

EARMA Certificate in Research Management

**THE
GOOD
THE
BAD
& THE
UGLY**

Introduction to Speakers



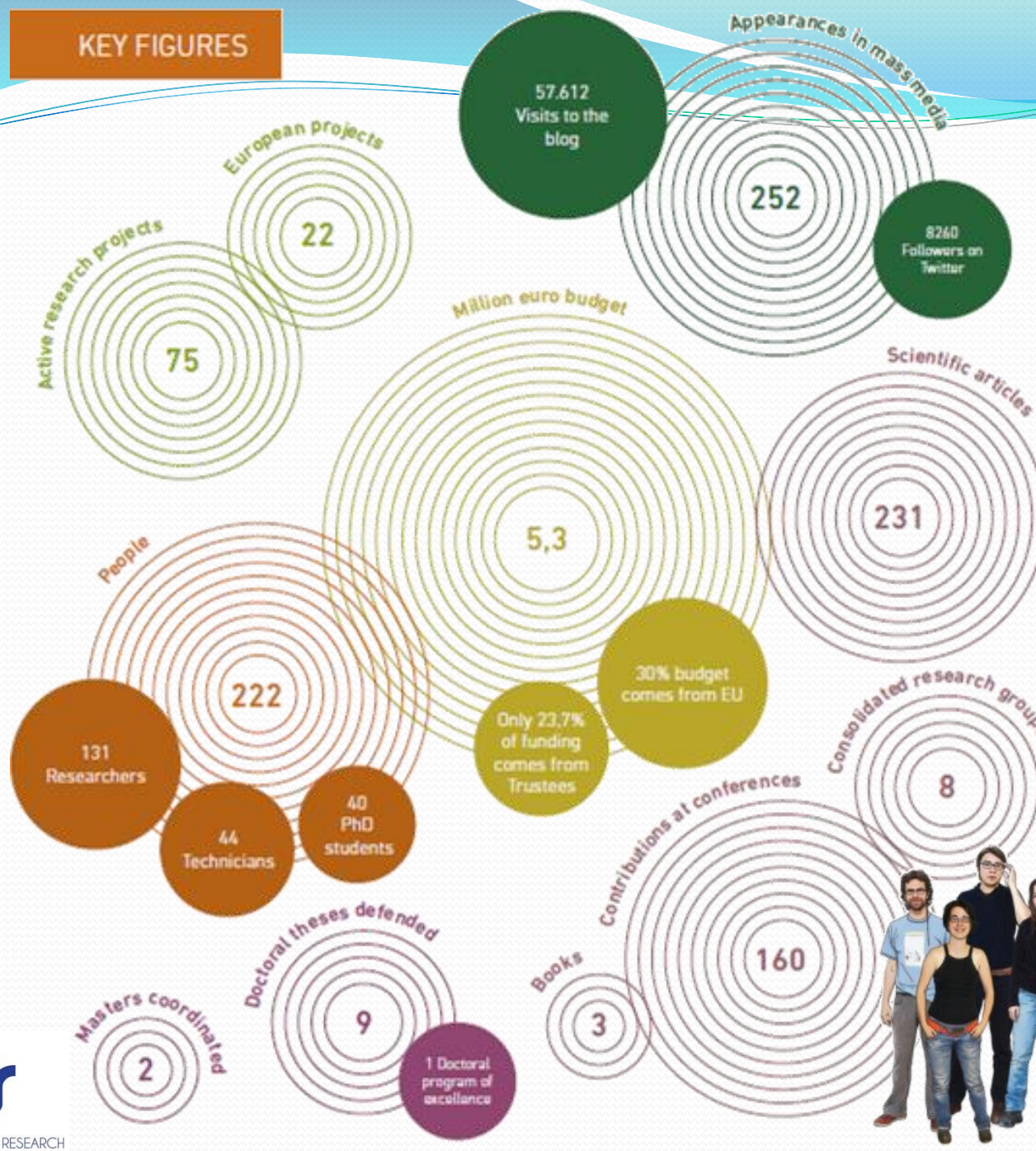
Olga Roig-Herrera
International Projects Manager
CREAF
Universitat Autònoma de Barcelona
Spain



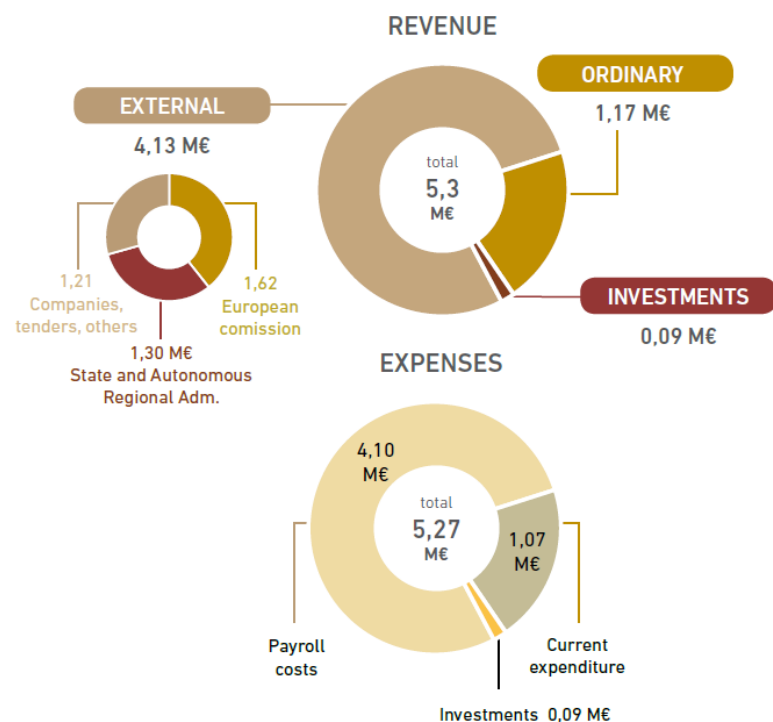
Susie Cullinane
Projects Manager
Research Support Unit
Waterford Institute of
Technology, Ireland



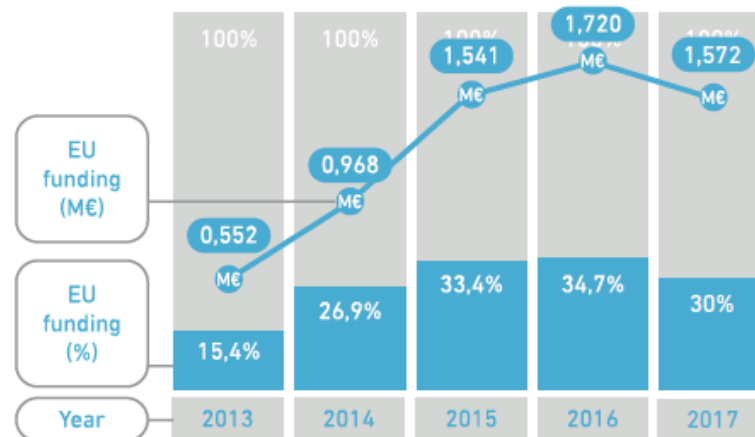
KEY FIGURES



FINANCIAL OVERVIEW



Total EU funding and % of EU funding related to the total incomes per year



Introduction to Speakers



Olga Roig-Herrera
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Universitat Autònoma de Barcelona
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Ireland

Waterford Institute of Technology

RESEARCH PERFORMANCE



CITATIONS

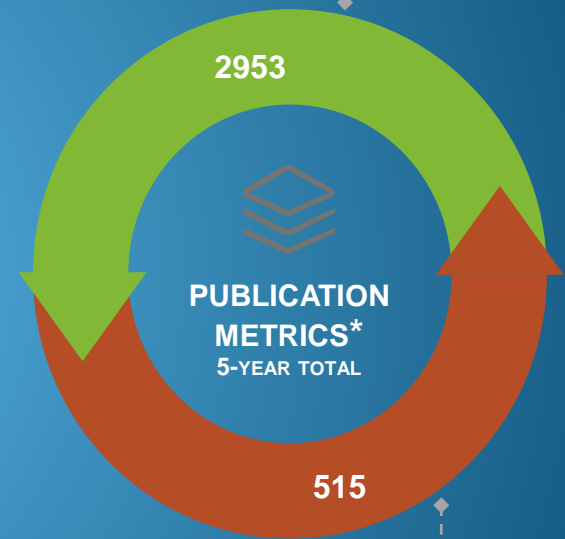
THE TOTAL NUMBER OF CITATIONS OF WORKS
PUBLISHED BY STAFF WORKING IN WIT



RESEARCH FUNDING
COMPETITIVELY WON RESEARCH
GRANTS AND CONSULTANCY



**STAFF FUNDED DIRECTLY BY
RESEARCH BUDGETS PA**



PUBLICATIONS

PEER-REVIEWED, INDEXED
PUBLICATIONS APPEARING IN
JOURNALS AND CONFERENCE
PROCEEDINGS



NATIONAL POLICY For RESEARCH & INNOVATION

The Irish education system's "Action Plan for Education to 2019" policy is, "to provide the best education and training system in Europe", with an emphasis for higher education on developing Ireland as a "global Innovation leader".

The priority for HEIs: "Excellent research, development, and innovation that has relevance, growing engagement with external partners and impact for the economy and society and strengthens our standing to become an innovation leader in Europe".

Performance is measured in terms of:

- graduates (particularly level 10 students);
- technology transfer;
- research funding;
- Publications;
- research staffing and governance.



*Global Challenges for RMs

- Increasing complex research environment
- Decreasing levels of funding
- Increasing competition
- Competing demands on academic staff
- Growing data management & security demands (IPR)
- Open Access, Open Data, Open Science
- Data Management
- Responsible Research & Innovation (RRI)
- Research Integrity and Research Ethics
- Gender & Diversity in Research Management

*Plethora of Policies and Guides on an EU Level and on a National Level



Our Expectations of CRM

- **Career Development**
- **Professional Recognition**
- Tools to reinvent oneself
- Renewed sense of motivation
- Better ways of doing things
- Be part of a network
- Enhance future career opportunities
- New Ideas



The Professional Mentor

- Roles & Responsibilities
 1. Help student decide which units to study and when and how they might support their study with formal and informal learning;
 2. Act as a sounding board for their thoughts, questions and ideas; and
 3. Provide support and encouragement as the student progresses through the qualification, including reading and commenting on draft assignments.

Choosing a Mentor*

- It's critical to know that you can work & communicate well with the person who's going to help guide you during the CRM.
- Your Mentor must be supportive, communicative, inspiring and must feel that your needs are important.
- You should know the person before you ask him or her to become your Mentor.
- Willingness to meet and help you is critical, as guidance at the outset and quick feedback on assignments is required.

Mandatory Units

- Developing & Implementing Policy & Strategy
- Gender & Diversity in Research Management
- Managing & Supporting Development of a Project Portfolio
- Understanding the European & International Research Environment
- Working with Management Information

Optional Units

- **Identifying New Opportunities for Funding**
- Managing Legal & Regulatory Requirements
- **Optimising Unit & Organisational Effectiveness**
- Supporting the Development & Implementation of Organisational Systems & Processes

*Working with Management Information

- This was the Module that I was least looking forward to, but I got most from it that fed back into my work.
- Bruce (2014) states that many HEIs are undeniably still experiencing some difficulties in putting a policy in place as far as RIM is concerned. This has greatly affected the completeness and quality of research information in most HEIs.
- Investment in infrastructure development, such as a CRIS and GMS to support integrated storage and access to research information, is critical. Equally important is the implementation of effective RIM policy, which will provide best practices for Researchers to follow.

* Unit & Organisational Effectiveness



*Unit's Mission

The Research Support Unit (RSU) is committed to assisting Researchers at Waterford Institute of Technology (WIT) with all aspects of their funded research activity. Every year we support our Researchers in submitting hundreds of research proposals and managing the research projects once funded.

Our mission is to provide timely and accurate information, services and advice to support and inform the effective and efficient management of funded research activity at the Institute.

The Good ...

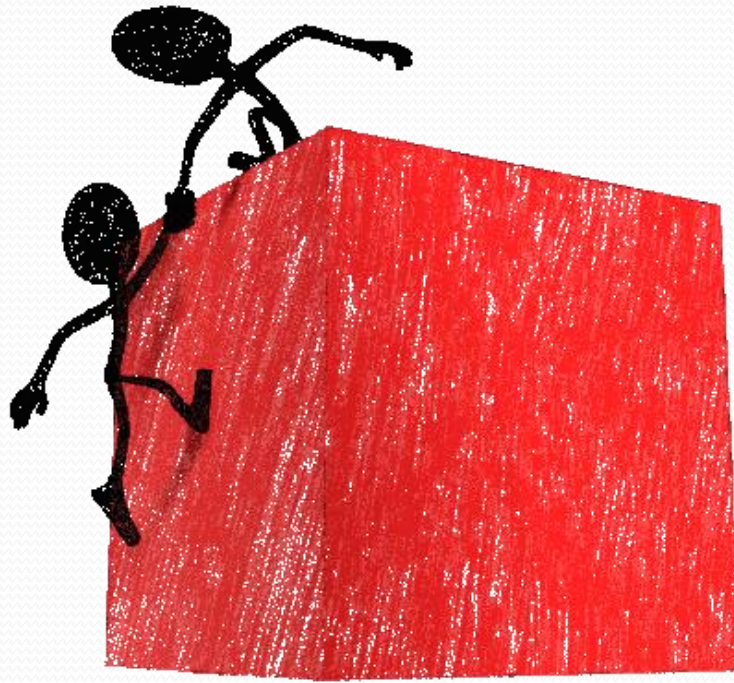
**European travel
Belgium,
Malta & Italy**

EARMA CRM

By sharing ideas we find the best way to
Manager our Research and Research Offices



A helping hand from others



The Bad ...

Barriers... sometimes invisible



*Factor in the assignment time



*However... Identification of Excellent Resources



Funding in evidence from
Daniela Defazio¹

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Nottingham University Business
Center for Management
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² Rotterdam School of Management

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Collaboration
EU-funded networks

1. Introduction

The idea that collaboration is accepted and policy, which aims to edge and to create a) the importance of new these objectives (Con Consequently EU-fund collaborate as a condition the funding is to foster productivity. This policy of funding on research partially, from the coll

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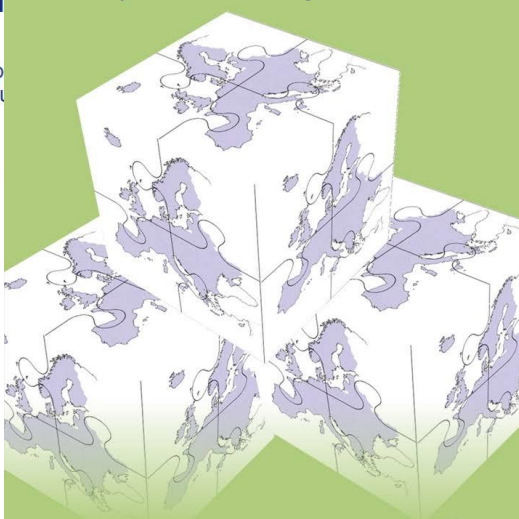
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0048-7333/\$ – see front matter
doi:10.1016/j.respol.2008.11



A study of
bu

Research Management Europe and Beyond

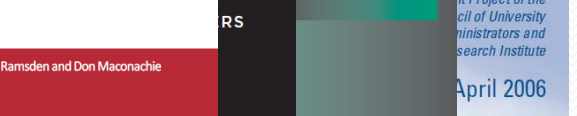
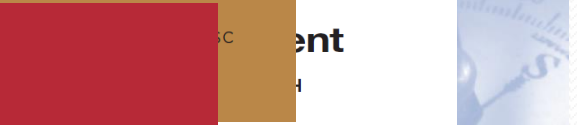


Jan Andersen, Kristel Toom, Susi Poli
and Pamela F. Miller



Executive leadership of research development

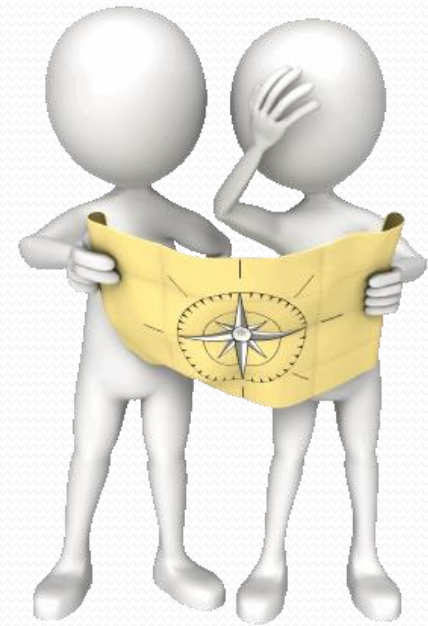
Craig McInnis, Paul Ramsden and Don Maconachie



*Understanding the Assessment Method

For each Module there is

- The Assignment
- The Learning Outcomes



Note: The work presented must demonstrate that the Learning Outcomes have been achieved

Task 1

The student will:

Write an explanation of the impact of diversity policies (e.g. legislation, EU regulations, national and regional policies, local strategies, family-work-concepts etc.) on research and research management. Evaluate the benefits and implications of considering gender and diversity when putting a project proposal together.

The work presented must demonstrate that the Learning Outcome has been achieved at the standard stated by the Assessment Criteria

Learning Outcomes	Assessment Criteria	Pass / Refer	Comments
1.Understand The benefits and implications of considering gender and diversity in research and research management	<i>The student can:</i> 1.1 Explain the benefits and implications that arise from considering gender and diversity in project proposals	Pass	The benefits and implications that arise from considering gender and diversity in project proposals are clearly explained. They focus on gender: gender balance in project staff or in the scientific content; but also diversity, as linked to gender. The need for taking in account gender equality and diversity policies is further supported by discussion of national (for Ireland) and international policy.
	1.2 Evaluate the benefits and implications of diversity policies for researchers and research managers	Pass	Diversity policies were clearly evaluated in terms of their implications for researchers and research managers.

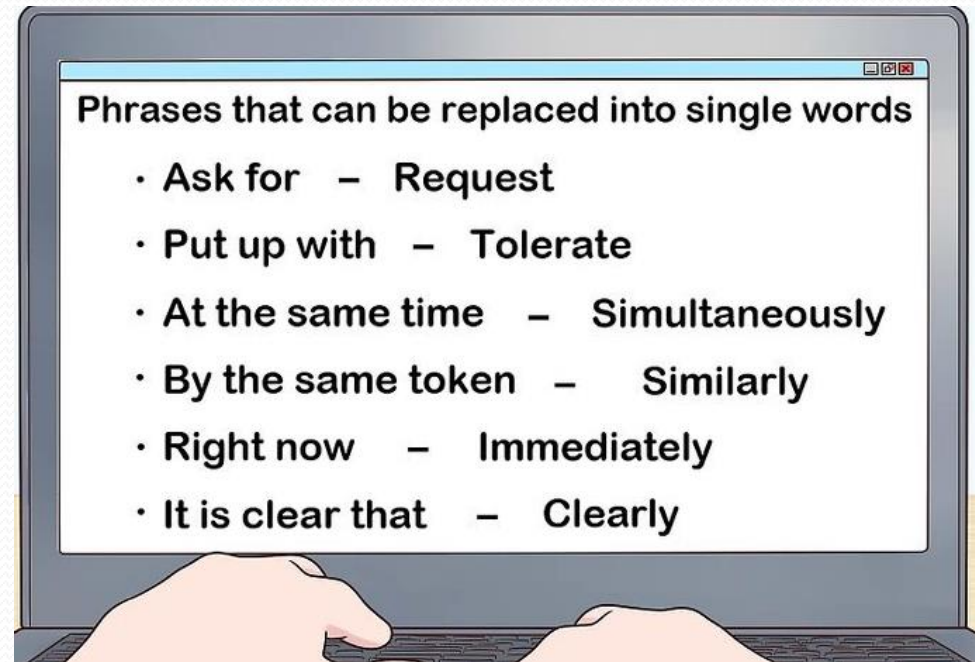
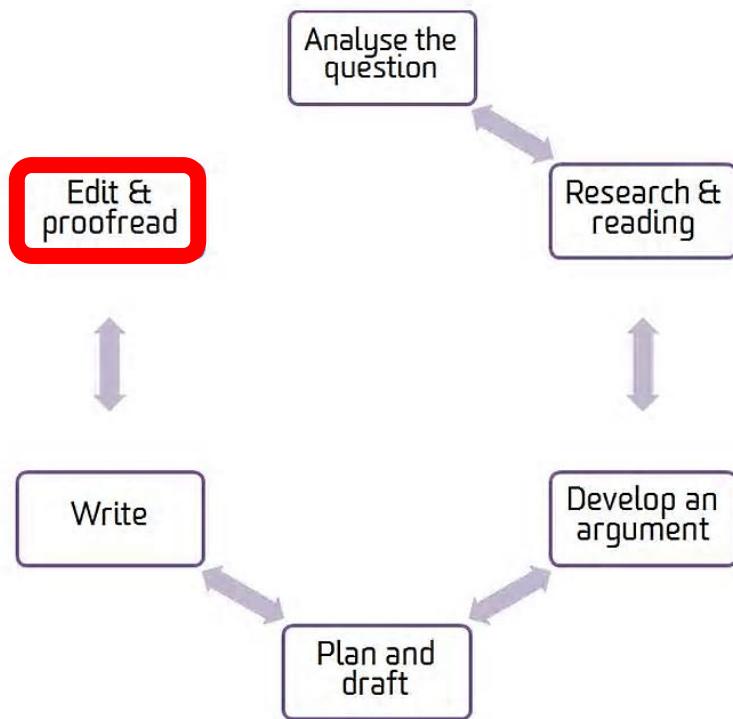
The Ugly...

It's hard work... a lot of late nights and a lot of reading



The Ugly...

*Sticking to the Word limit



*Word Limit example

Managing & Supporting Development of a Project Portfolio:
Assessment Method for Outcome 3 and Outcome 4.

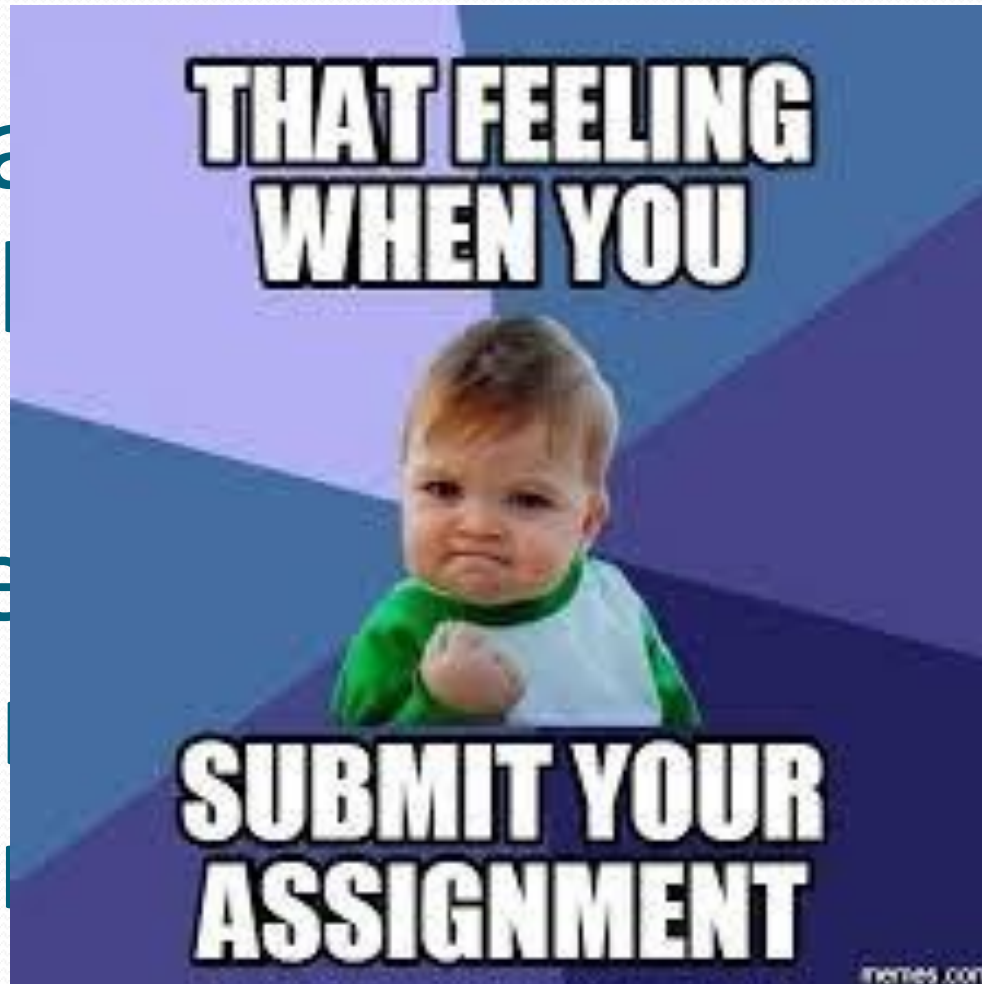
The student will:

- Provide a brief summary of the **key principles of managing project finance** (e.g. forecasting, accruals and variances). In relation to a recent set of financial accounts (e.g. for a school, department, Research Centre, central office) identify and describe any **current** and **future issues** of concern. Where **high risk EU projects** are identified, propose a strategy for **monitoring and managing them**. When and how would responsibility for identified risk be **escalated**?

Indicative Word Count: 800 words

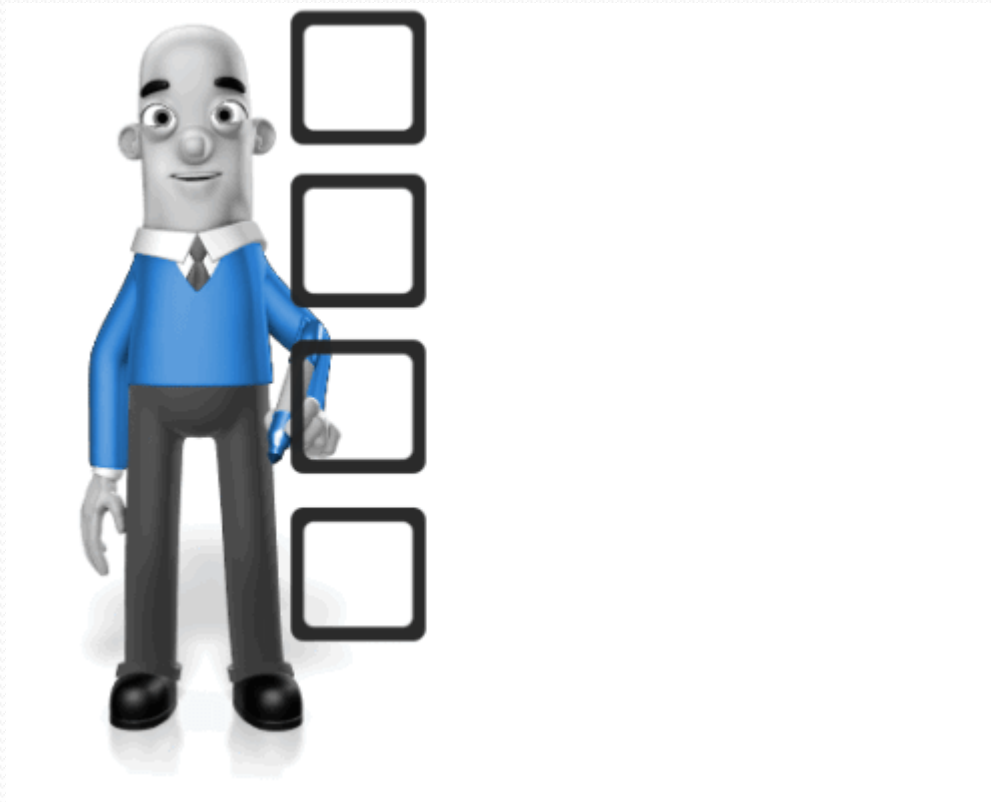
Meeting the deadline

There a
in April
work a
and we
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usually
out
the way
the
lot of

Key take home messages!



Honestly it was worth it!

