



RESEARCH OPPORTUNITIES

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NEWS FROM THE RESEARCH MANAGEMENT PROGRAMME OF THE ASSOCIATION OF COMMONWEALTH UNIVERSITIES

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EXPANDING OUR HORIZONS !

For many recipients, this will be their first edition of *Research Opportunities*. Perhaps some explanation is in order!

Early last year, the Association of Commonwealth Universities identified Research Management as a topic of critical importance to its member universities. By Research Management, we mean the whole process of how universities can add value to research activities for their staff – from identifying funding opportunities and presenting applications, through negotiating terms and project management to utilising the results.



The area is important not only to universities, but also in maximising their contribution to wider society. For many universities, the issues are also relatively new. Few institutions had established central structures to manage research before the last twenty years – in many countries, such structures are still emerging.

The initiative has been widely welcomed – our network has almost 900 members, in more than forty countries. Now we are extending it beyond the Commonwealth to a fully international audience – to reflect the global nature of the issues.

If you are not working in an ACU member institution, this edition may be accompanied by an invitation to join the network. We hope that you will take this up, and play your part in the international debate. For ACU member participants, of course, membership of the network will continue as before. Either way, we would welcome your views, offers of contributions for future editions, and suggestions as to how our network might develop further.

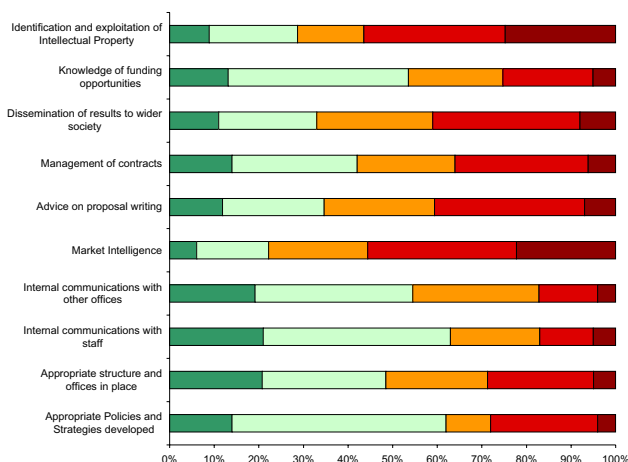
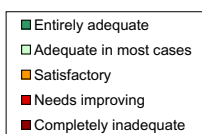
John Kirkland
Director of Human Capacity Development

Indian universities have not been well represented in international debates over university research management. At first sight, this is surprising, given the size and relatively high academic standards of the higher education sector there. A recent ACU seminar in Goa brought together officials from ten leading universities to establish the current situation, and identify future needs. **John Kirkland** reports.

As with many Commonwealth countries, provision for research management in Indian universities is a recent innovation, and has been slow to develop. A pre-seminar questionnaire, however, suggested that some institutions were already aware of deficiencies in the area, and had started to put measures in place to meet these.

The extent of the perceived needs is seen in the chart below. Although results are based on only 13 institutions, a clear pattern started to emerge. Whilst deficiencies were expressed in all areas, these were least acute in the case of *internal structures*. Most institutions were confident in their procedures to ensure that external contracts were properly ratified at the outset, and managed throughout. They were, however, less confident about the *external relations* involved in the process. Market intelligence, dissemination of results to wider society and, in particular, the identification and exploitation of intellectual property were all regarded as more problematic than the average. A similar picture emerged when Indian responses were set against those from other countries (chart page 3).

Whilst formal structures were in place, however, some central support functions appeared weaker than the international average. Staff training, for example, did not appear to be widespread, and the proportion of Indian universities claiming to have centrally held databases of their own research expertise, or external funding opportunities, was relatively small. Consistent with the



Indian respondents' ratings for current provision



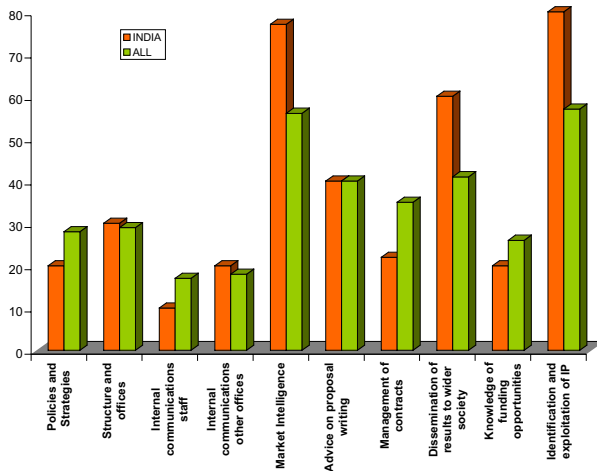
Delegates at the research management seminar in Goa, May 2002

findings above, only 29% of those responding claimed to have an institutional strategy for intellectual property, compared with 61% internationally.

Nonetheless, several of the institutions present were already introducing reforms in the area. At the **University of Delhi**, a structure for supporting research activity had been put in place, involving the appointment of a senior academic as Dean of Research, responsible for promoting innovative projects and supporting academics. The **University of Kerala** was in the process of establishing a 13-member university Research Council. At **Sardar Patel University**, a three level structure was being set up, comprising a university level *Advisory Board*, a *Monitoring Committee*, which would be capable of drawing on expert advice, and a *Research Development Officer*. **Guru Nanak Dev University, Amritsar**, had established posts of *Director of Consulting*, *Director of Research* and *Director of Planning and Monitoring*.

It was noted that new structures were typically led by senior academic, rather than administrative, staff and a theme of the seminar was how universities could ensure that the initiatives were *enabling* rather than *restrictive* in nature. This was achieved by seeking examples of good practice, and barriers to progress, at a number of points in the process – from encouraging staff to seek external funds at the outset, to maximising the impact from completed projects.

Pre-award, it was recognised that, whatever management mechanisms were put into place, the ability and reputation of the principal investigator would continue to be critical. There were, however, a number of initiatives that could be taken to help create a culture in which good academics would thrive. As a basic step institutions should have a clear structure for holding information about funding opportunities and should ensure that new opportunities were disseminated quickly and effectively. Sometimes a rigid 'top down' system of distribution via Vice-Chancellors, Deputies, Deans and Departmental Heads did not meet this need.



Percentage of respondents rating provision as 'needs improving' or 'completely inadequate'

Some universities had introduced initiatives to ease the problem. At the **University of Delhi** the newly established Research Unit had recruited a network of academics within departments who could act as *friends* or *ambassadors* for research. It was important that these should be at a sufficiently senior level to generate respect, but equally have sufficient time to devote to the role. A key function was to identify young staff capable of generating external funds and provide these with direct help and encouragement. Another example, from **SNDT Women's University, Mumbai** involved occasional meetings between those who had been successful in attracting external funds. This provided a forum to discuss common problems, reduce any feeling of isolation and represent the views of active researchers to the university.

Appropriate *incentives* were considered critical to creating the research culture. In the case of consultancy work, the incentive was primarily financial and many institutions already had regulations in place to govern this. For externally funded research, the benefits were less direct. It was important that success in attracting projects was related to the promotion process. For many researchers, too, an attraction of external funding was the flexibility that it could bring from institutional constraints. It was important that project directors be given as much freedom as possible in this respect, within the needs of accountability to external sponsors. As one contributor put it, project managers should effectively be in the position of a 'head of department' over their own work.

The need to balance freedom for investigators with institutional needs is also important in the *financial administration* of awards. It is important to have some clarity, for example, in the distribution of funds between central university and the individual department or research group. This becomes even more important as the concept of *indirect costs* becomes more established.

Once projects were offered institutions had reasonably clear procedures for their acceptance. There were, however, a number of points that could prove problematic – and where greater knowledge of current practice was needed in order to determine what was 'reasonable'. These included:

Finance – the need to ensure that funds were sufficient to cover both direct and indirect costs of the work

Liability – the need to ensure that obligations of the university were clear, fair and achievable. Where international sponsors were involved, the need for clarity over legal jurisdiction

Ownership – of equipment at the end of the project

Intellectual Property – the need for clarity about who should own and benefit from results at the end of the project, and whether any restrictions would be placed on publication

Intellectual property had been identified as a key issue in the preliminary survey. The meeting focused on how universities could build up capability in the area without undue cost. Possibilities included the use of external publications and expertise and the services of the National Research Development Council. It was agreed that universities needed to play a *filtering role*, monitoring projects for potential and deciding which should be drawn to the attention of external experts. Training of academic staff could play an important role in recognising intellectual property at an early stage. Although some examples of such training were available, the area was identified as needing considerable improvement.

PROPOSALS & RECOMMENDATIONS

Amongst the recommendations of the seminar were the following:

- that a more detailed assessment of the current survey be conducted – coordinated by the Association of Indian Universities and utilising the materials of the ACU survey
- establishment of an electronic discussion list between key officers in each institution
- production of a checklist of key issues to consider in contract negotiation
- further information for institutions on available advice regarding intellectual property
- establishment of a training programme for universities seeking to develop new structures for intellectual property and technology transfer

research database with ease as we decided to mirror the SRIS fields as a base for developing our own internal system. Many academics were tired of duplicate requests for the same information and providing data for initiatives where they could see no visible outcomes. Securing the enthusiasm and commitment of academic staff to participate in any institutional information gathering activity is never an easy task. However, having a tangible end product that they could view on the web and be part of really aided the process. Staff were particularly receptive to the concept of providing information once and it being used for a multitude of purposes. Our internal system and links to the SRIS site offers a web-based single entry point for staff to record their individual research and commercialisation profiles.

Our internal database is being developed for reporting, for strategic, information and performance management purposes and to produce our annual research report. Due to issues of data protection some staff opted out of the SRIS initiative. Records were still gathered internally but a marker on the database prevents their transfer to SRIS. The ultimate aim is to encourage individual staff to have ownership for maintaining their own records.

The availability of direct online updating is a really useful addition to the site. A number of staff wanted direct access to their own SRIS account. A user ID and password has enabled individuals immediate access to their own profiles. Any changes made are alerted to the institutional site editor for approval and transfer onto the institutional database. This has helped us ensure that both the SRIS site and our internal database always hold the same data. Ensuring that the initiative has maintained a strong strategic profile and communicating tangible benefits and outcomes has encouraged participation.

The research capabilities of Scotland's universities are at the heart of the country's knowledge-based society, and an important feature in the country's plans to foster profitable business activity. ScottishResearch.com is therefore an important initiative, enabling higher education institutions to cooperate in highlighting their research strengths.

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NEW YEARBOOK PUBLISHED

The 77th edition of the Commonwealth Universities Yearbook is now available. Completely revised and updated, this new issue reflects the very latest information available on the 600 universities of the Commonwealth and will be of particular interest to teachers and researchers seeking accurate and reliable data at global level.

ACU's broad and diverse membership is clearly visible within this new edition. The wide-ranging cultures and traditions of the Commonwealth emerge too, not just in the different types of institutions – agriculture, open, health, pharmacy, technology, women's – but also in the huge variety of subjects offered for study and research. Examples include: folklore, rubber technology, Maori studies, geomatics, bio-kinetics, wildlife management, brain repair, brewing, pain management, investment risk management, didactics, Atlantic literature. All these, and many more, are identifiable through substantial indexes, which allow for detailed and speedy searching. But perhaps most important of all is the very detailed information about the 175,000 academic staff (posts, degrees, awarding institutions, etc). For researchers and resource managers, this offers a showcase of each university's credentials, as well as a very useful directory of contacts.

The many phone and fax numbers and e-mail addresses (over 50,000!), make it easier than ever to get in touch with institutions, departments, research centres and individual staff members.



Special discount available to ACU's Research Management Network

The new 2,600-page edition is priced at £195 but, to members of ACU's Research Management Network, it is available at the *special discount price of £156*. To order your copy, contact Reeta Gupta by fax +44 (0) 207 387 2655 or e-mail r.gupta@acu.ac.uk

The issues involved in setting up research support structures can vary widely between institutions. In this article Ellen Hazelkorn of the Dublin Institute of Technology, reports on a new IMHE/OECD study investigating the strategies adopted by new and emerging universities.

National governments are purposively attaching great strategic importance to capacity-building decisions and investment. If Higher Education Institutions (HEIs) are to fulfil their mission and contribute more effectively and efficiently to economic growth, innovation and human capital, then research expenditure and capacity building are no longer discretionary. Not surprisingly, attention has turned to processes and strategies that can maximize or grow research capacity.

Established universities in developed countries have been best placed to exploit the demands of this knowledge environment. Arguably, they have the expertise and track record to respond and compete successfully. In contrast, new and emerging institutions are catching up in an increasingly competitive world. As late-developers or newcomers, they face particular barriers-to-entry: they were not traditionally resourced for research, their academic staff were hired primarily as teachers, and the resource gap appears to be widening. Hence, a fundamental factor influencing priority setting, funding allocation models, research structure and planning processes, and recruitment strategy is the timeframe they have in which to grow their research capacity. Indeed a major discussion point at a recent seminar on this theme was the sense of urgency generated by a strong belief that global factors and government policies were reshaping higher education systems along a research fault-line. This pressure, the argument goes, is being enhanced by government and policy instruments which are explicitly or implicitly seeking to prevent newer institutions competing with older ones in research.

Priority Setting

In this context, priority setting is seen as both necessary and good. It has forced and facilitated institutions to make tough choices between external, institutional and the researcher's priorities. Ideally, institutions would seek to accommodate all three factors but with reductions in government funding, identifiable national priorities, and benchmarking and other evaluative criteria, meeting two of the three is probably more realistic. In addition, as institutional status becomes ever more linked to survival, competitive positioning is strongly influencing institutional priorities. For many of these HEIs, this means identifying applied, interdisciplinary research which is 'tightly interwoven with the region' via innovative partnerships and commercialisation.

Most participating institutions have introduced or are introducing a process for aligning funding to priorities. In some instances this mechanism is quite formal, such as through an Office of Research, and via faculties/departments or according to other criteria. Many institutions are using performance-based models or government-generated (e.g. the UK's Research Assessment Exercise) or external assessment criteria to justify particular allocation/reallocation of funds, including cross-subsidisation. Top slicing funds to develop central services or institution-wide research activities/centres is also supported. Given the fragility of their research base, some institutions are keen to preserve a 'scatter-gun' approach, targeting financial support towards staff development, sabbatical leave, grants to areas less likely to receive external funding, travel grants, start-up grants and research students. Others detect a great(er) sense of urgency, and set priorities and target funds only towards research which is most capable of reaching international standards or drawing external funds.

Research Planning

There appear to be two basic research planning models, each of which probably reflects the particular context, inherited and current, in which the HEI is situated. For example, the more centralised approach – with priorities and funding being determined by the Pro-Vice Chancellor for Research (or equivalent) – is often the result of an acknowledged urgency to develop research. One institution remarked that it is now 'telling' its researchers what the priorities are, while another's cultural milieu has always supported a top-down approach. In contrast, the more decentralized approach – involving a process of distilling priorities from the bottom up and a balanced distribution of funding – is often a product of 'older' institutions with a stronger tradition of individual scholarship and/or weaker organizational structures. Between these positions, others have devolved decision-making to individual Deans or to faculty research committees. Regardless, HEI senior research executives believe that research priorities and outcomes will be increasingly influential in deciding funding distribution (to and within institutions) and teaching programmes.

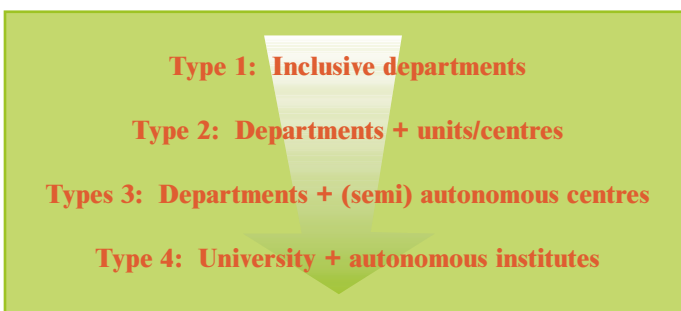
The Research Office is now virtually 'ubiquitous' within all institutions seeking to grow research. Led most often by a Deputy or Pro-Vice-Chancellor or Vice-President for Research or Research and Development, it has an explicit role to manage, organize, and improve the competitive performance of research. The formulation of a research strategy is the primary starting point, on the basis of which each institution seeks to identify a selected number of research priorities or 'interdisciplinary' themes.

Depending upon institution, the Deputy/Pro-Vice-Chancellor/Vice-President for Research is the institutional link and co-ordinator between and across faculties and management, and via Deans and/or Research Committees. The Research Office provides a range of services, *inter alia*: project preparation, application writing, financial or budget advice, project management, funding sources, contract negotiations, external review of research concentrations, supervisor registration and training, and audit of publications and research income.

Structures and Researchers

While research and scholarship is still grounded on the activity of individuals, it is less and less conceived of as an individual activity. Accordingly, most institutions want to shift the locus of activity away from individuals and towards clusters. They emphasise the importance of growing a critical mass or community of scholars based upon interdisciplinary teams with grant-awarding reputations and timely outcomes. Organisationally this translates into preferencing research activity at the departmental level or within research centres, centres of excellence or industry/science parks. There is a progressive relationship between these 'units' of activity; as the table below illustrates, research is initially tied to departments. Then, as the level of activity reaches a size effectively incompatible with routine academic demands or structures, (semi) autonomous research centres, centres of excellence or campus companies are favoured. In rare cases, independent research institutes are favoured.¹

Model of Growing Institutional Research Structures



Given their histories, most new institutions have adopted a pragmatic view of achievement. Again the timeframe available to new and emerging HEIs is a consideration. Staff development combined with research training is seen as vital, but there are mixed views on whether it is possible to grow research from their existing fragile base or whether they need to rely more heavily on recruitment strategies. Accordingly, some institutions have embarked on formally renegotiating academic contracts either to include research alongside teaching or to create research-only positions, while others are recruiting only experienced researchers in designated priority areas.

Growing research is not without its costs. One

institution acknowledged the 'difficulty in reconciling individual, college and wider institute objectives and aspirations' while another stated that its 'review of research concentrations...involved significant uncertainty' and that 'developing a strategy to codify research active staff experienced strong resistance.' HEIs are drawing lessons from their experiences and the ever-growing literature on the changing academic workplace: (1) not everyone needs to be involved in research, (2) policies which enhance the nexus between research and teaching should be encouraged, (3) a range of services, awards and rewards to encourage and facilitate research should be introduced, and (4) a wider definition of scholarship, rather than a traditional dichotomous view of basic and applied research, would help provide a more encouraging environment.

Late-Developers and Newcomers

Issues of institutional organisation and research management are high on the strategic agenda of almost all higher education institutions. Yet new institutions and developing countries face particular barriers-to-entry as *late-developers and newcomers*. They experience all the disadvantages of starting late from a poor base, including competing against the strength of established providers who have built up a firm relationship with policy makers and dominant groups. They share common experiences with respect to funding, infrastructure and human resources that impact on research capacity and transcend national boundaries. The study seeks to better understand research management and organisational issues to enable institutions to more successfully develop their research capacity. Given the socio-economic and geo-political significance of higher education and research, the study also asks what policy or other initiatives are required to help new and emerging HEIs.

This article is based on an IMHE/OECD study of 24 new or emerging HEIs across 15 OECD and non-OECD countries. New and emerging HEIs, usually post-1970, are the result of the transformation or amalgamation of smaller, regional/community or vocationally oriented, colleges, while others were established as *ab initio* institutions. Some are called universities while others fall within the broader category of 'tertiary', 'alternative', 'post-secondary', 'new generation', or 'non-university' higher education.

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¹For a fuller discussion of these issues, see Ellen Hazelkorn, 'Challenges of Growing Research at New and Emerging HEIs' in *Enterprise in Universities: Evidence and Evaluation*, ed. Gareth Williams, London, SRHE/Open University, forthcoming 2002.

The role of research managers and administrators is demanding and complex. This is increasingly so with ever ambitious international programmes and a shift of accountability and responsibility on to the shoulders of members of our profession. To meet the challenges EARMA, the European Association of Research Managers and Administrators, has embarked on an ambitious programme to deliver education and training to its membership. Through this programme it aims to facilitate the raising of skill levels, knowledge and understanding. Furthermore, by providing for high quality training and accredited courses, EARMA is seeking to firmly establish Research Management and Administration as a distinct and recognised profession. Eileen Clucas, leader of EARMA's Graduate Studies Programme, reports.



Graduate Studies Programme Working Group

First Steps

In May 2002 EARMA launched the first stage of its Graduate Studies programme. EARMA's initial intake of students is now progressing towards attaining a Professional Certificate in Management. Enrolment for the next course, due to begin 1 November 2002, is now open.

The course is delivered as four consecutive modules each lasting 13 weeks:

- **Managing:** covering your role as manager.
- **Managing People:** helping you to work more effectively with colleagues.
- **Managing Finance and Information:** enabling you, as a general manager, to find, interpret and use information.
- **Managing Customers and Quality:** using management concepts to help you add value for customers and other stakeholders.

Each module has two marked assignments and an examination. Supplementing the taught programme are discussions around a series of complex, 'live' case studies of research managers.

Studies are conducted through distance learning with on-line tutorials. Student interaction is positively encouraged by invitation to two residential schools and a dedicated on-going email conference website.

The Certificate is targeted at three distinct groups: those newly appointed or recently promoted to research management posts; those already some time in post, but who lack formal management training and want to strengthen their managerial capabilities; and researchers who need to acquire project management and administration skills and knowledge.

Current Activity

For other groups of research managers and administrators other plans are in train. In broad terms, EARMA is formulating a strategy to deliver studies at diploma and masters level with a target delivery date of 2003. Behind this EARMA has been making careful assessment of needs, demands and practical delivery. It has been asking such questions as: What is research management? How is it different from research administration? How do the two interface and intertwine? What is it that is distinct about each? and at a more applied level: What are the pressures on research managers managing change?

Addressing these questions one begins to expose the enormity of the task of devising, not to say delivering, a Graduate Studies Programme (GSP). This is particularly so when one tests answers within the context of a diverse field of operation. This ranges from academia to industry, from large organisation to small specialised unit, from well established to newly emergent enterprises; added to this the effect of variant social, cultural and economic situations need to be considered.

This very diversity, however, is a most valuable collective resource. It is at the heart of the GSP philosophy, which aims to facilitate the delivery of pedagogically sound courses that enable the sharing of knowledge and experience and that encourage the development of best practice through joint reflection on the concepts behind everyday activity.

Next Steps

The EARMA GSP is conceived of as providing discrete levels of study, each with a separate qualification.

Different practitioners at different points in their careers need different sorts of study opportunities. It is this we address. Our first task has been to provide the Certificate on the premise that the establishment of a base line was a primary need.

There has been much interest in the Certificate and we are now considering a number of ways this level of study might be further developed. These include, for example, expanding the case studies, enhancing materials and attracting new partners.

Our next concern is to ensure arrangements are made for Masters' level study. This will be a postgraduate qualification and will take the form of a Master of Philosophy, delivered partly as a taught course on Research Methods accounting for a quarter of the assessment, followed by a work-based project leading to a dissertation.

In tandem with the above we are conducting research on the potential content of diploma level studies. Like the Certificate, these courses will be designed in a modular format and delivered through distance learning. Their focus, however, will be more towards strategic decision-making in research. The modules will cover discrete topics. This will enable individuals to complete a single topic area should they wish merely to cover one specialism attached to the current job. For the award of a diploma, however, they will need to complete a set of core topics plus more specialised electives within a prescribed time.

The EARMA Graduate Studies programme is being developed for research managers and administrators by practitioners, who are keen to pass on their experience and knowledge and to further share the development of expertise, thus ensuring a well founded profession. If you would like to join EARMA in this enterprise we would welcome your participation.

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CERTIFICATE COURSE ENROLMENT

Enrolment is now open for the Professional Certificate in Management course offered by EARMA in collaboration with the Open University. The normal fee is €5,500. EARMA is however extending its pilot offer of 10% discount to those enrolling this September. Further discretionary discounts may be considered by EARMA, for example, when several people from a single institution wish to enrol.

The September 2002 price of €4,950 is fully inclusive (save that students pay travel cost). It covers all tuition, enrolment and exam fees, course materials and books, exclusive access to specialist materials and services through dedicated websites, and entitles candidates to attend two fully catered two-day residential schools.

The EARMA residential school held early in the Certificate course focuses on the EARMA Case Studies. It aims to draw out the underlying issues challenging research managers and administrators through led discussion and interactive soft-skill exercises. The school encourages the building of a supportive network amongst attending students.

The Open University residential school called "The Management Challenge", held towards the end of the twelve month course, provides the opportunity to work intensively in small groups on problem-solving, negotiation skills and self-development.

Students are strongly encouraged to attend the two-day residential schools. Where this is not feasible, there is provision for additional concentrated assignments in their place.

The Professional Certificate in Management represents a unique partnership between the Open University which offers a long established, well-grounded course, and EARMA which provides context and practical application through commissioned Case Studies. Enrolment does not require specific qualifications but candidates should have achieved a good standard of education and will need to have a command of both written and spoken English.

To register for the Professional Certificate in Management access our website: www.earma.org/GSP/ or to make further enquiries about EARMA and its training and education programmes email graduate.studies@earma.org.

PERIL AND PROMISE: WHAT NEXT?

The publication, in 1999, of 'Peril & Promise', the report of a task force on higher education convened by UNESCO and the World Bank, was widely heralded as a major step forward in recognising the role that higher education can play in international development. In March, an international seminar convened by the British Council examined the follow-up to date, and opportunities for further action.

According to Task Force Co-Chair Henry Rosovsky, the Task Force had made a simple point – that higher education has never been more important, to all nations, than it is right now. Winning this argument, however, was only the start of the reform process. To fully meet their potential, universities needed to address long standing problems such as poorly trained and paid faculty, inadequate facilities, corruption and student unrest. The role of the Task Force had been to identify both the problems and potential – but the search for solutions was as urgent as ever.

In some countries, the response to Task Force findings was already underway. In presenting the experience of the Pakistan Task Force on Higher Education, Tariq Banuri described how two conferences had been set up specifically to explore the relevance of the Report to Pakistan. The findings of the country Task Force were presented in January, and quickly gained acceptance from the President. Specific teams had now been established to address areas where it was felt that change was achievable – the promotion of financial disclosure, increasing professionalism in higher education management and curriculum reform. The creation of a National Higher Education Commission to support the process was also proposed.

Effective management of research and external donors' contributions was a key element in reform. Participants recognised that many potential reformers were overburdened with financial and other administrative tasks, and thus unable to fulfil their research and teaching potential. One response to this came from the Zimbabwe Open University, which had attempted a division of labour by installing one Pro-Vice-Chancellor to handle funding, financing and marketing issues, and another to manage academic affairs. At the University of Zambia, a separate International Relations Office had been established to manage donor relations, thus freeing up academic staff time.

What about the donors themselves? Introducing a draft strategy paper from the World Bank, Toby Linden explained that Bank support would be based on the need for change on a country by country basis. It was, he noted, a 'far less monolithic organisation than it may appear from the outside', with policy not always being centrally driven. Regional cooperation could be

supported, however, where this did not supplant the role of other agencies.

Coordination was also an issue for other funding agencies represented, including the Netherlands Organisation for International Cooperation in Higher Education, Netherlands Ministry of Foreign Affairs and Swedish International Development Cooperation Agency. Particular attention was paid to the production of a common reporting standard – reducing the proportion of time spent on writing proposals, routine management and production of reports.

A final, practical conclusion to emerge from the conference was the proposal to establish a new South-South Reform network – an attempt to create a 'dense policy community' across developing countries. Under the initial leadership of Tariq Banuri, proposed activities include international meetings, pooling information and advising national governments on reform. 23 participants agreed to act as founder members of the new network.

A full report on the seminar, and papers presented, along with the full text of the 'Peril and Promise' report can be accessed at www.tfhe.net



A newly established fund to support projects which fight AIDS, tuberculosis and malaria offers opportunities for universities with a global outlook. Jay Kubler of ACU reports.

The Global Fund to fight AIDS, Tuberculosis and Malaria was set up in January 2002 after it was unanimously endorsed at the first UN General Assembly Special Session to focus on HIV/AIDS in June 2001. The Fund is an independent, public-private partnership that aims to harness global contributions and expertise in a coordinated effort to disburse resources to fight against the three diseases. The objectives of the Fund are to “finance effective programmes, balancing the needs for prevention, treatment, care and support in order to alleviate suffering, save lives and help end these diseases”. It also aims to dramatically increase the global resources dedicated to fighting these diseases, which account for nearly six million deaths a year (10% of the world’s total). Those participating in the Fund include donor and recipient country governments, multilateral agencies, NGOs, private sector representatives and representatives from communities affected by the three diseases. The Fund was set up to supplement current funding mechanisms for HIV/AIDS, TB and malaria. Moreover, it aims to work with and through existing international, regional and national mechanisms wherever possible.

US\$1.9 billion has been committed to the Fund from industrialised and developing country governments, corporations, foundations and individuals. In its first round of grants (which were allocated in April 2002) the Fund awarded a total of \$378 million over two years to 40 programmes in 31 countries. The approved grants were selected from more than 300 proposals. Approximately 60% of the funds granted in the first round went to projects on HIV/AIDS, and an additional 15% went to programmes fighting HIV/AIDS combined with one or both of the other diseases. 10% went to programmes working to fight malaria and 16% to programmes focusing on tuberculosis. Priority is given by the Fund to areas with the greatest burden of the disease, however, emphasis is also placed on areas with growing epidemics. The Fund aims to support strategies that specifically focus on clear and measurable results. Examples of the kinds of activities and strategies it supports are: **increased access to health services; provision of critical health products including drugs; training of personnel and community health workers; behaviour change and outreach; and community based programmes including care for the sick and orphans.** In particular the Fund seeks to support programmes that contribute to strengthening health care systems and that stimulate country partnerships involving government and civil

society. In this way a coherent strategy and partnership between the policy makers and grass roots organisations can achieve sustainable programmes and results.

At the time of writing the deadline for the second round of Proposals had not yet been released but the Fund has set out detailed guidelines for applications, which are available on their website. The following types of proposal are accepted by the fund: **Country proposals;** proposals from **groups of organisations** from multiple countries (for transnational programmes) and proposals from **individual organisations.**

Country proposals will be accepted from a ‘Country Co-ordination Mechanism’ (CCM), which will include broad representation from government agencies, NGOs, community-based organisations, private sector institutions (where these exist) and bilateral and multilateral agencies. In addition, other organisations, **such as country or regionally based academic institutions that can facilitate and support the programmes, may be requested to join the CCM.** The proposals from groups of organisations from multiple countries need to have the support of the country coordination mechanisms in the countries involved. With individual proposals, applicants must explain why they could not be considered under the CCM process at the country level. An independent Technical Review Panel will assess proposals that are within the funding mandate and submits recommendations to the board. Those considering putting forward a proposal need to ensure that they adhere to the guidelines, which are currently undergoing modification based on the experience of the first round of grant allocations.

Further Information:

Most of the information contained in this article has been taken from the GFATM website www.globalfundatm.org which provides access to the complete directory of GFATM documents.

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For information about funding proposals:
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Tel: +41 22 791 9460 Fax: 41 22 791 9462.

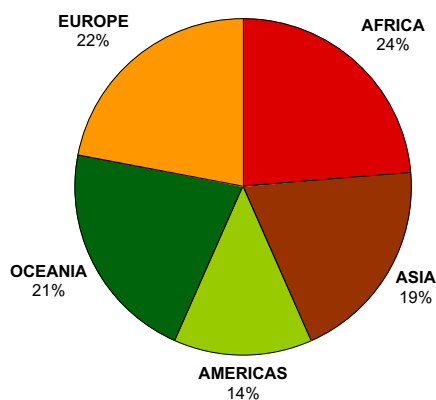
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In the first survey of its kind, the ACU last year invited member institutions in five continents to describe their current structure for research management. As Julie Stackhouse and Jay Kubler report, the findings make interesting reading.

The survey distributed to Commonwealth Universities in July and August 2001 encompassed a detailed look at the practice of research management. Respondents were asked to describe how and where a wide variety of research management functions, from market intelligence and contract negotiation through to commercialisation, were undertaken in their institutions. In this article we begin analysing results focusing on structures to look at the various types of offices that have evolved around the world and the functions these undertake, and propose some preliminary models. We then move on to look at respondents' assessment of how their institutions perform in various aspects of research management and which factors they regard as the most significant challenges to effective research management in their environment. Further articles will look more specifically at particular processes and policies.

Responses were received from 118 institutions around the Commonwealth. As the chart below shows, these were fairly evenly distributed throughout the five regions. Points to note are that, being a commonwealth

Respondents by region



survey, the Americas group is largely made up of Canadian institutions but also includes the Caribbean, and the European group is predominantly composed of UK institutions.

Types of Research Office

Respondents were asked to give details of the offices and/or individuals responsible for research management functions in their institutions. Various office titles were reported. Just under half were Research Service, Support or Development offices. A further group (18%) combined research with, or dealt exclusively with, related areas, such as industrial

liaison or business development. Others combined research services with graduate offices. Together these groups made up around 70% of the response. The remainder were divided between dean's offices, usually with responsibility for academic affairs and research, administrative offices, such as registry or faculty offices, and high level offices such as the vice-chancellor's or deputy vice-chancellor's office.

The majority of offices surveyed were fairly small with less than 10 full time members of staff (68% falling into this category). Larger offices were predominantly found in Oceania and particularly Europe where over half of the respondents reported offices with 10 to 25+ full time staff.

Most offices were fairly recently established: 64% within the last 10 years. The Americas stood out with the largest proportion of older offices, followed by Oceania. The UK had the lowest proportion. However, this picture is somewhat distorted as in Africa and Asia most of the older offices were more likely to be the senior management offices taking responsibility for research rather than more specialised offices. This is discussed further in the models below.

The majority of offices reported to senior management, 27% directly to the vice-chancellor and 47% (the largest category) to a deputy vice-chancellor or similar, around half of whom had particular responsibility for research.

One-stop Shop or Specialisation?

Using the information above, along with answers given regarding functions carried out and other offices involved, four broad models can be distinguished. Although not all respondents fitted into these models some tentative trends were discerned:

Model A: One Central Office – 'One-Stop Shop'

One office administers grants and deals with industrial liaison and commercialisation. Some offices were more comprehensive than others, even dealing with financial management of awards. Occasionally other bodies were involved for discrete functions such as ethics committees, foundations and fundraising bodies.

Model B: Multiple Central Offices

Two or more offices other than finance are involved in the main functions of research management. This most commonly involves a research office administering grants and an industrial liaison and/or a technology transfer office making contact with businesses and dealing with commercialisation.

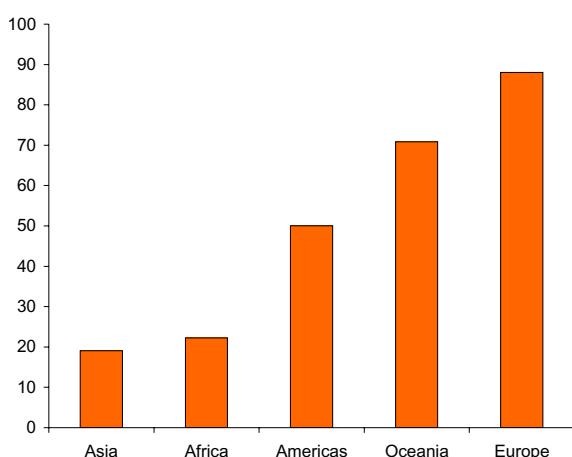
Model C: No Research Office

No central research office seems to exist but some research management functions are carried out in the office of senior management or in another administrative office. These are usually the academic registrar's office or the vice-chancellor or deputy vice-chancellor's office.

Model D: Partial Research Office

As in Model B there is a central research office carrying out part of the process, most commonly grant administration, but there does not seem to be any corresponding office dealing with industrial liaison or technology transfer.

Percentage of respondents with 100+ external contracts per year by region



In our sample Model A was most common with 41% of those categorised structured along these lines. Model B was the next most common with 37%. Models C and D were mostly confined to Africa and Asia with around half of respondents categorised in each region falling into these groups. In Europe and Oceania respondents were evenly split between A and B, while in the Americas the vast majority of respondents conformed to A, the one-stop shop model. As might be expected Models A and, particularly, B tended to be most recently established except in the Americas where two-thirds of offices categorised as A had been established over 10 years ago.

Although background data is somewhat limited, in general, larger institutions with more resources were more likely to have a Model B structure than smaller institutions although, in regions other than Oceania, they were equally likely to have a Model A structure. Most Model D and Model C institutions were small with less than 1000 full time academic staff. Models A and B were equally most likely to report a high number of external contracts. Models C followed by D reported the fewest. As might be expected one-stop shops were

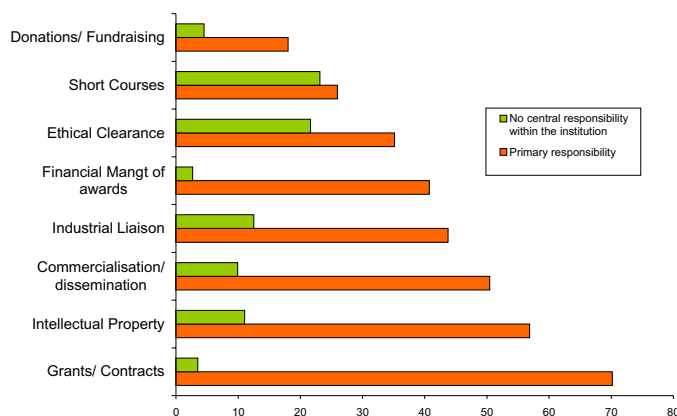
generally bigger with nearly half of these having 10 or more staff. In all categories Oceania tended to have the biggest offices with the situation being more varied in the other regions.

It would seem from analysis so far that over the past 10 years there has been considerable movement towards centralised structures for research management and that this happened earlier in Canada, where smaller institutions seem to have resulted in the one-stop shop model. Larger institutions in Europe and Oceania, where greater numbers of contracts are handled, seem to have developed a mixture of single and multiple centralised offices. Both Models A and B appear to correlate with a high number of external contracts and it may be seen from the analysis below that both models allow for specialisation on grant administration. Our subsequent analysis will determine whether there is a relationship between multiple central structures and level of activity in commercialisation.

Primary Responsibilities

Respondents were asked to indicate which offices, if any, carried out particular functions. The graph below shows the percentage of responses where the research office took primary responsibility against the percentage where there was no central responsibility within the institution. *Grants and contracts negotiation and approval* was the function which was most commonly the primary responsibility of research offices. Donations and fundraising were most likely to be the concern of another central office. *Industrial liaison, intellectual property* and *commercialisation* functions all seemed to be fairly evenly split between being the responsibility of the respondents' office or the responsibility of another central office. Short training courses for staff and ethical clearance for contracts were the functions for which no central responsibility was often reported. However, in the case of the latter, this was confined to regions other than Oceania and the Americas.

Percentage of respondents reporting primary or no responsibility for functions



No respondents in those regions reported no central responsibility for ethical clearance. Offices in Africa, followed by Oceania, were most likely to also take primary responsibility for financial management of awards.

Promotion and Dissemination – left to the individual?

Respondents were asked to indicate how much staff time in their office was dedicated to: *promotion, pre-grant administration, grant administration and commercialisation and dissemination*. Overall, *grant administration* was the area to which most offices devoted the majority of their time. Asian offices reported the most amount of time spent in this area and European the least. *Pre-grant administration* was the next most common activity. Respondents from the Americas dedicated most time to this area, African respondents the least. *Promotion and commercialisation and dissemination* were given least time by all regions with three-quarters of respondents reporting less than 20% of their staff time dedicated to these areas. In both areas, however, respondents from the UK allocated more time than respondents from other regions.

Taking a closer look at research projects, respondents gave details on where responsibility lay for each part of the process. The results can be seen below. Inevitably faculty and the individual were expected to play a large role in promoting the university's research capacity, the dissemination of results and putting together interdisciplinary teams. This may explain, for example, why 80% of respondents indicated that promotional activity took place in their office while the majority of respondents also indicated that less than 20% of time was spent on these activities. It may be that while central offices do see promotion and dissemination as part of their role, limited time and resources dictate that grant administration takes priority with the individual being assumed to take a greater share of responsibility for other areas.

Function	Location			
	Your Office	Other Central Office	Faculty	Individual
Promoting University research capacity	80%	34%	53%	41%
Placing research enquiries with individuals	79%	16%	38%	20%
Negotiating contracts	68%	28%	22%	22%
Collecting revenues	34%	63%	13%	10%
Dissemination of results	47%	18%	43%	52%
Putting together interdisciplinary teams	57%	16%	59%	40%

Percentage of respondents indicating location of function

Current Provision

When rating current provision, *market intelligence*, the *identification and exploitation of intellectual property* and *dissemination and commercialisation* were the areas that stood out for all regions as being most in need of improvement. Regional differences were, however, particularly marked in the first two areas. Asia, closely followed by Africa, expressed least confidence with around three-quarters of institutions from these regions reporting that provision in *intellectual property* and *market intelligence* 'needed improving' or was 'completely inadequate.'

Oceania was the region that expressed most satisfaction in all areas of provision, usually followed by Europe. Africa and Asia tended to express most concern. The Americas fall between the two groups in most cases but were nearer to Africa and Asia in terms of concern over *market intelligence* and *policies and structures*. However this may reflect expectations as well as absolute provision. The greatest divergence between regions was found in the areas of: *policies and strategies, structures, management of contracts, and knowledge of funding opportunities*. For example, while 50% of respondents from Africa felt *knowledge of funding opportunities* needed improving, only 4% of those from Europe felt the same. Both Oceania and Europe expressed considerably more confidence than other regions in the areas of *policies and structures* while Oceania alone stands out as least concerned about the management of contracts.

In terms of the models identified earlier, results were varied. In most regions one-stop shop offices (Model A) tended to express more satisfaction with structures than Model B offices. This was most marked in Europe and Oceania (as can be seen in the table below, offices in the Americas in general tend to express less satisfaction with these areas). Model B offices were more confident in terms of the dissemination of results of research and in their communications with other offices. Respondents with large numbers of externally funded contracts per year (500+) stood out as being more confident than those who had few (less than 100) particularly in the areas of *intellectual property, management of contracts, dissemination of results and commercialisation and knowledge of funding opportunities*. Smaller institutions were less confident in the areas of *intellectual property, market intelligence and policies and structures*.

Challenges

Overall the biggest challenge to effective research management was seen as *lack of interest within the business community*. As can be seen from the table below, Asian respondents were by far the largest group viewing this as a problem, followed by Africa and the Americas. Far fewer respondents from Oceania and Europe referred to this.

INITIAL ACU SURVEY RESULTS

Provision	Regions					
	Africa	Asia	Americas	Oceania	Europe	All
Policies & Strategy	39.29%	39.13%	43.75%	12.00%	12.00%	28.21%
Structures and Offices	39.29%	43.48%	37.50%	12.00%	16.00%	29.06%
Internal Communications	25.00%	21.74%	18.75%	8.00%	12.50%	17.24%
Internal Communications other offices	21.43%	30.43%	12.50%	4.00%	20.00%	17.95%
Market intelligence	75.00%	77.27%	66.67%	32.00%	33.33%	56.14%
Advice on Proposal writing	53.57%	56.52%	37.50%	20.00%	32.00%	40.17%
Management of Contracts	48.15%	50.00%	43.75%	12.00%	24.00%	34.78%
Dissemination and Commercialisation of research	57.14%	60.87%	33.33%	20.00%	30.43%	41.23%
Knowledge of funding opportunities	50.00%	43.48%	12.50%	12.00%	4.00%	25.64%
Intellectual Property	73.08%	78.26%	50.00%	40.00%	44.00%	57.39%

Percentage of respondents rating provision as 'needs improving' or 'completely inadequate' by region

The second biggest problem was seen as constraints on staff time. African respondents found this to be the greatest difficulty, which may be understood in the light of staff shortages and imperatives to increase access to higher education in these countries. This was seen as a fairly significant barrier in all regions except the Americas.

For smaller institutions with less income, *lack of resources and experience to set up centralised mechanisms*, along with a *lack of qualified staff and facilities to undertake research*, were also seen as significant barriers to research management. Other areas such as *unwillingness of staff to undertake contract research due to time constraints* and *conflict with priorities in teaching and basic research* seemed to be problematic regardless of size and resources.

In general those institutions with a large amount of externally funded research (500+ external contracts per year) tended to rate most of the barriers lower than those with few. However, those with a medium number (100 to 500 contracts per year) seemed to find *conflict with university priorities in basic teaching and research* to be a greater challenge than those with either few contracts or a large number.

Conclusion

Centralised structures involving either one or more dedicated offices are growing around the world. Small 'One-stop shop' offices seem to have been established earlier and to be the norm in Canada whereas the more recent offices of Europe and

Oceania tended to be a combination of larger single and multiple central offices. Smaller institutions tended towards the single office but larger institutions were evenly split between the two. Africa and Asia at this point seem to have a mixture of centralised offices and other administrative offices, including senior management offices taking on research management functions. In all regions there was a tendency for grant administration to take priority and for promotion and commercialisation to be left more to the individual but this was least pronounced in Europe. Certain areas of provision and barriers to effective research management were viewed as problematic across the board. Whilst having a certain amount of confidence in terms of policies and structures and knowledge of funding opportunities,

institutions in Oceania and Europe tended to share the concerns, albeit to a lesser extent, of other regions in the more commercial aspects of research management, intellectual property, commercialisation and market intelligence. In terms of challenges, while certain issues such as time constraints on staff and limited resources seem to affect most regions, these tend to be more acute for institutions in developing countries as does the problem of lack of interest within the business community. The latter may be seen as a combination of economic factors and also the fact that attempts to build university-industry relations are fairly new to these regions. These and other issues will be explored further in subsequent articles where we will take a closer look at the policies and processes that have been implemented in the institutions surveyed. We would like to thank all those who participated in the survey. A full report of the survey will be available to the network later this year.

Percentage of respondents rating factors as serious challenge to effective research management at their institution

Challenges	Regions					
	Africa	Asia	Americas	Oceania	Europe	All
Lack of interest in the Business Community	32.14%	65.22%	31.25%	20.00%	12.50%	31.90%
Unwillingness of staff to undertake contract research due to time constraints	39.29%	30.43%	12.50%	32.00%	32.00%	30.77%
Lack of qualified staff or facilities to undertake research	32.14%	17.39%	0.00%	8.33%	8.33%	14.78%
Conflict with priorities in teaching and basic research	25.00%	14.29%	6.25%	28.00%	28.00%	21.74%
Lack of resources to establish central mechanisms	39.29%	34.78%	31.25%	20.00%	16.00%	28.21%
Lack of experience to establish central mechanisms	21.43%	31.82%	31.25%	0.00%	8.00%	17.24%

ACCESSING EUROPEAN PROGRAMMES

In the first of a series of articles looking at the opportunities for non EU countries to take part in EU programmes. Ramon Nogeura of UKRO (the UK Research Office), Brussels, looks at the implications of the new 6th Framework Programme.

In early 2000, the European Union agreed to establish an area where national and European research policies were implemented in a coherent fashion, and where both knowledge and researchers were allowed to circulate without undue restriction. The launch of this common European Research Area (ERA) has helped to raise the profile of science among decision-makers in the EU, with high-level political declarations (e.g. in Lisbon, Stockholm and Barcelona) confirming a greater interest in research and its rewards.

This development has also opened the issue of cooperation with countries outside Europe, with a growing awareness that, in parallel with the strengthening of collaborative ties within the EU, Europe can greatly benefit from increased international cooperation in science and technology.



Bamboo marketing in Haryana, India, part of an INCO II project involving the Institute for Arable Crops Research and partners in India, Nepal and Sri Lanka. Source: Rothamstead International.

This greater openness to international collaboration finds itself reflected in the plans for the European Union's Sixth Framework Programme, the main financial instrument for the implementation of the ERA, which is due to begin at the end of 2002. The Sixth Framework Programme, more commonly referred to as FP6, is the EU's main programme for research and technological development (RTD), with a budget of over €17 billion (see www.cordis.lu/rtd2002/fp-debate/fp.htm for further information on this topic).

The new programme, which has been intensely debated over the last eighteen months, represents, in many ways, an important change from previous programmes. There is greater concentration of research topics in those areas where the Commission believes an EU-

wide effort is necessary, with the aim of creating long-term strategic transnational collaborative partnerships between research actors and stakeholders.

When dealing with EU RTD funding for collaboration between Commonwealth universities, the main area of interest has traditionally been the International Cooperation (INCO) programmes, which offer funding for collaboration between institutions in European countries and those located in developing countries. Some very successful projects and collaborations have resulted from these programmes, but collaboration with countries outside the EU has always been a side-show to the main programme of research, and has been restricted to a very limited number of countries and topics. For those who have been involved in the INCO programmes in the past, the good news is that these will continue along very similar lines to the previous Framework Programmes. Thus, there are €300 million available for research collaboration on various issues of interest to developing countries, such as food and natural resources, health, etc.

What is new, is that a further €300 million is now also available to part-fund the participation of institutions in countries eligible for INCO support in research projects in the main part of the programme. This very welcome development opens the door to new collaborations in areas as diverse as genomics and biotechnology for health, food quality and safety, information technologies, and global environmental change, among others. These new opportunities are complemented by a set of new fellowship schemes that will allow for mobility between European and non-European countries, which can be used by institutions in all Commonwealth countries.

Overall, FP6 is shaping up to become a wonderful opportunity to extend and deepen collaborations between universities in the Commonwealth. UKRO subscribers can find more information on FP6 on the UKRO web site www.ukro.ac.uk, or at http://europa.eu.int/comm/research/fp6/index_en.html, the European Commission's own FP6 pages.

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Ekkehard Winter, Head of Programmes and Funding, Stifterverband, Essen, reports on a German initiative to bring universities and industry closer together.

The term "Entrepreneurial Universities" (Burton Clark) has never been met with much enthusiasm by universities in Germany. There is nothing like the "Warwick Way", i.e. the transformation of a research university into an entrepreneurial institution. The reason is that nowhere in the academic world outside Germany do *individuals* enjoy so much freedom of research and teaching. On the other hand there is hardly a place other than Germany where universities as *institutions* are under such strict governmental control - with a stifling effect on competition between universities.



Sir John Krebs at the First International Conference on Public Understanding of Science and the Humanities (PUSH) organised by the Stifterverband.

Clearly, industry believes that fruitful competition can only thrive where institutions are autonomous and well-managed. This is hard to swallow for universities because they suspect that what is meant here is "hard managerialism" ignoring the peculiarity of the academic world. Fortunately, there is a unique organisation in Germany that can mediate between both worlds. The Stifterverband fuer die Deutsche Wissenschaft - inadequately translated as Donors' Association for the Promotion of Science and the Humanities - was founded in 1920 to support research and higher education in Germany with donations from trade and industry. Since then the Stifterverband has developed into a policy maker with seed money for model projects particularly for the reform of higher education. On the one hand several thousand members from the business world regard the Stifterverband as their voice in the academic world, on the other hand universities, research and funding organisations look at the Stifterverband as their partner and not as a threat.

In recent years the Stifterverband has funded models of new university governing structures, the introduction of quality assurance (e.g. by accreditation) and new ways of collaboration between university and industry in order to help universities to be "in the driver's seat" again when big research projects are to be organised and managed. This is particularly important in Germany where the research organisations outside

universities are very strong indeed (Max Planck and Fraunhofer Society, Helmholtz Association for "Big Science").

According to Burton Clark's essentials for an entrepreneurial university, the Stifterverband has been quite successful in helping universities to develop entrepreneurial ideas, to be more efficient, to compose an enlarged developmental periphery, to introduce a strengthened administrative core and to diversify their funding base. The challenge now is to stimulate the "academic heartland" because central management is certainly not sufficient. An even bigger challenge in Germany, however, is to persuade government not to stand in the way!

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COLLABORATION OPPORTUNITIES FROM SCHOLARSHIPS PLAN

Recent reforms in one of the world's most prestigious scholarship schemes open up new possibilities for collaboration between universities in the developing Commonwealth and the United Kingdom.

Split site doctorates have been offered by the Commonwealth Scholarship Commission in the United Kingdom for the past four years. They support students studying for research degrees in developing Commonwealth countries to spend one year, as part of their studies, at a UK university.

Following a recent review, the scheme is now expanding, with over thirty awards in 2002. Their success, however, depends on the strength of collaboration between partner institutions, as well as quality of candidate. For this reason, the Commission is seeking expressions of interest from UK university departments with a well established link with partners in developing Commonwealth countries, who would like to nominate candidates in future.

Further details of the scheme, and an expression of interest form, will be available from 30 September at www.csfp-online.org or by e-mail from Anna Gane at a.gane@acu.ac.uk.

FREE DATABASE ACCESS

All scientists and scholars from Association of Commonwealth Universities (ACU) and Community of Science (COS) member institutions can search COS Expertise <http://expertise.cos.com> to find potential partners for research opportunities. This service is available to ACU members at no cost as part of an agreement between the ACU and COS.

This state-of-the art researcher expertise database highlights over half a million scientists and scholars and is by far the world's largest. COS Expertise is used extensively by researchers, funding agencies, government bodies and companies all over the world to identify prospective partners for a wide variety of activities. The annual Commonwealth Universities Yearbook, produced by the ACU, forms the basis for many ACU researcher profiles in COS Expertise.

Each profile describes past, present and future research interests, together with information about publications, patents, linguistic abilities, and much more. COS Expertise is easily searched and is therefore an ideal tool for finding research collaborators from different universities, thus creating exciting opportunities for international and interdisciplinary research.

Researchers can promote their expertise and research to a global audience in COS Expertise by adding their profiles at <http://registration.cos.com/>.

For more information about COS Expertise or the full Expertise Management service package for university managers, please contact the COS London Office at london@cos.com.

CETISA LAUNCH

The CETISA (Centres of Excellence for Technological Innovation for Sustainability in Africa) Partnership was launched at the Johannesburg Summit. Initially proposed at the *High-Level Workshop on Options for progressing Technology Transfer Cooperation and Development at the World Summit for Sustainable Development*, held in London, January 2002, the Partnership is coordinated by the Sustainable Development Programme at the Royal Institute of International Affairs, UK. Many universities and expert organisations both within Africa and outside, along with governments, intergovernmental bodies and NGOs have already joined. The overall objective of the partnership is to build lasting capacity in African universities to meet the specific needs of sustainable development within their countries. The partnership

aims to establish a network of centres of excellence within African universities which will carry out world-class sustainable development oriented scientific and technological research and collaborate with the private sector to develop and implement technological solutions. It is anticipated that the partnership, involving institutions with expertise from both developing and developed countries, along with donor bodies, will increase collaboration and lead to greater access for African universities to financial resources, world-class expertise and best practice. The process will be strongly participatory and outcomes will be largely determined by the priorities of African partners.

The next step for the CETISA partnership following the launch is an initial workshop to be held in October/November 2002 where specific objectives will be discussed and agreed by all partner institutions. Further Partners are still welcome to join. As it is anticipated that the partnership will help enable African Universities to make a real contribution to delivering on the commitments made at the WSSD, CETISA is proposed as a Type 2 Partnership Outcome of the Johannesburg Summit.

For further information or to register as a partner please contact:

*Fanny Calder or Bernice Lee,
Sustainable Development Programme,
Royal Institute of International Affairs.*

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UK STUDY VISITS FOR DEVELOPING COUNTRY SCIENTISTS

If you are a post-doctoral research scientist, who has good links with a UK scientist and you would be interested in undertaking a study visit to the UK, you may be eligible to apply for a Developing World Study Visit.

For further details about this scheme, please visit the Royal Society's website at www.royalsoc.ac.uk/funding/index.html

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LINKS ON THE SRA AGENDA

Internationalisation of Research Management and Administration will be a major topic for discussion at the Annual Meeting of the Society of Research Administrators International writes Michael Owen.

Research scientists, social scientists and humanists have, for many years, engaged in research collaborations with their colleagues across the Commonwealth. These collaborations have supported the education and training of graduate students, the expansion of our understanding of social, economic, political and cultural change; our understanding of the physical environment; and the improvement of health care in our many nations.

More recently, scholars and research scientists, university administrators, government officials and sponsors of research have become more attentive to the fundamental and practical issues involved in the support of the research enterprise, particularly the administration of research programmes in international contexts. In addition, as research managers and administrators meet more regularly, they discover that the issues with which they deal at the local level often resonate with the experiences of their colleagues elsewhere.

One of the leading fora for the education and professional development of research managers and administrators and the discussion of day-to-day as well as long-term issues affecting the efficient and effective management and support of the research enterprise is the annual meeting of the Society of Research Administrators International (SRA International).

SRA International has as its central mission the advancement of the profession of research management and improving the efficiency and effectiveness of research administration.

The Society of Research Administrators International (SRA International) is a dynamic, nonprofit organisation of more than 3,200 professional research administrators representing colleges and universities, hospitals and medical centres, industry, government, independent research organisations, and voluntary agencies.

The 2002 Annual Meeting will be held in Orlando, Florida, October 26-30, 2002. The programme covers the broad spectrum of research management including tracks on biomedical/clinical research; compliance issues ranging from the ethics of research with human subjects to animal care to the

responsible conduct of research; sponsored project administration; and legal issues. The complete matrix of sessions is viewable at www.srainternational.org/NewWeb/meetings/annualmeeting/02/program/sml.shtml.

SRA International will be hosting a reception for international delegates and a "summit" for representatives from research management and administration societies from around the globe, including Australia, South Africa, the United Kingdom, Europe, and Canada.

Michael Owen, Ph.D. is
Director, Office of Research Services
Brock University, Canada and
President Elect (2002-03), SRA International

Information on SRA International is available at www.srainternational.org

SARIMA PLAN LAUNCHED

Members of the new **Southern African Research and Innovation Management Association (SARIMA)** met in Pretoria, June 2002, along with representatives from several government departments, to discuss the current environment for research and innovation management and to introduce the Association's proposed programme and plan of action. SARIMA has put forward a comprehensive seven-year \$25m programme which aims to build capacity in southern Africa through training and supporting existing research and innovation managers, developing a cadre of new professionals and building networks both within the region and internationally. The plans were met with widespread interest and extensive follow-up discussions are in progress. Seed funding has been secured and the association will announce the next stage shortly. Further information including papers from the workshop are available on the SARIMA website at www.sarima.co.za.



Ready for Action: Delegates at the SARIMA Policy Workshop, Pretoria 26 June 2002

FORTHCOMING DEADLINES

In each edition of Research Opportunities, turn to this section to find current funding opportunities relevant to most or all Commonwealth researchers. The information is sourced from COS Funding Opportunities, the world's largest database of information about currently available funding, containing more than 23,000 funding programmes, representing over 400,000 individual funding opportunities worth over \$33 billion.

*Please note: If your institution does not have a subscription to this service, please follow the Source Link rather than the COS Record Link for the opportunities that interest you. For subscription information, please send an e-mail to **Christine Porter**, london@cos.com.*

Title: Travelling Fellowships 2002
Sponsor: Stapledon Memorial Trust
Deadline: October 31, 2002

Applications should reach sponsor as early as possible, and not later than October 31, to cover fellowships starting in June of the following year.

Amount: The fellowships cover the cost of travel overseas and some internal travel for the fellows but not families. Maintenance is not normally paid since fellows are expected to be paid their full salary while overseas; exceptional circumstances may be considered.

Fellows are normally appointed for periods of three to six months, but applications for shorter or longer periods will also be considered.

Citizenship: Commonwealth

Activity Location: Commonwealth

Summary: The Stapledon Memorial Trust Travelling Fellowships support research and development in the areas of grassland and grass-related animal production, including the social, economic, and environmental implications.

It is intended that fellowship recipients should have the opportunity to visit grassland research institutes or universities in one or more countries of the Commonwealth for the purpose of studying a particular problem connected with grassland. Consideration will be given to support visits relating to grassland research and development, and to visits concerning information on more practical aspects of grassland production and utilisation. Support will not be given for attendance at conferences.

Source Link:

www.iger.bbsrc.ac.uk/igerweb/stapledon/stapledon/ind

[ex.html](#)

COS Record Link: <http://fundingopps.cos.com/cgi-bin/getRec?id=22215>

Title: Vavilov-Frankel Fellowships 2003
Sponsor: International Plant Genetic Resources Institute (IPGRI)
Deadline: November 15, 2002

The successful applicants will be informed by March 31, 2003, and are required to take up their fellowships before December 31, 2003.

Amount: In 2003, a total of US\$40,000 will be made available for awards. The maximum award per fellow will be US\$20,000, which is intended to cover travel, stipend, bench fees, equipment, conference participation, or any other appropriate use. The award is not subject to income tax unless the home or host institute so requires. Awards may be held concurrently with other sources of support.

Citizenship: Less Developed Countries (LDC)

Activity Location: Unrestricted

Summary: The International Plant Genetic Resources Institute (IPGRI) established the Vavilov-Frankel Fellowship Fund to commemorate the unique contributions to plant science by Academician Nikolai Ivanovich Vavilov and Sir Otto Frankel.

The fund aims to encourage the conservation and use of plant genetic resources in developing countries through awarding fellowships to outstanding young researchers. The fellowships will enable the scientists to carry out relevant, innovative research outside their own country for a period of between three months and one year. The research should have a clear benefit to the applicant's home country, preferably in areas of the applicant's future research.

Supported research should be linked to innovative topics related to the conservation and use of plant genetic resources, such as new conservation technologies and strategies, socioeconomic and human aspects of conservation and use, germplasm management, forest genetic resources, policy development, genetic erosion assessment and mitigation, and conservation and utilisation of specific crops. Work solely on plant breeding or molecular characterisation will not be selected.

Fellows are encouraged to present the results of their research at an international conference, which may take place within one year of termination of the fellowship.

Source Link:

www.ipgri.cgiar.org/training/vavilov.htm

COS Record Link: <http://fundingopps.cos.com/cgi-bin/getRec?id=22961>

Title: Call to Action Project: Planning Grants
Sponsor: Glaser Pediatric AIDS Foundation, Elizabeth
Deadline: Continuous.

Amount: Awards will generally be for \$15,000 to a maximum of \$50,000. Indirect costs (overhead) will be paid at a rate of 5%, and only to the institution located in the developing country where the project will be performed. US institutions may not collect indirect costs for projects that will take place overseas. Upper Amount: \$50,000

Citizenship: Less Developed Countries (LDC)

Activity Location: Less Developed Countries (LDC)

Summary: It is estimated that more than 1,600 infants become infected with HIV each day worldwide. The majority of those infections occur in developing countries, where resources for prevention of mother-to-child transmission of HIV are scarce. The Elizabeth Glaser Pediatric AIDS Foundation now has successful treatment strategies to prevent mother-to-child transmission (MTCT) of HIV, but those interventions are only beginning to be implemented in resource-limited countries.

Provision of antiretroviral therapies, coupled with resources to deliver them, can significantly decrease the rate of MTCT of HIV, and prevent the needless infection of thousands of infants each year.

The Call to Action Project was initiated in September 1999 to implement interventions to reduce mother-to-child transmission of HIV in the developing world. Funds provide for community mobilisation and education, training of health care workers, HIV counselling and testing, antiretrovirals to prevent MTCT, diagnosis of HIV in children, and infant-feeding education.

With the first \$1 million that was committed to the Call to Action Project in September 1999, the foundation designed a programme and Request for Applications (RFA) that would invite international sites to apply for funds to implement programmes to prevent mother-to-child transmission of HIV. The first eight sites were selected and funded in March 2000. The foundation is now supporting more than 70 sites in the following countries: Cameroon, Congo, Kenya, Malawi, Rwanda, South Africa, Thailand, Uganda, Zambia and Zimbabwe.

The Call To Action Project will consider letters of intent for Planning Grants. These grants are designed to provide initial support for those sites that propose to initiate an MTCT HIV program but do not meet the criteria as outlined for a full grant. As such, funding may be provided to obtain necessary demographic and

seroprevalence data, develop plans for routine prenatal HIV testing, train personnel in HIV counseling and testing, establish collaboration between hospitals, clinics, community groups, and government agencies, and obtain the necessary health agency permissions for implementation and drug access. Please see the website for details of the resources and characteristics that sites applying for a planning grant are anticipated to have in place.

Source Link: www.pedaids.org/ctap.html

COS Record Link: <http://fundingopps.cos.com/cgi-bin/getRec?id=63472>

Title: Fellowship Programmes and Study Courses
Sponsor: Foreign Press Center (FPC) - Japan
Deadline: Continuous.

Citizenship: Africa; Asia; Association of Southeast Asian Nations (ASEAN); China; Europe; Latin America; North America; North Korea; South Korea

Activity Location: Japan

Summary: The Foreign Press Center (FPC) was established in 1976 as an independent, private, and nonprofit foundation to support foreign press in their work on Japan. Since its establishment, FPC has been making every effort, through its support activities for the foreign press, to have the realities of Japan conveyed to the world. Through its activities, FPC aims not only to serve as a base of operations and information exchange for the foreign press, but to be a nexus of communication that will promote true international understanding.

FPC conducts fellowship programmes and study courses for selected young journalists. The fellowship programmes run for about one month and consist of group lectures by Japanese specialists in politics, economy, social issues, and culture; regional tours; and individual coverage.

Source Link: www.fpcj.jp/e/gyouji/kisya.html

COS Record Link: <http://fundingopps.cos.com/cgi-bin/getRec?id=52373>

Title: Travel Grants
Sponsor: British Institute of Archaeology at Ankara (BIAA)
Deadline: February 1, 2003

Amount: Grants are up to £500 each. The trip to Turkey should take place between April 2003 and March 2004.

Citizenship or Residency: Commonwealth

Activity Location: Turkey

Summary: The British Institute of Archaeology at

Ankara (BIAA) exists to undertake, promote, and encourage research into the archaeology and related subjects of Turkey and surrounding regions, such as the Black Sea littoral. Whilst the emphasis is on archaeology, other disciplines such as anthropology, history, and literature are encouraged.

Travel grants are made to students of archaeology and related subjects to enable them to travel to and in Turkey. Applicants should note that travel grants are not intended to support participation in archaeological projects.

Source Link:

<http://www.biaa.ac.uk/funding.html#anchor80866>

COS Record Link: <http://fundingopps.cos.com/cgi-bin/getRec?id=51703>

Title: Strategic Research Program

Sponsor: BC Advanced Systems Institute (ASI)

Deadline: Varies

The letter of intent must be submitted to the appropriate university centre, which will forward the letter to ASI. Successful applicants in this initial round will be invited to submit a full application by December 15 of the same year.

Amount: \$150,000 upper amount

The Strategic Research Program supports 75 percent of the cost incurred by the academic partner for the project, up to a level of \$75,000 per year, for a duration of up to two years. The participating company or companies must supply a minimum of 25 percent matching funds. Please see the web site for further notes on amount.

Eligibility: The application may be submitted by the project leader, who may be a company or university researcher. Participant companies must be industry affiliates of the institute for at least the duration of the project. Teams of researchers involving more than one university or more than one company are encouraged, but not required.

Citizenship or Residency: Canada

Activity Location: British Columbia

Summary: The BC Advanced Systems Institute (ASI) Strategic Research Program supports collaborative one- or two-year research projects involving a British Columbian high-tech company and a university. Through this program, ASI enables a firm to undertake large-scale research without needing to build or expand research facilities.

The objectives of the program are to encourage BC companies to undertake more long-term R&D, to encourage industry and BC universities to pool their expertise in the development of new products, and to encourage joint industry-research collaborations among

the different universities.

Source Link:

www.asi.bc.ca/programs/induniprogram.html

COS Record Link: <http://fundingopps.cos.com/cgi-bin/getRec?id=29918>

Title: Financial Deepening Challenge Fund (FDCF)

Sponsor: Enterplan Limited

Deadline: March 1, 2003

Amount: The FDCF offers grants of between £50,000 and £1,000,000, and expects bidders to contribute matching funds of at least 50% of project costs, except in exceptional circumstances.

Eligibility: Bidders should be private sector organisations, though collaboration with public sector and or civil society organisations is possible.

Citizenship or Residency: Botswana, India, Kenya, Lesotho, Malawi, Mozambique, Namibia, Pakistan, South Africa, Swaziland, Tanzania, Uganda, United Kingdom, Zambia, Zimbabwe

Activity Location: Botswana, India, Kenya, Lesotho, Malawi, Mozambique, Namibia, Pakistan, South Africa, Swaziland, Tanzania, Uganda, United Kingdom, Zambia, Zimbabwe

Summary: The Financial Deepening Challenge Fund (FDCF), funded by the UK Government's Department for International Development (DFID), was established to help develop financial services in Africa and Asia. DFID is convinced that the increased involvement of the private sector will contribute to the achievement of its overall development goals in emerging markets.

The FDCF operates in the United Kingdom and selected countries in Africa and Asia. These are Botswana, Kenya, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Uganda, Zimbabwe and Zambia in Africa, and India and Pakistan in Asia. In India, the FDCF currently operates only in the states of Andhra Pradesh and Madhya Pradesh.

FDCF awards grants to support the best project proposals for financial sector development, thus helping to increase the attractiveness of these markets to commercial organisations and to overcome barriers to market entry and development.

FDCF promotes effective public-private partnerships to facilitate government and business working together to achieve their respective aims.

Bidders should not attempt to contact anyone other than the relevant country manager. Enquiries to the regional manager, U.K. headquarters will be referred to the relevant country manager. The full listing of country managers is available on the FDCF website. Bidders should not, on any account, try to contact DFID offices.

FDCF is commercially managed by Enterplan Limited and its management partners Deloitte and Touche and Project Northeast.

Contact Name: Mrs Wendy Wilkin

Source Link:

www.enterplan.co.uk/CFindex.htm

COS Record Link:

<http://fundingopps.cos.com/cgi-bin/getRec?id=62390>

Title: ICTP Diploma Programme - Academic Year 2003-2004

Sponsor: Abdus Salam International Centre for Theoretical Physics (ICTP)

Deadline: December 31, 2002

Activity Location: Italy

Summary: The Abdus Salam International Centre for Theoretical Physics (ICTP) Diploma Programme is designed to provide promising young graduates in physics or in mathematics (mainly from developing countries) with postgraduate training suitable for pursuing teaching and research work relevant fields. A limited number of scholarships will be awarded to successful candidates from developing countries for living expenses during their stay at the centre while they participate in the ICTP Diploma Programme. In addition, a limited number of qualified candidates will be welcome to attend the courses at their own cost. The Diploma Programme consists of several basic and advanced courses in condensed matter physics, high energy physics, and mathematics given by experts in these fields. Please see website for details of subjects covered.

Source Link:

www.ictp.trieste.it/www_users/diploma/DC_2003.html

COS Record Link: <http://fundingopps.cos.com/cgi-bin/getRec?id=66647>

Title: Emslie Horniman Anthropological Scholarship Fund

Sponsor: Royal Anthropological Institute (RAI)

Deadline: March 31, 2003

Citizenship or Residency: Commonwealth, Ireland.

Activity Location: Unrestricted

Requirements: Graduate Student

Summary: The Emslie Horniman Fund was established to promote the study of the growth of civilisations, habits, customs, and religious and physical characteristics of the non-European peoples and of prehistoric and non-industrial man in Europe. This includes anthropological research in its widest sense, including ethnography and all branches of human and social science relating to the physical and natural development of people in society. The major aim of the fund is to encourage recent graduates to

pursue fieldwork and so to develop their careers as anthropologists and make significant contributions to the discipline. Grants are normally made for research that will contribute to the award of a higher degree. Grants will not be made for undergraduate fieldwork projects. Grants are not made for library research, or for university fees or subsistence in the United Kingdom or at the applicant's home institution.

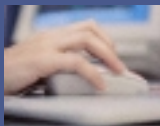


Preference will be given to those who propose to do fieldwork outside the United Kingdom. The fund will not normally support those returning home.

Source Link:

www.therai.org.uk/grants/research_funds.html#Emslie_horniman

COS Record Link: <http://fundingopps.cos.com/cgi-bin/getRec?id=51108>

FIND FUNDING FAST


Community of Science, Inc., publishes the largest funding database on the Web. That means you only need to go to one place to find what you need. It is fast and easy.

With a subscription to COS Funding Opportunities™, you can quickly perform customised, robust searches for grants and awards in any discipline. Updated daily, the database contains over 21,500 records, representing over US \$33 billion of available funding. Over 11,300 of these opportunities are available to citizens of Commonwealth countries.

E-mail Alerts are also Available. The COS Funding Alert™ system matches all new relevant funding information to each researcher at an institution. The results are sent in a customised weekly e-mail package.

Join the over 350 institutions that rely on Community of Science for their funding resource needs.

For more information, or to subscribe to COS Funding Opportunities, go to www.cos.com or e-mail us at commonwealth@cos.com.


www.cos.com

Programme News

GETTING INVOLVED...

The ACU Research Management network thrives on the participation of its members – and getting involved couldn't be easier.

ON LINE DISCUSSION

International Cooperation – The Way Forward will be the subject of a discussion forum on the Research Management programme website during November and December. Contributions that suggest practical ways through which readers can come together to share experiences and raise standards of research management will be particularly welcome, and the results will be used to help plan our programme for 2003 and beyond. The discussion will be open from November 1st – to take part simply visit the discussion forum on the research management website at www.acu.ac.uk/researchmanagement.

INTELLECTUAL PROPERTY SEMINAR

Following the conclusions of the recent seminar on Research Management in India, plans are taking shape for a more specific conference on the topic of intellectual property in the region, hopefully to be held 4-6 December 2002, in Delhi. Whilst the highly focused nature of the event may require numbers participating to be limited, information from the event will be widely available. To register your interest please contact j.stackhouse@acu.ac.uk.

POLICY INDEX

An obvious area of collaboration is the sharing of policy documents which have worked well, and could be used by other institutions seeking to develop their own structures. This can be achieved through the ACU Policy Index, the Research Management section of which is now linked to the programme website. If you have any documents that you would be willing to share, please email s.bjarnason@acu.ac.uk

JOINING THE NETWORK

If you do not already receive *Research Opportunities*, signing up for future editions couldn't be easier. If you work for an ACU member organisation, simply complete the form, which can be accessed on the website. As part of our desire to see a truly global discussion, the newsletter is now open to non-ACU members also, but a small charge will apply to cover administrative costs. Please contact us on j.kirkland@acu.ac.uk for further details.

OTHER FORTHCOMING EVENTS

26 - 30 October 2002

SRA INTERNATIONAL

A Global Perspective of Research Administration, Orlando, Florida, USA.

www.srainternational.org

12 - 15 November 2002

INNOVISIONS

International Conference on Innovation and Entrepreneurship 2002, Perth, Western Australia

www.InnoVisions.org

25 -27 November 2002

AUSTRALASIAN RESEARCH MANAGEMENT SOCIETY (ARMS)

Annual Research Management Conference, being held as part of the Australian Health and Medical Research Conference (AHMRC) in Melbourne 25-29 November 2002.

www.researchadmin.org.au/conferences/intro.asp

www.ahmrcongress2002.conf.au

6 - 9 February 2003

ASSOCIATION OF UNIVERSITY TECHNOLOGY MANAGERS (AUTM)

Annual meeting of AUTM, Florida, USA. For more information on the programme, please contact Dana Bostrom at bostrom@u.washington.edu

www.autm.net

The editors welcome feedback and items for inclusion in future editions. Please contact:

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