seeks changes to federal tax-exempt policies that it claims hinder industry-supported research on university campuses. In addition, the report urges the government to support a model of open collaboration between industry and academia; to formalise and enhance connection points between the private and public sectors; and to develop tools and metrics to better measure the results of research partnerships.

www.genomeweb.com/biotechtransferweek/us-government-must-take-steps-strengthen-industry-academia-ties-pcast-report-say-0

Government of Canada invests CAD 22 million in knowledge networks

Eleven strategic knowledge clusters will receive funding from the Canadian Social Sciences and Humanities Research Council (SSHRC) this year, totalling more than CAD 22 million over seven years. This research will cover critical issues including globalisation, homelessness, business sustainability, education and heritage. Strategic knowledge clusters are national and international research networks with partners in the public, private, and not-for-profit sectors. They coordinate and synthesise research on issues that affect Canadians' quality of life. The 11 networks chosen in a peer-reviewed national competition will each receive up to CAD 2.1 million over the next seven years.

www.sshrc.ca/web/whatsnew/press_releases/2008/clusters_e.asp

RG

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International round up

UK RAE shows excellence but little movement

The results of the sixth and final Research Assessment Exercise in the UK will show that more than half of the 200,000 items submitted were at least 'internationally excellent', say government officials.

The RAE 2008 results, published in December 2008, identified pockets of excellence throughout the system, according to the exercise's architects.

Despite strenuous efforts by university administrators to play the system, however, the basic outline revealed by the results was strikingly similar to that of the previous exercise in 2001.

An analysis of universities' power ratings conducted by Research Fortnight found the top six hitters in the UK university system – Oxford, Cambridge, University College London, Manchester, Edinburgh and Imperial – remain in just the same order as last time. (Manchester was fifth last time, but would have come fourth in RAE 2001 if its results had been combined with those of UMIST, with which it later merged).

Full results and further information on the RAE can be found at: www.rae.ac.uk (ResearchResearch.com)

New Zealand research assessment system failing economists

The research quality assessment system used by the New Zealand government is not increasing economic research quality and may be even reducing incentives for economists to publish higher quality articles, according to a recently published report.

The report compares the academic ranks and publication records of every New Zealand-based academic economist to see if the Performance Based Research Fund has strengthened the relationship between publishing output and salary. According to a statement, the first data set was taken from 1999, before the system had been introduced, and the second set was taken from 2007, after two PBRF quality assessments, one in 2003 and one in 2006, had been undertaken.

'Assessments like the PBRF only make economic sense if the academics respond to the market signals,' said John Gibson, a professor from the Hamilton-based University of Waikato Management School and one of the report's authors. 'The aim of the PBRF is to raise research quality, so we should expect it to cause academics to concentrate more on quality publications and that should show up in a stronger link between research quality and rank, especially because rank is a good proxy for pay at New Zealand universities,' he added.

Gibson maintains that, within the field of economics, the quality of research has actually decreased since the introduction of the framework. 'While the total volume of research output increased by one-third, average quality declined according to three of our five quality measures,' he said.

The report concludes that, if the same trends are seen in other academic disciplines, this would have serious implications for the PBRF.

(ResearchResearch.com)

Norway introduces results-based funding for institutes

The Norwegian government has developed a results-based funding formula for research institutes that will come into effect in 2009, it was announced on 19 December 2008.

The change will affect a total of 51 institutes active in subjects ranging from social to environmental sciences, with the aim of

increasing the quality of their research output.

'This is an important part in our work towards strengthening the research institute sector in the years to come,' said Tora Aasland, the Norwegian research and higher education minister.

(ResearchResearch.com)

The international tendency to concentrate research capability

The Australian Group of Eight (Go8) *Backgrounder* (November 2008) outlines the strategies being increasingly adopted across countries to focus their investment in areas of research excellence.

One of the key points identified is that 'It is necessary for an advanced economy to have a world class higher education system but it is no longer sufficient. The old notion of a nation being satisfied with a broad range of reasonably strong universities has been abandoned even among those countries with strong egalitarian traditions'.

The paper also points out that Australia currently has 12 universities in the world's top 500, including three in the top 100, three in the top 200 and two in the top 300. However, given the developments in leading countries and emerging economies, it will be a challenge for Australia to sustain its representation among the world's top universities, as it is currently not keeping up with the capacity improvements being made elsewhere.

Further information can be found at www.go8.edu.au

SARIMA Annual Conference 2009

The SARIMA Annual Conference is taking place from 18-20 May 2009 in Pretoria, South Africa. Training workshops on grant administration and technology transfer will run parallel on 19 and 20 May. Registration is now open – for more information contact the SARIMA office at sarima@sarima.co.za



Association of Research Managers and Administrators (ARMA)

ARMA events in the next few months include:

- Fundamentals of Research Administration (one-day condensed induction course for new research administrators) – 23 March, Manchester Metropolitan University, UK
- Collaborative Projects – date TBC, London, UK
- Supporting Research Proposals – 29 April, University of Manchester, UK
- Post Award Financial Administration – 30 April, University of Manchester, UK
- Pre-conference seminar: 'Identifying and Demonstrating the Impacts of Research', Fundamentals of Research Administration (one-day intensive induction course for new administrators) and Executive Forum

- 1 June, De Vere Grand Harbour Hotel, Southampton, UK
 - Annual Conference – 2-3 June, De Vere Grand Harbour Hotel, Southampton, UK
 - Induction Workshop (2-day residential event) – 1-2 October, Loughborough, UK
- If you would like to be included on the waiting list for any of these events, please email rosemary@arma.ac.uk or jenny@arma.ac.uk



Triple Helix VII International Conference

The next Triple Helix conference takes place in Glasgow, UK, from 17-19 June 2009. The theme – 'The role of Triple Helix in the Global Agenda of Innovation, Competitiveness and Sustainability' – reflects the interaction between academia, the private and the public sector.

The conference will provide a platform for:

- showcasing best practice
 - exploring new models for knowledge transfer and exchange
 - analysing the complex roles of universities in regional and national development
 - appraising the success of the third mission of universities
 - visioning the future of triple helix alliances in the context of the global agenda for sustainable development
- Contact Sheila Forbes at s.forbes@eee.strath.ac.uk or visit the conference website at www.triple-helix-7.org for further details.

ANNUAL MEETING CALENDAR

2009

May

18-20 SARIMA

Annual Conference
The Farm Inn, Pretoria, South Africa
www.sarima.org

24-27 CAURA

Annual General Meeting and Annual Conference
Westin Ottawa, Ottawa, Canada
www.caura-acaru.ca

June

2-3 ARMA

Annual Conference
De Vere Grand Harbour Hotel, Southampton, UK
www.arma.ac.uk

9 DARMA

Annual Conference
Radisson SAS Scandanavia Hotel, Aarhus, Denmark

17-19 Triple Helix VII

'The role of Triple Helix in the Global Agenda of Innovation, Competitiveness and Sustainability'
University of Strathclyde, Glasgow, UK
www.triple-helix-7.org

September

16-18 ARMS

Annual Conference
Christchurch Convention Centre, Christchurch, New Zealand
www.arms2009.org

October

17-21 SRA International

Annual Meeting
Washington State Convention and Trade Center, Seattle, USA
<http://www.srainternational.org/sra03/index.cfm>

NCURA's role in international research administration and management

John Carfora reviews NCURA's expanding role in international research administration, and considers future developments.

At its annual meeting in 2003, the National Council of University Research Administrators (NCURA) established a new commission on international research administration to build upon a successful summer conference titled 'University-Industry: Enhancing the Partnership in a Global Economy'. The aim of the commission is to establish a more discernible professional presence for NCURA in international research administration, and to support and be a moving force in the internationalisation of research.

In the spring of 2006, the youngest of NCURA's neighbourhoods – the International Neighborhood – was officially launched. The international resources section of the website provides valuable links to a comprehensive directory of domestic and international organisations that impact the work of research administrators around the world. The site was purposefully designed so users could navigate it with ease, and thus access a wide range of thinking, policies and procedures. This directory is possibly the best of its kind available to the international community. In the future we will be working with internationally-based professional associations and governmental agencies to develop an integrated catalogue of resources pertinent to meaningful international collaborations. The International Neighborhood is the only NCURA neighbourhood not restricted solely to members, and has truly become a vital tool for research managers and administrators around the world: www.ncura.edu/content/regions_and_neighborhoods/neighborhoods/international/index.php

Since 2005, NCURA has attended the European Association of Research Managers and Administrators (EARMA) annual meeting.

EARMA has also been sending delegations to the NCURA annual meeting for the last several years, and the two organisations have been working towards a vision of a European-American exchange programme for research administrators. A White Paper describing in greater detail the 'logistics' of such an exchange has been endorsed by NCURA's Board of Directors and EARMA's Executive Committee. Both organisations are hoping to launch a formal exchange programme in 2009, and an EARMA-NCURA working group has been established for this express purpose.

Our experience to date shows that the support of numerous research managers and administrators – from the USA and other nations – is needed to transform a substantive vision into meaningful programmes.

International research administration today

Over the years, I have received enquiries from colleagues in the USA and abroad for advice on a range of matters, such as:

- Recommendations of top-notch translational services, as well as guidance on a particular country's culture and professional customs
- Contractual and policy-related guidance on full economic costing
- Allowability of costs and documentation of in-country transactions
- Payment terms and required flowdowns
- Appropriate certifications and assurances
- Publication rights
- Intellectual property
- Technology transfer
- Material transfer agreements
- Ownership and disposition of equipment
- General accounting and auditing issues
- Use of independent contractors

- Subrecipient monitoring
- Confidentiality agreements
- Human subject protection and animal care/use
- Governing law, dispute resolution, and use of arbitration
- Personal safety and security concerns
- Export controls

This rather broad list – though far from collectively exhaustive – is an example of the topical and thematic concerns behind the growing interest in international research administration. In addition, non-Americans often ask for specific guidance on language in proposed agreements, and are eager to learn more about research administration in the USA (especially with an eye toward offices providing both pre- and post-award services), so as to better understand the operational nuances.

Queries from American and international colleagues often seek guidance on how to best provide training and education to staff, as well as how to appreciably assure best practices and maintain institutional knowledge related to international research administration. As Denise Wallen and I have previously written (see our chapter on 'Building Toward Successful International Research Collaborations' in NCURA's *Sponsored Research Administration: A Guide to Effective Strategies and Recommended Practices*), we currently see essentially four avenues available to research administrators wanting to maximise training, education, and professional development opportunities.

First, many learning opportunities are available through **research management associations**, all of which offer various levels of professional development opportunities either online, at annual meetings, or via specialised conferences or workshops. Second, many online materials are available from **government agencies and associations** that serve the community of international research admin-



John Carfora

istrators. As previously noted, one of the best places to access these online resources is through NCURA's International Neighborhood. Third, **sponsored research offices** should maintain a range of up-to-date resources, such as books, reports, articles and policies (in print and online). Such collections make available a large body of knowledge that, if utilised effectively, help sustain institutional knowledge and support staff training and development. Fourth, the cultivation of an **international network of research administrators**,

which can provide perspective and experience-based insight on a variety of transnational themes, is invaluable. In the aggregate, it is essential for sponsored projects offices to help staff members develop their proficiency in the business side of international research administration, and their confidence in the cross-cultural nuances that underwrite successful international collaborations.

A broad look to the future

As globally integrated research administration becomes a growing feature of our professional future, we will see the establishment of offices (or units) for international collaboration(s), no doubt appearing first at larger research universities, which will further develop guidelines and best practices for managing international projects. As has been the tradition in our profession, such endeavours will help

elevate the standard by which we manage international projects at all our respective organisations. Finally, we will also see greater collaboration among colleges and universities, governmental agencies, and professional associations – in the USA and abroad (particularly in Africa, Asia, and South America) – as research administrators and managers around the globe look for applied solutions and professional development opportunities that transcend national boundaries. **RG**

Dr John Carfora is Director of Research and Sponsored Projects at Loyola Marymount University, USA, and Chair of NCURA's Commission on International Research Administration.
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Association of Research Managers and Administrators (UK)

Ian Carter comments on developments in ARMA's representational role.

The Association of Research Managers and Administrators (ARMA) UK has developed over many years, and has grown in particular in recent years, with now over 1,100 members. As a membership organisation, it recognises the need to provide services that are attractive to its members (and their employers). Our offering splits into two main elements: training events and membership services. We view our annual conference, our single largest event by a long way, to be both a training event and a membership service, as it provides skills updates and opportunities to network.

Our training offering has developed to

include a suite of one-day training events, covering the range of relevant areas of expertise, three levels of career stage residential courses, and one-off expert seminars to address current topics.

Membership services includes study tours (typically one-day visits to a funder, which are usually fully subscribed within hours of being advertised), supporting the national research discussion lists, a mentoring scheme (developed from that of the Australasian society), and representation of the membership to funders and other stakeholders.

One area of increasing impact is in the

representative role, as ARMA now tends to be asked directly to respond to funder and governmental consultation exercises, and to have representation on relevant working groups, such as current ones on research assessment and open access publication. This also couples with the training programme, as we are viewed as an important means of dissemination and training for developments in policy. **RG**

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Strategy in research management

Laura Dan gives a perspective on reconciling the institution's vision of its objectives with the practicalities of implementing those objectives.

In the words of Jack Welsh, former CEO of General Electric, 'strategy' means making clear-cut choices about how to compete. But how do universities compete when it comes to research management? Funding levels aside, rankings such as the Shanghai Jiao Tong Academic Ranking of World Universities, the Times Higher Education World University Rankings, the ISI Highly Cited and many league tables are a clear indication that competition is highly energetic in the world of universities.

What is strategy?

Humans are cognitive beings that observe, analyse, plan and choose. In business terms, a company's strategy consists of competitive moves and business approaches that managers employ to grow the business, attract and please customers, compete successfully in the marketplace, conduct operations and achieve target levels of organisational performance. In basic terms, strategy concerns careful setting of objectives, systematic analysis and techniques for evaluation and planning.

Strategic vision

A strategic vision is a road map showing the route a company intends to take in developing and strengthening its business. It paints a picture of a company's destination and provides a rationale for going there. In this sense, vision is an entrepreneurial notion – and universities are expected to be entrepreneurial nowadays, especially when it comes to research.

Advantages of a clear strategic vision include the crystallisation of the organisation's long-term direction and a reduction in the risk of rudderless decision-making. In addition, a clear strategic vision assists in gaining support of organisational members for changes to make the vision a reality, helps keep managers' strategy-related actions on a common path,

and assists the organisation in preparing for the future. There is empirical evidence in management literature which suggests that organisations with a clear strategic vision succeed better.

The present analysis investigates the case of Australian research-intensive universities. Here are a few, quite different, examples of what strategic visions look like:

● Australian National University (ANU)

'As Australia's national university, ANU sets the standard in research, education and community engagement on issues of national and international importance.'

● University of Melbourne

'To be true to itself and true to its context, this University reaffirms its 1996 commitment to be "one of the finest universities in the world"' (2006)

● University of Tasmania (UTAS)

'The University of Tasmania will be ranked among the top echelon of research-led universities in Australia. The University will be a world leader in its specialist, thematic areas and will be recognised for its contribution to state and national development. UTAS will be characterised by its high-quality academic community, its unique island setting and its distinctive student experience.'

● Monash University

'By 2025 we will be one of the best universities in the world, distinctive because our research-intensive, international focus enables us to address important theoretical and practical challenges, and develop graduates who will wish to do the same.'

Communicating the strategic vision

An inspirational vision contains memorable language and provokes emotion and enthusiasm. It clearly maps the company's future direction and challenges and motivates the workforce.

Crafting a university's research management strategy rests in the hands of the chief executive officer (Deputy Vice-Chancellor Research), senior corporate executives (Pro-Vice-Chancellor and faculty deans), managers of business divisions (research office, policy and development office and finance office), as well as key managers for university administration, marketing, human resources and other functional departments. In this process, universities can learn from other universities, partners, competitors, research institutions and funding agencies, and can transfer knowledge between their own internal functions and levels.

An organisation's strategy is therefore a collection of initiatives undertaken by managers at all levels in the organisational hierarchy. All the various strategic initiatives must be unified into a cohesive, organisation-wide action plan. Pieces of the strategy should fit together like the pieces of a puzzle.

In the process of communicating the strategic vision, winning support for the vision involves putting 'where we are going and why' in writing, distributing the statement organisation-wide, and having the executives explain the vision to the workforce.

Objectives

After formulating the strategic vision of an organisation, the establishment of objectives converts the vision into concrete performance outcomes. Setting objectives translates the vision into specific performance targets, creates concrete measures to track performance, and forces the organisation to be inventive, intentional, and focused in its actions. Well-stated objectives are quantifiable and measurable, and contain a deadline for achievement.

Here are two examples of objectives that Australian universities have established to assist in the materialisation of their strategic vision:

Monash University

1. One of the best universities in the world
2. A university 'in the world'
3. A distinctive university

Good strategy coupled with good strategy execution equals good management.

4. A research-intensive university
5. An international university
6. A university which addresses significant theoretical and practical challenges
7. A university whose graduates reflect its distinctive approach

University of Tasmania

1. To be ranked in the top 10 Australian universities in terms of research performance
2. To be ranked in the top 10 Australian universities in terms of teaching and learning performance
3. To be ranked within the top 250 of the Shanghai Jiao Tong Academic Ranking of World Universities
4. To increase the proportion of graduates in the Tasmanian workforce to at least the national average
5. To achieve annual enrolment targets and to grow to approximately 15,000 EFTSL, ensuring a robust financial base with which to support UTAS's academic strategic objectives
6. To maintain financial viability and achieve annual and longer-term budgetary targets

Implementing and executing strategy

The stage of implementing and executing a strategy translates into building a capable organisation: allocating resources to strategy-critical activities, establishing strategy-supportive policies, and installing information, communication, and operating systems. On the human resources front, implementing and executing a strategy means instituting best practices and programmes for continuous improvement, motivating people to pursue the target objectives, and tying rewards to achievement of results. Above all, it means creating a strategy-supportive corporate culture and exerting the leadership necessary to drive the process forward and keep improving.

As an example from the world of Australian

universities, here are the plans that the University of Melbourne is implementing in executing its strategy:

1. Move towards world-significant research

- Set criteria for assessing research quality and conduct a first round of assessments
- Where required, develop plans to improve research quality and impact
- Increase citations by raising the profile and accessibility of Melbourne research
- Increase overall research funding levels and diversify funding sources

2. Strengthen cross-disciplinary and collaborative research

- Identify emerging strategic, cross-disciplinary priority areas for investment
- Develop search criteria for Future Generation Professors to lead collaborative research in these areas

3. Build future research capacity

- Increase focus on research training
- Develop the next generation of leaders from among early and mid-career researchers
- Continue to recruit and retain high-calibre researchers

Revision

In the context of increasingly rapid change, how do universities adapt in the face of uncertainty? Regularly revising strategic plans is an essential means of keeping abreast of change. A Chinese proverb says that unless we change our direction, we are likely to end up where we are headed.

The University of Tasmania's strategic plan is called EDGE (Excellence, Distinctiveness, Growth, Engagement). EDGE 2005-2007 focused on 'Growth'. The results have been a continuing rise in the proportion of Tasmanians with a university qualification, maintenance of the reputation for quality research through its faculties, centres and institutes, and an improvement in its standing in teaching and learning

rankings. EDGE2 2008-2010 focuses on 'Excellence' and 'Distinctiveness'. The plan is to continue to grow to reach optimal size, and to remain a university for all Tasmanians, taking Tasmania to the world and the world to Tasmania through meaningful 'Engagement'.

Monitor, evaluate, correct

If you don't know where you are going, any road will take you there, as the Qur'an says. The stage of monitoring, evaluating and correcting the strategic plan involves altering long-term direction and/or redefining the vision, raising, lowering, or changing performance objectives, modifying the strategy as necessary, and improving strategy execution. It is an organisational learning exercise which increases the organisation's capacity to take effective and prompt action.

What makes a winning strategy?

In establishing whether a strategy has chances of success, three tests can be applied. The 'goodness of fit' test looks at how well the strategy fits the organisation's situation. The competitive advantage test analyses whether the strategy can lead to sustainable competitive advantage. Finally, the performance test evaluates whether the strategy boosts the organisation's performance.

The lessons that universities can learn from the world of business are that, in establishing a strategy, three central questions need to be answered: What is the present situation? Where do the research activities need to go from here? How should they get there? There are hard lessons to be learnt, but being proactive in this world of uncertainties will pay off in the long term. Being at the top of the league does not happen overnight.

In conclusion, good strategy coupled with good strategy execution equals good management. So here is a question for you. Does your university have a strategic plan for research management? What sort? **RG**

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This article is based on a paper presented at the November 2008 Australasian Association for Institutional Research Annual Forum. The author wishes to thank all participants for their insightful comments and suggestions.

Career spotlight

In each issue of Research Global, we interview a research management professional who shares with us their experiences, insights and views of RM. In this issue, **Sanjai Parahoo** answers our questions.

Sanjai Parahoo



How and when did you get involved in research management as a career?

In 1998, the University of Mauritius decided to set up a Consultancy and Contract Research Centre (CCRC) to better manage the expert services it was being increasingly called to provide to industry and the public sector. I was recruited to head the centre.

In what ways is a RM career better than others you could have followed?

My previous work experience was in project management of infrastructure projects and implementation of training programmes. Research management responsibilities can be equally if not more demanding and stressful. Working with researchers from different specialist fields, each field with its own methodology, approach and ethical guidelines, is challenging, but at the same time quite enriching.

What are some of the key challenges you have faced?

A research manager in a developing country is assigned diverse responsibilities, such as marketing of services, drafting of proposals, negotiation, assessing legal issues in research

contracts, project management and leadership, managing intellectual property rights (IPR), management of budgets, editing of reports (especially for multidisciplinary works) and finally project closure. He/she thus has to develop a broad range of specialist skills. Further, in research management, academics/researchers operate in a matrix structure and do not report to the research manager; the latter, however, retains responsibility for deliverables vis-à-vis clients. In addition, in multidisciplinary projects, sometimes highly qualified researchers fail to coalesce into a unified goal-oriented team.

What are some of the lessons you've learned along the way?

Many researchers often tend to gauge their work by academic standards and are not ready to trade quality as defined from their own perspective for a corresponding gain in time. Conversely, industry representatives often espouse a 'time is money' motto. A research manager often treads a fine line in finding a compromise.

What activities give you the most satisfaction?

The collective contribution of many minds,

working in a unified way to solve a common problem, is always rewarding. I have personally enjoyed working with local and international consultants on two national cultural heritage projects that have both subsequently become UNESCO World Heritage sites, as well on specific regional projects in technology transfer and sustainable development.

What kinds of organisations have you worked with as a research manager?

The University of Mauritius CCRC works with a diverse portfolio of clients, ranging from local industry to public sector organisations, NGOs, international consultancy firms, United Nations specialised organisations, and international funders. Of course, each organisation has its own rules, guidelines and level of bureaucracy. We try to clarify such issues at project negotiation stage, so as to avoid inconveniences later.

Who has been your greatest source of inspiration or guidance?

The management of the University of Mauritius has a clear vision of the role of the CCRC and is very supportive of its activities throughout. In 2004, I had an attachment at the industry offices of the Universiti Putra Malaysia and at the National University of Singapore, which broadened my outlook. I need to warmly thank the ACU for funding my attachment, and the respective management of the two universities for kindly hosting me. I attended the INORMS Congress in Brisbane, Australia, in 2006, and it was an exposure to the state-of-the-art elements of the profession. In the field of IPR, I have followed training programmes of the World Intellectual Property Organization (WIPO), which has contributed significantly to build capacity among research managers in Africa. I also had the chance to meet and interact with Prof Prabuddha Ganguli from IIT Mumbai, who provided me with some very useful advice.

Has being part of a RM association affected your work?

Although not a member of a research management association, I have kept in touch with

CAURA

Sandra Crocker gives an overview of the Canadian Association of University Research Administrators.

developments through publications and communications of the ACU. I particularly appreciate the balanced aspect of these publications with adequate coverage of activities in developing countries. This enables me to relate to these and often potentially adapt them to my context.

Do you see any big challenges facing the RM profession?

Developments in ICTs have facilitated sourcing of funding. There is a caveat, though. Often, developing countries have rich biodiversity and genetic resources, and must hence carefully scrutinise the IP assignment clauses in research contracts to ensure fair and equitable sharing of benefits arising from such resources. I believe there may be need to define the profile of a research manager, and to set up a Body of Knowledge, so as to further professionalise the profession.

Tell us more about yourself...

I am a professional engineer, with an MBA and a PhD in Marketing. I work at the University of Mauritius as Director of the CCRC, which operates under the aegis of the office of the Pro-Vice-Chancellor for Research, Consultancy and Innovation and contributes to its vision of promoting innovation and technology transfer in Mauritius. The office organises an annual Research and Innovation Week, which showcases major applied research outputs and innovation breakthroughs (www.uom.ac.mu/provrci/OutReach/index.htm). The CCRC also supports the Innovators Mauritius Award (see www.npccmauriti.us.com/iamwinner). My aim is to contribute to the setting up of a formal national innovation system to support innovators. Personally, I follow a football team in the English Premier League that is currently unsurpassed at FIFA world club stage! **RG**

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The Canadian Association of University Research Administrators (CAURA) is a national voice for research administrators in Canada. Distinct from other national organisations, CAURA's strength is in its diversity and comprehensive approach to research administration. CAURA provides a critical interface between all stakeholders in the management of the research enterprise.

Founded in 1971, CAURA is a national association of individuals committed to advancing the profession; to improving the efficiency and effectiveness of research administration at post-secondary institutions, hospitals, and other research institutes; to maintaining a strong presence and coherent voice on key issues relevant to research; and to fostering cooperation and links with other organisations active in the management and administration of research. Our areas of focus are:

Strategic communications

CAURA offers an enhanced relationship with funding sponsors and agencies, through an experts' list on selected topics to assist external partners in accessing the CAURA knowledge base, and the use of our website to add new concourses for discussion and links to critical position papers and surveys.

Knowledge development

CAURA provides workshops both transportable and standalone, some in conjunction with partners. In addition, CAURA co-sponsors professional development activities such as project management seminars, intellectual property workshops, etc.

Advocacy

CAURA, through its 'National Advisory Board', presents views and opinions on research issues in Canada in the form of White Papers or another format. These White Papers are forwarded to appropriate level within a federal agency. Examples of past White Papers include: Accountability framework in research; Research performance indicators; and Indirect cost issues.

Canadian post-secondary institutions are undergoing massive changes and pressures. In this complex and competitive environment, research administrators need to keep pace with new demands for innovation, efficiency, cooperation, and managerial and technological knowledge and skills. CAURA's membership is an important 'player' in research management in Canada and the association strives to increase its linkage with decision-makers across the country through its comprehensive reflection of the changes in research administration with the objective of influencing national policy that impacts on the research agenda. Within institutions, CAURA promotes deeper integration with institutional departments which need to be aware of the changed research environment (i.e. MOU standards).

CAURA provides research administrators with a forum for networking, at national and regional levels, and for sharing and exchanging experiences and knowledge through its various activities; access to professional development and employment opportunities as well as expertise in various aspects of research administration; a voice on national issues of common interest to Canadian universities, other post-secondary institutions and research administrators; and links to other national and international organisations through its affiliations.

CAURA holds an annual national conference as well as an annual conference for each region. There is always good representation from partnership agencies. For new administrators, an annual workshop dedicated to the fundamentals of research administration is held. Seasoned research administrators are offered topical and special interest workshops. **RG**

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Recent publications

ACU Librarian, **Nick Mulhern**, summarises.

International



International Comparison of Academic Salaries: An Exploratory Study

An ambitious comparative survey of academic salaries in 15 countries, based on

published sources, established national expertise, and additional earlier studies (including studies by the ACU). Given its assumption of HE's link to national development, changing or varied salary levels have an impact on a country's research strengths, global academic mobility and also competition from other careers. Brief country reports outline the HE context with average salary ranges. As acknowledged, however, comprehensive faculty comparisons would need to include the diversity of current academic contracts: part-time, joint, visiting, and the role of private HE.

[Rumbley, L.; Pacheco, I.; Altbach, P.; 2008; Boston College. Center for International Higher Education (CIHE) (www.bc.edu/bc_org/avp/soe/cihe/salary_report.pdf)]

The Global Competition for Talent: Mobility of the Highly Skilled

Considers the factors underlying international mobility specifically in science and technology, and its patterns and impacts – particularly on the application of knowledge and learning. It concludes with an analysis of mobility policies, though these are not always formally developed, and the levels of integrated approaches to student mobility, immigration, labour markets and aid. 'Brain circulation', the effect of knowledge 'diasporas', and networks are clarified through the evidence of continuing international research collaboration, patents with co-inventors, multiple publishing centres, and internationalised R&D generally. 'A key question is whether mobility will continue as R&D activity is increasingly internationalised, or whether the spread of innovative activity will gradually encourage more circular migration, or lower mobility.'

[Box, S.; Basri, E.; 978-92-64-04774-7; 2008; OECD (<http://browse.oecdbookshop.org/oecd/pdfs/browseit/9208081E.PDF>)]

Africa



Accelerating Catch Up: Tertiary Education for Growth in Sub-Saharan Africa

A substantial World Bank report which makes a case for 'knowledge intensive growth', emphasising the links between expanded and more applied tertiary systems with development. The study, which focuses on Ghana, Kenya, Mauritius, Nigeria, South Africa, Tanzania and Uganda, is based on several detailed contextual papers, including a survey of university-industry links. Although a routinely-quoted 'knowledge-based economy' could change HE in its ambitions and student expectations, the realities of existing education, economic and political structures remain. In reviewing the 'education imperative', it analyses the demand for higher-level skills, the number of researchers and research output, and, briefly, evidence of universities' involvement in local industry and technologies. In conclusion, examples of innovation strategies elsewhere are cited, though the realignment of tertiary education with these and national development plans would be most effective when adapted to 'each country individually, in accordance with its limitations and possibilities'. [Yusuf, S.; Saint, W.; Nabeshima, K.; 978-0-8213-7738-3; 2008; World Bank (<http://go.worldbank.org/OAVEHFEW10>)]

Asia



Entrepreneurship in India

This report, issued by the Indian National Knowledge Commission (NKC), studies the conditions and motives for entrepreneurship, from social/cultural factors to financial

and business environments as well as education. It is based on interviews with Indian-based entrepreneurs and evidence from banks, investors, and related organisations. Of those interviewed, 95% valued education as a critical success factor, though the number with PhDs and with degrees directly relevant to their later business was low. Although trends in entrepreneurs' qualifications (e.g. MBAs) are noted, it is the availability of their future skilled employees which is a concern ('one of the most significant rate-limiters for entrepreneurial growth in India'). In addition to the potential expansion of HE and a proposed National Skill Development Mission (NSDM) under the Eleventh Five Year Plan, reviewed ideas for encouraging entrepreneurship are cultural (e.g. teaching methods) as much as formal. Provision for enterprise centres, business incubation, and entrepreneurship parks is nevertheless usefully summarised, particularly in relation to a supportive infrastructure and policy.

[Goswami, A.; Dalmia, N.; Pradhan, M.; 2008; NKC; (http://knowledgecommission.gov.in/downloads/documents/NKC_Entrepreneurship.pdf)]

Australasia

Review of Australian Higher Education: Final Report

One of the Review's aims was to assess whether Australian HE was capable of 'contributing to the innovation and productivity gains required for long term economic development and growth'. The country's innovation system was analysed in detail in *Venturous Australia* (published 09/08 – see *Research Global Issue 20*) for a forthcoming (2009) White Paper. This more recent and more wide-ranging study similarly confirms the need for increased block grant funding, support for academic careers so retaining and expanding the research workforce, and further investment to sustain research student numbers (e.g. the Research Training Scheme (RTS)). In reflecting that the 'large majority of participants in this review have argued that a core role of a university is to

conduct basic and applied research', it criticises 'quite unacceptable levels of cross-subsidy from funds for teaching'. Generally it makes recommendations for an expanded, cohesive, accredited but deregulated HE system; it also makes a traditional case for restored public investment, arguing in this context that HE 'lies at the heart of Australia's research and innovation system'.

[Review of Australian Higher Education Expert Panel: chair D. Bradley; 978-0-642-77805-5; Department of Education, Employment and Workplace Relations (DEEWR) (www.deewr.gov.au/HigherEducation/Review/Pages/ReviewofAustralianHigherEducationReport.aspx)]



University Research Commercialisation: Paying Dividends for New Zealand

Six case studies showing the successful commercial realisation of academic research by New Zealand universities. Co-published by University Commercialisation Offices of New Zealand (UCONZ), which was established in 2005 to coordinate research – academic, state, and commercial.

[NZVCC; University Commercialisation Offices of New Zealand (UCONZ); 2008 (www.nzvcc.ac.nz/files/u2/NZVCC_Uni_ResearchFIN_1C59D.pdf)]

Europe

Debate on the Future of Higher Education

(Department for Innovation, Universities and Skills (DIUS))

Several reports on aspects of UK HE were published at the end of 2008. Commissioned by the current Secretary of State for Innovation, Universities and Skills, these aimed to assess significant policy questions in order to inform a future framework and to stimulate debate. Among the topics covered were **Intellectual Property and Research Benefits**, which considered commercialisation with some reference to international benchmarks, and **Research Careers in the UK: a Review**, which studied the demand for researchers, trends and profiles in research

careers, and briefly the transferability of researchers between industry and academia. User perspective reports also covered research and technology transfer (www.dius.gov.uk/policy/users_perspective.html). A related JISC-hosted blog is also available (<http://hedebate.jiscinvolve.org>).

[Intellectual Property and Research Benefits – Wellings, P; 2008. Research Careers in the UK: a Review – Thrift, N; 2008 (www.dius.gov.uk/policy/he-debate.html)]

Researcher Mobility in the European Research Area: Barriers and Incentives

A UUK Research Report, this short paper summarises patterns of migration (economic or academic), and the contrast between research careers in the UK and Europe in general. (The movement of staff to the UK from the rest of the EU is high, while UK researchers are, and perhaps are expected to be, less mobile in their careers.) Incentives and restrictions on working internationally (fellowships, pension, childcare provision, research networks) are briefly explained. Among other areas for future research, it suggests understanding 'how institutions create networks, the different kinds of networks and their benefits, and how their role might be developed'.

[Pullen, C.; Bruce, T.; Hale, C.; 978-1-84036-192-6; 2008; Universities UK (UUK) (www.universitiesuk.ac.uk)]



Punching Our Weight: The Humanities and Social Sciences in Public Policy Making

A study of some of the contributions which research in the humanities and social sciences can make to inform public policy, how it can be better exploited, and also how academic researchers can more positively engage with the needs of policymakers for applicable evidence. The report's specific recommendations for government departments (continuity in funding, research priorities) and research councils (workshops, interdisciplinarity), as well as for universities and academics, are also useful in drawing attention to and expanding the environments in which

research can be both immediately productive and lasting.

[Wilson, A. (Review chair); LSE Public Policy Group (LSE PPG); Schneider, P; 2008; British Academy (www.britac.ac.uk/reports/wilson/index.cfm)]

Two related research reports which contributed significantly to the British Academy study are available on the LSE Public Policy Group (PPG) site: **Maximising the Social, Policy and Economic Impacts of Research in the Humanities and Social Sciences** (Report, & Supplementary Report, to the British Academy from the LSE Public Policy Group).

[(2008; LSE (PPG) (www.lse.ac.uk/collections/LSEPublicPolicy/projects.htm)]

North America



Momentum: The 2008 Report on University Research and Knowledge Mobilization

A detailed review of R&D in Canada, updating a similar study issued by the AUCC in 2005. It summarises: trends in research investment (their sources and coverage), what motivates change in R&D (including international trends and case studies), the achievements of university partnerships, and benefits through education, knowledge, and innovation. Specific examples of university R&D partnerships with the private sector, governments, communities and research groups emphasise the direct impact of Canadian-based research. The concluding analysis of research benefits ranges beyond citation/publication records, IP income, and academic prizes, however, to include immeasurable and invaluable impacts. Social and cultural values, as with a 'reservoir of knowledge' and its applications, are as significant in being cumulative and enduring. [978-0-88876-266-6; AUCC; 2008 (www.aucc.ca/_pdf/english/publications/momentum-2008-low-res.pdf)]

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New Zealand invests in climate change research

(first published 13 January 2009)

The New Zealand government is to invest NZD 10 million in funding for research projects aimed at helping the agriculture and forestry sectors adapt to climate change. David Carter, the agriculture and forestry minister, announced the investment on 12 January.

The research is focused on areas such as technologies for reducing methane emissions from dairy animals and assessing the impacts of climate change on international trade.

'This research is focused in areas that will generate innovation and technological breakthroughs,' said Carter. 'Creating conditions for continual innovation in agricultural and forestry techniques will see New Zealand farmers and foresters meeting expectations at home and from overseas markets,' he added.

The money is being provided through the Ministry of Agriculture and Forestry's Sustainable Land Management and Climate Change Initiative.

EU budget plans fail to tackle ITER costs

(first published 15 January 2009)

Cost increases at the ITER fusion research project are alarming renewable energy researchers, as uncertainties grow about EU budget provisions to pay Europe's contribution.

Critics of the international project say that the European Commission has failed to

incorporate an estimated increase of 30% in construction costs for the EUR 7 billion research project in its financial planning so far. No commitment was made to increase the European contribution to ITER at a meeting of the Competitiveness Council on 1-2 December 2008, despite an internal memo from the Commission warning the council of burgeoning expenses, which has sparked discussion in Brussels on how much the Commission's 45% share of ITER costs will increase, and where the money will come from.

'The ITER members are watching the Commission's financial planning with unease,' says Thomas Hartkopf, a renewable energy researcher at the University of Darmstadt, Germany, who chaired the Commission's European Fusion Facilities Review Panel. 'It is not clear how the additional costs will be met from their side.'

The European Renewable Energy Centres Agency, which represents European energy research groups, has said that the Commission is failing to face up to the inevitability of ITER's extra costs. The agency points out that the Commission has not included ITER in its Economic Recovery Plan, which, it suggests, would have been the best way to address cost increases without hurting other programmes. In a statement, EUREC said ITER can ill afford any more 'nasty surprises' if fusion energy is ever to compete with other energy sources.

However, the Commission says it does not want to make amendments to its budget before the increased costs have been more closely defined. 'We do have a commitment to ITER,' said a Commission spokeswoman. At present, she says, 'the cost increases are only expressed

in preliminary figures. We have not planned for them because we want to plan on the final ones'.

'Each ITER member state has different funding cycles,' says Neil Calder, a spokesman for ITER. 'We need to take into account the capabilities of each member, and then have the results independently reviewed. It will be a very long and complicated process to get a correct cost estimate for ITER.'

Carnegie Foundation calls for overhaul of engineering education

(first published 16 January 2009)

Engineering schools are using outdated teaching practices that focus too heavily on imparting technical knowledge and do not do enough to prepare undergraduate students for the profession, says a report published by the Carnegie Foundation for the Advancement of Teaching.

According to the report *Educating Engineers: Designing for the Future of the Field*, in the midst of a profound, worldwide transformation in the engineering profession, US undergraduate engineering education is holding onto an approach to problem-solving and knowledge acquisition that the profession itself has left behind.

Sheri Sheppard, who directed the multi-year study, said part of the problem was due to a tendency to simply add more courses rather than consider overall programme design when aiming to improve engineering education. Although the 1,740 undergraduate engineering programmes in the US vary in their emphases and serve diverse student populations, they are remarkably consistent in their focus on the acquisition of technical knowledge, she said.

Central role for science in economic recovery package

(first published 16 January 2009)

Science and technology agencies are set to receive substantial funds as part of Barack Obama's economic stimulus package.

House Democrats unveiled the USD 825 billion fiscal recovery package, which com-

prises a combination of spending and tax cuts aimed at creating millions of jobs. The recovery package, put together by Congressional Democrats in partnership with President-elect Obama, includes big increases in federal spending on energy and climate research and space science.

House Science and Technology Committee chairman Bart Gordon welcomed the bill, which he predicted would boost American competitiveness, create high-quality jobs, and improve access to clean, affordable energy. 'The US spends less than 3% of the GDP on research and development, but almost half of the growth in GDP over the past 50 years is a result of developing and adopting new technologies,' he said. He said not focusing on the underlying problem of economic competitiveness would lead to jobs being created now, only to be lost in the future to foreign competition.

The bill includes USD 11 billion to create a more reliable and efficient electricity grid, a portion of which is aimed at promoting R&D and pilot projects. Another USD 2.4 billion will go on clean fossil energy for carbon capture and sequestration technology demonstration projects. Funds will be awarded on a competitive basis to universities, companies, and national laboratories.

The legislation also includes USD 600 million in funding for NASA, including USD 400 million to put more scientists to work doing climate change research. This will include earth science research recommended by the National Academies, the development of satellite sensors that measure solar radiation, and a thermal infrared sensor to the Landsat Continuing Mapper necessary for water management, particularly in the western states.

The National Oceanic and Atmospheric Administration are set to receive USD 600 million for research including satellite development and climate modelling.

Copyright and performances treaty to top agenda for WIPO workshop (first published 16 January 2009)

The World Intellectual Property Organization (WIPO), a specialised agency of the UN that deals with intellectual property (IP), is organising a seminar on the copyright and performances and phonograms treaties.

The event, the WIPO Africa Regional Seminar on the Issues and Recent Developments of the WIPO Copyright Treaty (WCT) and the WIPO Performances and Phonograms Treaty (WPPT), will be held in Lilongwe, Malawi, from 26-27 January 2009.

The WCT is an agreement on the protection of literary and artistic works. The WPPT deals with IP rights of performers, including actors and musicians and the producers of phonograms.

Wellcome to invest GBP 55m in European technology transfer (first published 19 January 2009)

The Wellcome Trust is to provide GBP 55 million in funding to technology transfer projects in mainland Europe, Science | Business reports.

According to the technology news service, the UK's biggest medical charity plans to distribute two- to three-year grants to support the development of early stage technologies and their delivery on to the market.

The trust currently invests around GBP 50m per year in technology transfer, but 80% of this is spent in the UK, with the remaining 20% being largely distributed outside Europe.

Among 'the top-ranking countries in terms of developing an innovation and R&D environment are Sweden, Denmark, Finland, and the Netherlands,' said Richard Seabrook, head of business development in the Trust's technology transfer division. 'It's important for us to be operating in the most appropriate places.'

South Africa signs IPR Bill into law to improve knowledge access (first published 16 January 2009)

South African president Kgalema Motlanthe has given a nod of approval to the country's Intellectual Property Rights Bill, paving the way for the commercialisation of IP generated via publicly-financed research.

The Bill, which was signed into law towards the end of last month, is part of efforts to transform South Africa into a

knowledge-based economy, the country's Department of Science and Technology (DST) says.

The DST said the bill would promote the use of publicly-funded IP in programmes for social and economic development.

'The law is aimed at facilitating the creation of new knowledge that is derived from public funding and to secure this knowledge in the form of IP rights, including, but not limited to, patents for IP that could have economic and social benefits,' the DST said in a statement published on its website this week.

The implementing agencies for the Bill are the National Intellectual Property Management Office and the Intellectual Property Fund.

The development comes in the wake of complaints that intellectual property rights are detrimental to efforts to end poverty in Africa. Scientists told Research Africa last year that IP rights were imposing costs and making it difficult for Africa to access knowledge and inputs for increasing productivity, especially in agriculture. **RG**

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NIH informatics training for global health

Closing date: letters of intent 6 March 2009; full applications 3 April 2009

Details: The Fogarty International Center, in collaboration with the National Library of Medicine and the National Human Genome Research Institute, invites grant applications for informatics training for global health. These grants will fund the establishment or continuation of training programmes in informatics for global health to address the needs of developing country institutions for information technologies and associated sciences to support biomedical research. Applicants are expected to develop innovative training programmes for developing country biomedical and behavioural scientists, computer scientists, engineers, clinicians, librarians, and other health professionals that increase their capacity to design, manage and use information systems for global health research. Training programmes should be directed towards building informatics capacity in the foreign institution that can contribute directly to research in disease pathogenesis, transmission, prevention, diagnostics, or treatment. A total of approximately USD 1.5 million will be made available in fiscal year 2009 to fund up to six grants. An applicant may request a project period of up to five years and a budget of up to USD 230,000 direct costs per year. Eligible applicants include domestic and foreign non-profit public or private institutions. RFA-TW-09-001 (replaces RFA-TW-03-008)

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=210512>

Astronomy facilities access

Closing date: 1 April, 1 July, 1 October and 18 December annually

Details: The South African Astronomical Observatory offers its facilities to qualified astronomers. Access is available to 1.9 metre, 1m and 0.75m telescopes and instrumentation, as well as a 0.5m telescope. In addition, the Southern African Large Telescope is available. The SAAO facilities are available to professional astronomers from anywhere in the world who wish to observe.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=203731>

Cancer fellowship

Closing date: 1 April 2009

Details: The Cancer Research Institute invites applications for the Irvington Institute Fellowship programme. These fellowships are designed to foster the training of qualified young scientists at leading universities and research centres around the world. These three-year funding commitments are for USD 45,000 in the first year, USD 47,000 in the second year and USD 49,000 in the third year. They also include an institutional allowance of USD 1,500 per year. Applicants must have a doctoral degree by the date of award activation and must conduct their proposed research under a sponsor who holds a formal appointment at the host institution. There are no nationality restrictions.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=199761>

Veterinary dermatology award

Closing date: 1 April annually

Details: The European Society of Veterinary Dermatologists invites applications for its research award. This award aims to encourage high standards in all aspects of veterinary dermatology and to promote the development of related research. Proposals in both basic and clinical research in veterinary dermatology are welcome. Grants are worth EUR 15,000.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=209592>

EU FP6 access to research infrastructures

Closing date: 1 April 2009

Details: Under the European Commission's Access to Research Infrastructures Fund, applications are invited from scientists to make use of the neutron spectrometers at the Laboratoire Leon Brillouin (LLB). LLB provides access for French and foreign scientists to the neutron spectrometers installed at the Orphée research reactor. These instruments enable the measurement of structure and dynamic of condensed matter in various fields including: magnetism, chemistry and chemical physics, material sciences and biology.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=199901>

Diabetes lectureship

Closing date: 15 April 2009

Details: The European Association for the Study of Diabetes (EASD) invites nominations for its Claude Bernard Lecturer. The lecture is to be delivered during the 46th EASD annual meeting. The aim of the lectureship is to recognise an individual's innovative leadership and outstanding contributions to the advancement of knowledge in the field of diabetes mellitus and related metabolic diseases. The prize is supported by an unrestricted educational grant from Sanofi-Aventis.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=191937>

STFC large-scale facilities beam time access: ISIS

Closing date: 16 April and 16 October annually

Details: The Science and Technology Facilities Council invites applications to conduct research at ISIS, the pulsed neutron and muon source situated at the Rutherford Appleton Laboratory near Oxford, UK. The facility provides access for international scientists who use neutrons and muons for research in physics, chemistry, materials science, geology, engineering and biology. ISIS is open to UK academics and postdoctoral researchers. Proposals are also accepted from: UK private sector organisations applying in collaboration with an academic partner; researchers applying via EU transnational access arrangements; other international users.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=200494>

Disability aids technology

Closing date: 24 April and 9 October 2009

Details: Stiftelsen Promobilia is inviting applications to its research grants. The aim of the organisation is to support the development of technical aids for the disabled so they can have a more active life. Eligible to apply are representatives from universities, university colleges, hospitals or other general institutions in Sweden and abroad. Grants are not normally awarded for industrial projects.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=209600>

Informatics and maths

Closing date: 30 April 2009

Details: The European Research Consortium for Informatics and Mathematics invites applications for the Alain Bensoussan Fellowships to enable young scientists to work collectively on

a challenging problem as fellows of leading European research centres. Fellowships are generally of 18 months' duration, spent in two of the ERCIM institutes. Applicants should have a PhD degree or equivalent, or be in the last year of thesis work, completing it before the grant starts, and must be fluent in English. Travel costs and a monthly allowance are provided.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=201749>

Anthropology awards

Closing date: 1 May and 1 November annually

Details: The Wenner-Gren Foundation for Anthropological Research invites applications for the Hunt Postdoctoral Fellowships. These support the writing-up of already completed research in anthropology. The fellowships provide USD 40,000 for 12 months of continuous full-time writing. Scholars of any nationality who have held their PhD for no longer than 10 years are eligible to apply.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=201410>

Fish biology grants

Closing date: 1 January, 1 May and 1 September annually

Details: The Fisheries Society of the British Isles invites applications under its small research grant scheme. Funding of up to GBP 5,000 is available to promote research into any aspect of fish biology. Grants cover research expenses, such as costs for equipment, field-work, computing, short-term assistance or specialist books. Applicants must be members of the society but need not be resident in the UK. Researchers at the start of their careers, including holders of a Fisheries Society post-graduate award, will be favoured in competition for restricted funds.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=206197>

NIH medical management of older patients with HIV/AIDS

Closing date: every 7 January, 7 May and 7 September until 8 January 2012

Details: The National Institute on Aging, National Institute of Allergy and Infectious Diseases, National Institute of Mental Health and National Institute of Nursing Research invite grant applications for medical management of older patients with HIV/AIDS. These R01 grants will address clinical and translational medical issues in the diagnosis or management of HIV infection and its consequences in older persons. The goal of this funding opportunity is to improve medical outcomes, functional status and quality of life in older patients with HIV/AIDS through improved understanding of interactions among ageing processes, HIV viral infection, treatment effects and toxicities, and multiple morbidities commonly occurring in older persons. Budgets for direct costs of up to USD 500,000 per year and a project duration of up to five years may be requested. Eligible applicants include domestic and foreign non-profit and for-profit organisations and public or private institutions. PA-09-017

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=208517>

Marine conservation grants

Closing date: letters of interest 30 June annually; invited formal proposals 30 September annually

Details: Royal Caribbean Cruises Ltd invites applications for its Ocean Fund grants. These support marine conservation organisations in preserving the world's oceans. The mission of the Ocean Fund is to support efforts to restore and maintain a healthy marine environment, minimise the impact of human activity on this environment, and promote awareness of ocean and coastal issues and respect for marine life. Grants are made to non-profit groups and organisations conducting activities directly related to marine conservation. These activities cover research, education and innovation technologies. Annual grants average between USD 25,000 and USD 50,000, although there is no absolute maximum. Grants are made for one calendar year only.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=189184>

Pain research awards

Closing date: 1 July 2009

Details: The International Association for the Study of Pain invites applicants for the Scan/Design by Inger and Jens Bruun Foundation Trainee Fellowship programme. The aim of this programme is to support trainees who wish to undertake either clinical or basic science research in the field of pain under the guidance of a mentor at the institution of his or her choice. There are no restrictions on the age, nationality or qualifications of the applicant; however, it is anticipated that the trainee will generally be in an early stage of their career. Both trainee and mentor must be members of IASP. One fellowship of 12 months' duration will be awarded per year. The fellowship comes with a stipend of USD 50,000 to cover salary and travel costs.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=189540>

Urban entomology

Closing date: 1 July annually

Details: The Entomological Society of America invites nominations for its Entomological Foundation Jeffrey P LaFage Graduate Student Research award. This recognises a graduate student who proposes innovative research that advances or contributes significantly to the knowledge of the biology or control of pests in the urban environment, especially termites or other wood-destroying organisms. Nominees must be candidates for a Master's or doctoral degree at any accredited university anywhere in the world. The amount of the award is based on the earnings from the endowment.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=192262>

Dairy research and development

Closing date: 30 July 2009

Details: The Dairy Research and Development Corporation invites applications for its research and development project funding. Applications are welcomed from individuals and organisations worldwide for projects addressing:

- farm issues – these include animal genetics, resource management, farming systems and business practices;
- manufacturing issues – these include pre-competitive research in biosciences, processing, bulk and functional ingredients, functional foods, cheese starters and fermented products, sustainable production and health and nutrition;
- technical issues – these include quantitative risk analysis, control measures for contaminants, development of analytical methods and animal health and welfare.

Core objectives under this call are to increase farm productivity, maintain and develop high margin markets, channels and products and to promote and protect the unique benefits of dairy. Proposals are judged on the perceived benefits to the Australian dairy industry. The annual budget is worth between AUD 30 and AUD 35 million and most projects last for one to three years, beginning in 2010/11.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=209587>

Demography prize

Closing date: 1 September 2009

Details: The Institute for a Better Demographic Future invites applications for its Demography Prize for Young Scientists. The award aims to encourage the debate about demographic change and its consequence. The theme for the 2009 prize is: which opportunities for society can be identified in times of demographic shrinkage, especially for the young? Applications are primarily invited from students, postgraduates and junior scientists up to the age of 35 years. The prize is worth EUR 10,000.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=208230>

Osteoporosis investigators

Closing date: 15 September 2009

Details: The International Osteoporosis Foundation invites applications for the IOF-Servier Young Investigator Research Grants. These aim to encourage young scientists to carry out high-quality research. The grant is supported by the Servier Research group in partnership with IOF, and awards EUR 40,000 towards original research of significant value and international relevance in the field of osteoporosis. Consistent with IOF's objectives, the project must contribute to ensuring that osteoporosis sufferers receive the best care possible.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=195940>

Genetics and society

Closing date: 30 September 2009

Details: The Foundation for the Future invites applications for its annual Kistler prize. The purpose of the prize is to acknowledge and encourage scientific research that demonstrates the connections between current genetic trends in human populations and the long-term impact on the viability and survivability of the human race, society, and culture. The prize is awarded annually to a scientist or research institution that has made original, substantive, and innovative contributions in the study of the connections between the human genome and human society. Candidates must have produced scholarly work as defined in these guidelines:

- the research must be in the field of genetics, which is defined as the study of the physical and functional unit of heredity (DNA) that carries information from one generation to another;
- the scholarship must increase knowledge about the human genetic base;
- the research must contribute to understanding about the role of genetics in human society and the implications thereof;
- the research must expand the field of knowledge about the role of genetics heritability and human society, and the implications.

All nationalities are eligible to apply. The prize is worth USD 100,000.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=191399>

Mathematical logic

Closing date: 30 September 2009

Details: The Association for Symbolic Logic invites nominations for the Sacks prize. This prize is awarded for the most outstanding doctoral dissertation in mathematical logic. There are no restrictions on the nationality of the candidate or the university where the doctorate is granted. The prize consists of a cash award and five years' membership of the association.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=194640>

European University Institute Jean Monnet Fellowships

Closing date: 25 October annually

Details: The European University Institute invites applications for the Jean Monnet Fellowships. These allow postdoctoral research for one academic year. Work must fall within one of the following categories:

- institutions, governance, democracy;
- migration;
- economic and monetary policy;
- competition policy and market regulation;
- energy policy;
- international and transnational relations.

Fellowships are open to candidates with a postgraduate doctoral degree or equivalent research experience. Candidates should normally have obtained their PhD not more than seven years ago. There are no restrictions on nationality and the fellowship carries a monthly stipend of EUR 2,000.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=192263>

European University Institute Max Weber Fellowships

Closing date: 25 October annually

Details: The European University Institute

invites applications for the Max Weber Fellowships. The fellowships are open to candidates who have recently received their doctorates in economics, social and political sciences, law or history and who wish to pursue a career nationally or internationally as future academics. The fellowships are open to candidates who have successfully defended their PhD at the time of the start of the programme. Candidates of all nationalities are eligible for the Max Weber Fellowships. The fellowships last for one to two years and carry a monthly stipend of EUR 2,000.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=198537>

Cognitive mechanisms

Closing date: 31 October annually

Details: The Fyssen Foundation invites nominations for its international prize. This prize of EUR 50,000 is for distinguished research achievement in areas supported by the foundation. These include ethology, palaeontology, archaeology, anthropology, psychology, epistemology, logic and the neurosciences. The topic for this round is music and cognition.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=192181>

Psychiatry awards

Closing date: 31 October annually

The American Psychiatric Association invites applications for the AstraZeneca Young Minds in Psychiatry International Awards programme. This scheme recognises and supports promising international young psychiatrists within five years of completing a psychiatric residency. Awards of USD 45,000 will be made to two

psychiatrists from the US with one in bipolar disorder research and one on research in schizophrenia. An additional two awards of USD 45,000 will be made to psychiatrists from countries outside the US with one in bipolar disorder research and one on research in schizophrenia. In addition, three awards of USD 30,000 each will be available for applicants from developing countries whose economies are classified by the World Bank as low income or lower middle income. US applicants must be citizens or permanent residents of the US and members of APA. International applicants do not need to be members of APA before applying.

ResearchResearch link:

<http://www.researchresearch.com/getPage.cfm?pagename=fundingOpRecord&lang=EN&type=default&id=190936>

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