

The UK's European university

RAAAP



University of
Kent

Research Administration As A Profession Survey Findings

April 26th 2017, Malta

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University of Kent*



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 @SimonRKerridge

raaapworldwide.wordpress.com

#EARMAAC2017

Vice-Chair  **casrai**
Connecting Research

Immediate Past Chair, ARMA
The Association of Research
Managers and Administrators



Overview

- Me
 - Kent
- RAAAP
 - What is a Research Administrator?
 - What skills are needed
- How (& when) you can get the data
- Some Conclusions and Discussion



Me

- 20+ years a research administrator
(Computer geek before that)
BSc NatSci, DProf ERA/RMA
- Various national roles
 - Metric Tide
 - Open Access
 - Research Information Management
- Ex Chair of ARMA (now on the Advocacy Group)
- Vice Chair of CASRAI
- ***Co-PI of RAAAP***



Overview of (from) Kent



University of Kent

Canterbury (1965)



Medway (2005)



Tonbridge (1982)



Brussels (1999)



Paris (2009)



Athens (2011)



Rome (2013)





University of Kent

52nd Anniversary

“The UK’s European university”

20,155 students

3,773 staff (728+145)

€300m turnover

€40m (research income + QR core funding)

Canterbury, Medway, Tonbridge, Brussels

- Paris, Athens, Rome

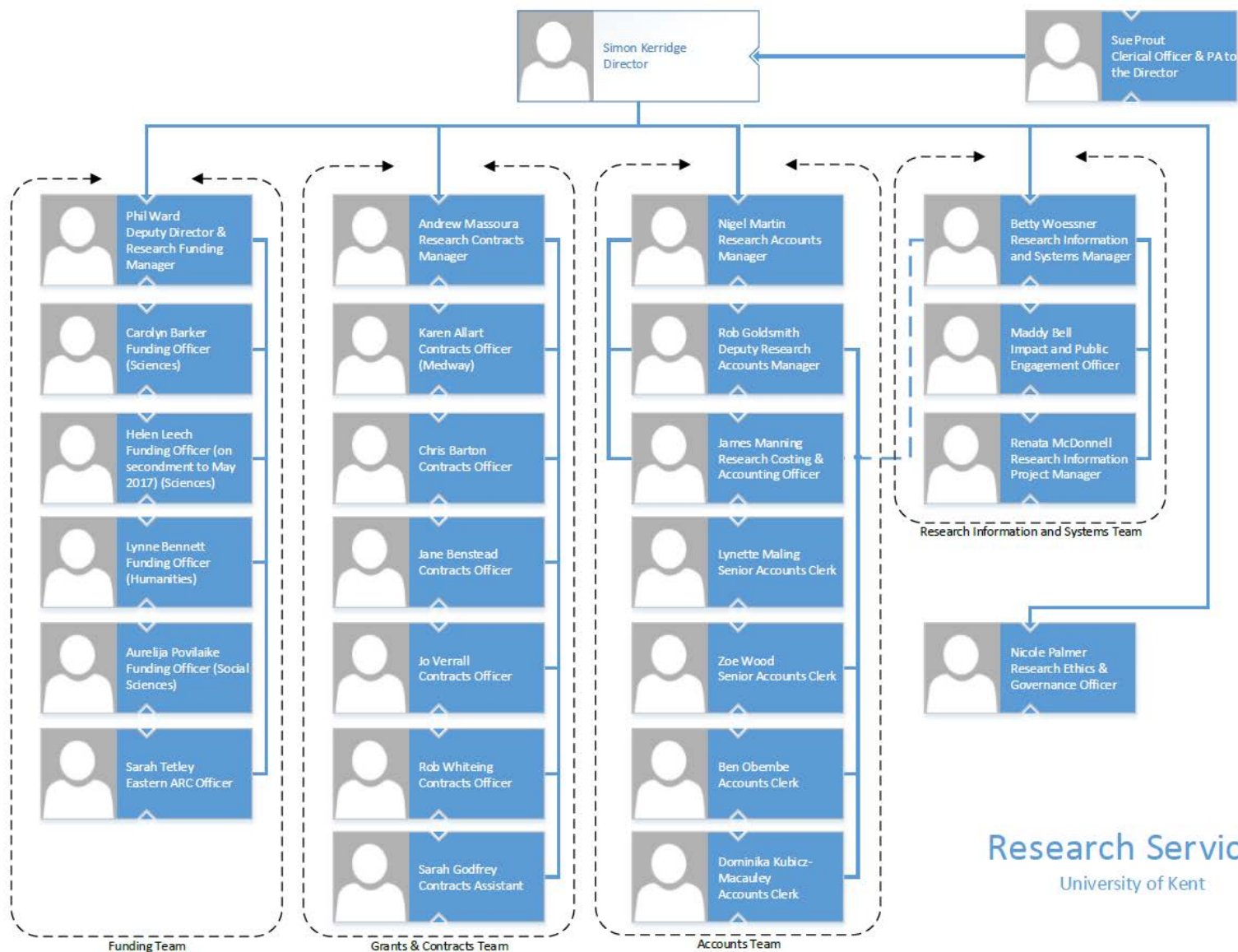
UK 17th for Research Intensity, 16th for Teaching Quality

Queen’s Anniversary prize for Tizard Centre

Top 100 under 50 (THE) in the World, Now 335th (301-350)



Overview of Research Services



- **Research Administration As A Profession**
- **Survey of the profession – worldwide**
- **How and why did people join / stay**
- **Some *DRAFT* analyses**
- **What skills are needed ...
... to be a research administration leader**

[*RAAAPworldwide.wordpress.com*](http://RAAAPworldwide.wordpress.com)

RAAAP - Who



- **Co-PI – yours truly**
- **Director, Research Services, University of Kent (UK)**
- **Co-PI – Stephanie Scott**
- **Director, Communications & Outreach, Columbia University (US)**
- **Advisory Group:**
- **Patrice Ajai-Ajabe, Programme Officer, ACU (UK)**
- **Jan Andersen, Senior Executive Advisor, TUD; former president EARMA (DK)**
- **Janice Besch, Managing Director, NICM; President ARMS (AU)**
- **Cindy Kiel, EAVC for Research at UCD; President , SRA-I, (US)**
- **Susi Poli, University of Bolgnia; EARMA Board Member (IT)**
- **Deborah Zornes Director, Research Services, RRU; President Elect CARA (CA)**



RAAAP – Who to

- **We contacted most INORMS associations**
 - And some others, trying to get good international coverage
- **All agreed to take part!**



RAAAP – Who to

	Members	95%+/5%	95%+/1%
ACU – Association of Commonwealth Universities	200	132	154
ARMA – UK Association of Research Managers and Administrators	3153	343	548
ARMS – Australasian Research Management Society	2300	329	515
BRAMA – Brazilian Association of Research Managers	60	52	55
CARA/ACAAR – Canadian Association of Research Managers and Administrators	914	271	385
EARMA – European Association of Research Managers and Administrators	958	274	392
NCURA – National Council of University Research Administrators	7312	365	608
NORDP – National Organization of Research Development Professionals	640	240	326
RMAN-J – Japanese Research Management Association	309	172	211
SARIMA – Southern African Research & Innovation Management Association	415	200	256
SRAi – Society of Research Administrators International	5300	358	590
WARIMA – West African Research and Innovation Management Association	34	31	32
NB WARIMA to send to senior RMAs only			
	21595	377	644

NB Of course there is some overlap

EARMA has cascaded to other Leiden Group associations

RAAAP: Questionnaire Development

- **Based on initial proposal idea**
- **Brainstormed at kick-off meeting with Advisory Group**
- **Draft MS-Word version developed by PIs**
- **Refined by telecon**
- **Tested**
- **Finalised after feedback**
- **Developed in Qualtrics***
- **Re-tested**
- **Finalised and signed off by Advisory Group**
- **Approved by UK Ethics (Kent) and US IRB (Columbia)**
- **Launched**

* Thanks to Silvia Dobre and Jonathan Rathmill, University of Kent

RAAAP: Questionnaire Overview

Section A: About your role

Section B: Skills

Section C: Demographics

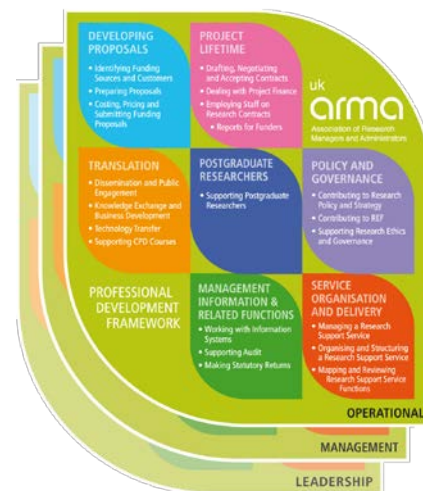
RAAAP: Section A examples

- **Level (self selection): Leader / Manager / Operational**
- **Type of employment (FT/PT/combined role/...)**
- **Areas of role (ARMA PDF)**
- **Central/Departmental**
- **Type of Institution**
- **How many / types worked at**
- **How many jobs**
- **What level you entered the profession**
- **Why you did**
- **Why you stayed**



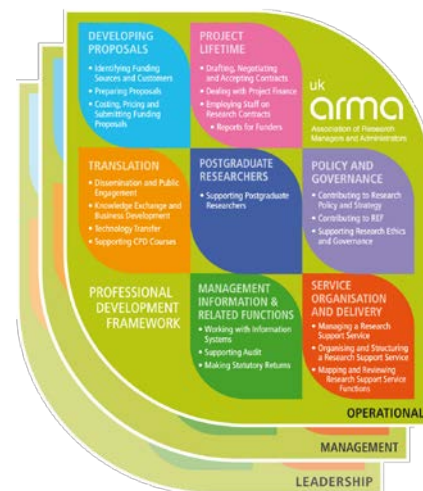
RAAAP: Section B examples

- How important is X (5); and level required (7)
- Funding Opportunities
- Proposal Preparation
- Costing and Pricing
- Contracts/Negotiating
- Financial Monitoring
- Staff Employment
- Funding Reporting
- Research Impact
- KE and Business Development
- Technology Transfer / Spinout
- Continuing Professional Development / Short Course
- Research Students



RAAAP: Section B examples

- Policy Development
 - Research Assessment
 - Ethics and Governance
 - MIS/ERA/CRIS
 - Audit/Compliance
 - External Auditors/Statutory Returns
 - Managing Research Support
-
- And after these “technical skills”
 - Some more “generic skills”



RAAAP: Section B examples

- **Communications**
- **Teamwork/Collaboration**
- **Adaptability/Change Management**
- **Problem Solving**
- **Critical Observation**
- **Conflict Resolution**
- **Initiative Taking**
- **Cultural/Diversity**
- **Decision Making**
- **Taking Responsibility**
- **Project Management**
- **Mentoring/Coaching**

And where you learned these skills

RAAAP: Section C examples

- **Education Level**
- **Subject Area**
- **Professional Accreditation (eg CRA)**
- **Professional Development - skills**
- **Professional Association(s)**
- **Country of Employment**
- **Age Bracket**
- **Gender**

- **So... not much!**
Wow... surprised we got any responses at all!

RAAAP: When

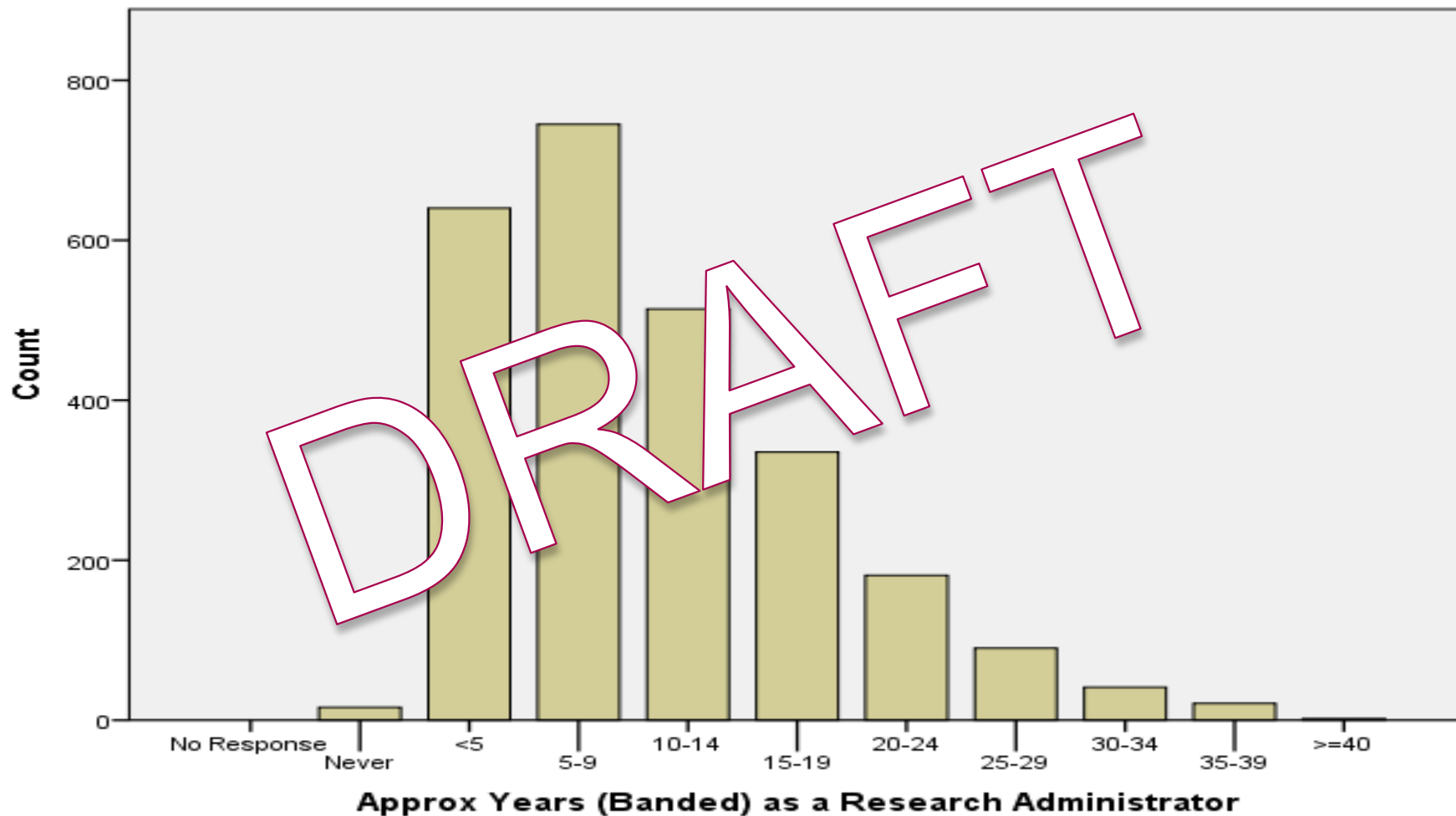
- Survey was live from May 20th 2016
 - To coincide with the SARIMA conference
- Different associations “advertised” at different times
- With reminders
- Very few queries
 - No doubt due to great design and testing!
- Closed 7th September 2016
- Analysis is *still* underway!

RAAAP: DRAFT Results

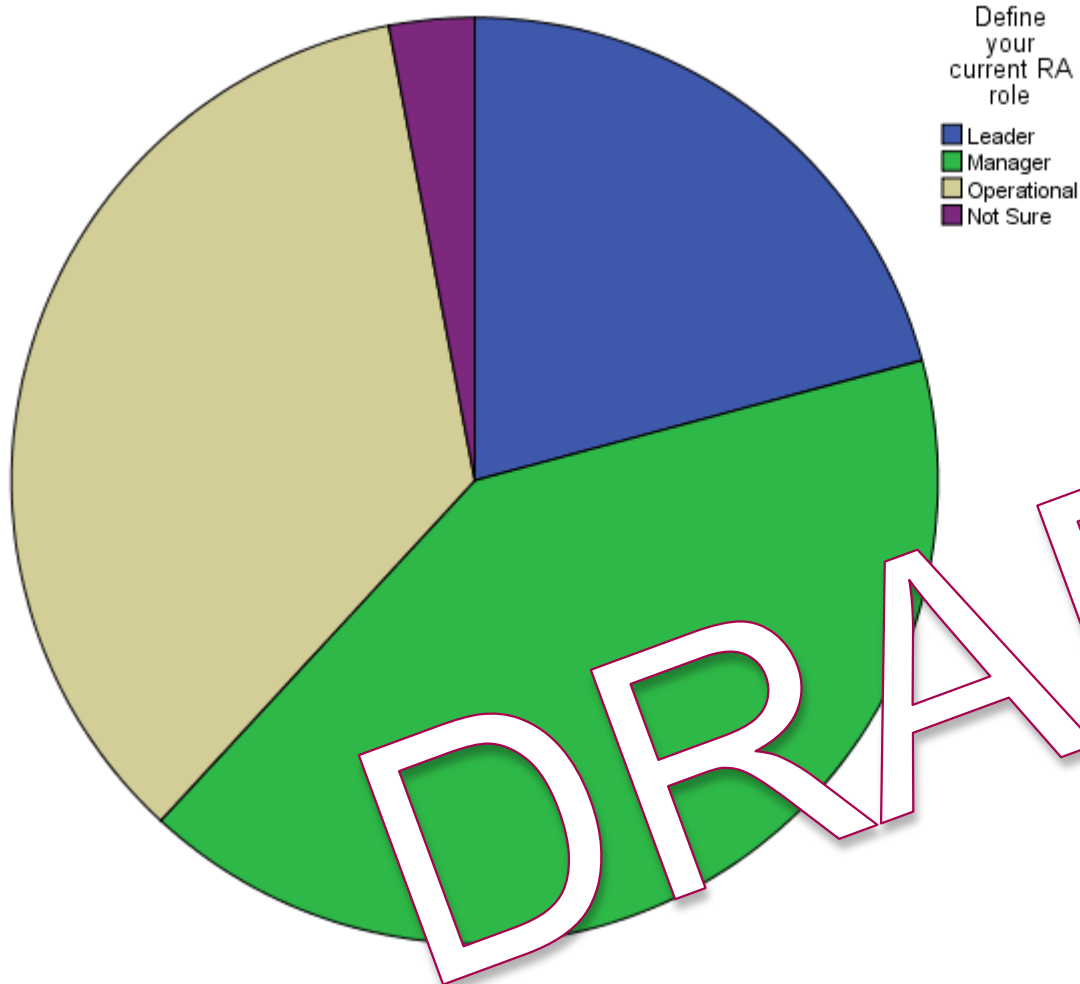
	Members	95%+/5%	95%+/1%	Actual	OK?	Needed		
ACU – Ass	200	132	154					
ARMA – U	3153	343	548	495	5%	152		
ARMS – A	2300	329	515	313	no	-16		
BRAMA – I	60	52	55	11	no	-41		
CARA/ACA	914	271	385	241	no	-30		
EARMA – E	958	274	392	268	no	-6	Europe	391
NCURA – M	7312	365	608	741	1%	376		
NORDP – M	640	240	326	138	no	-102		
RMAN-J –	309	172	211	49	no	-123		
SARIMA –	415	200	256	38	no	-162		
SRAi – Soc	5300	358	590	636	1%	278		
WARIMA –	34	31	32	23	no	-8		

2,691 responses

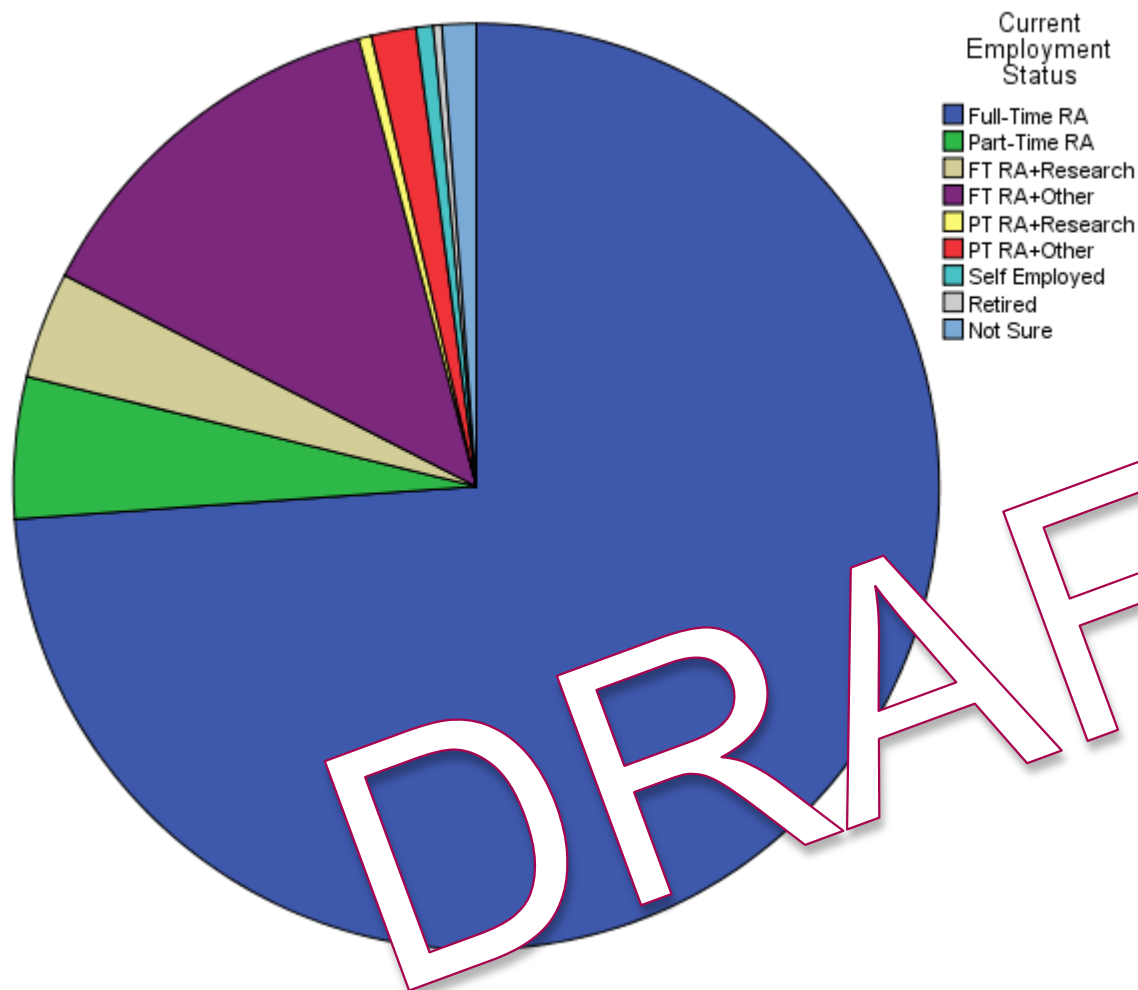
RAAAP: How long an RMA?



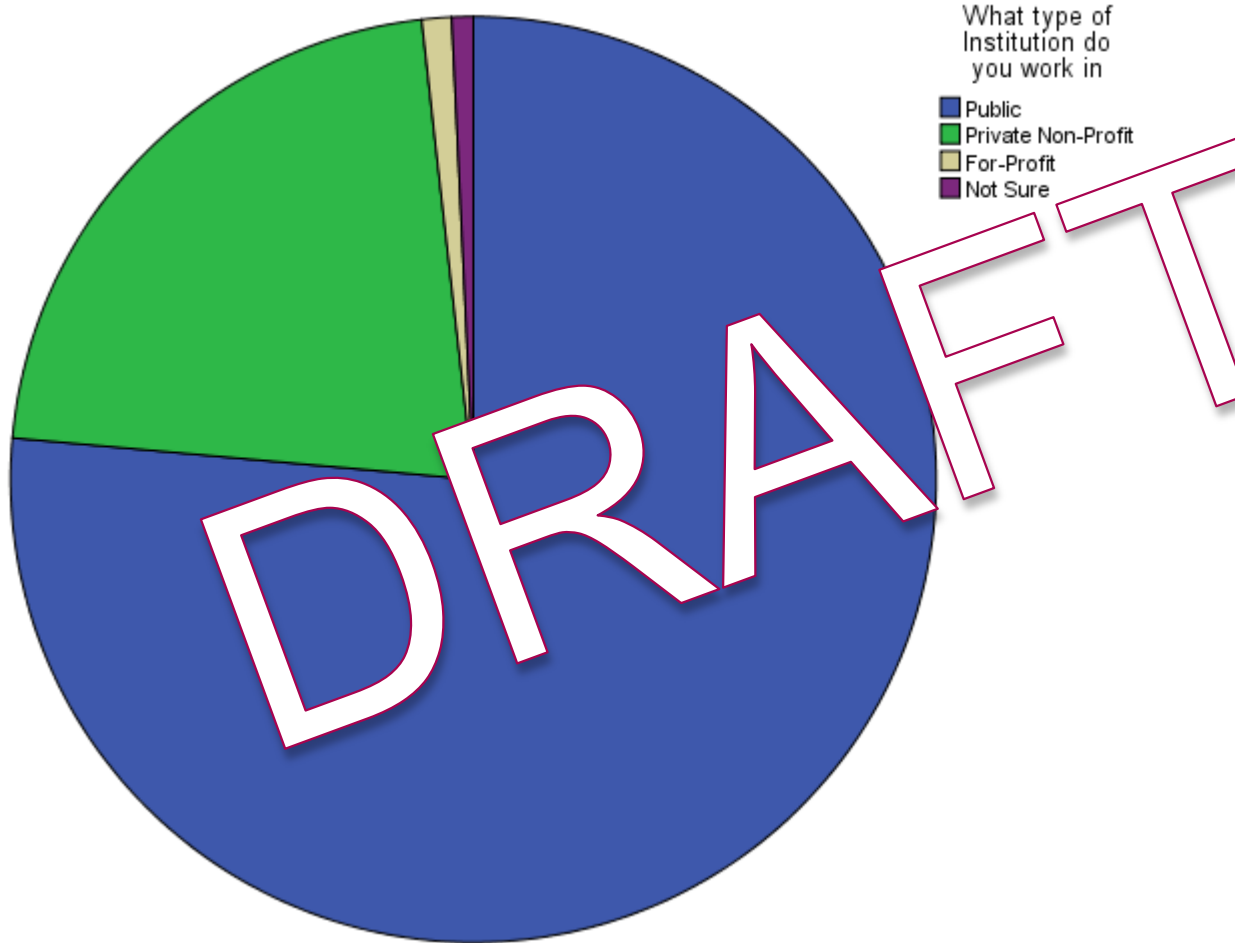
RAAAP: Your current role



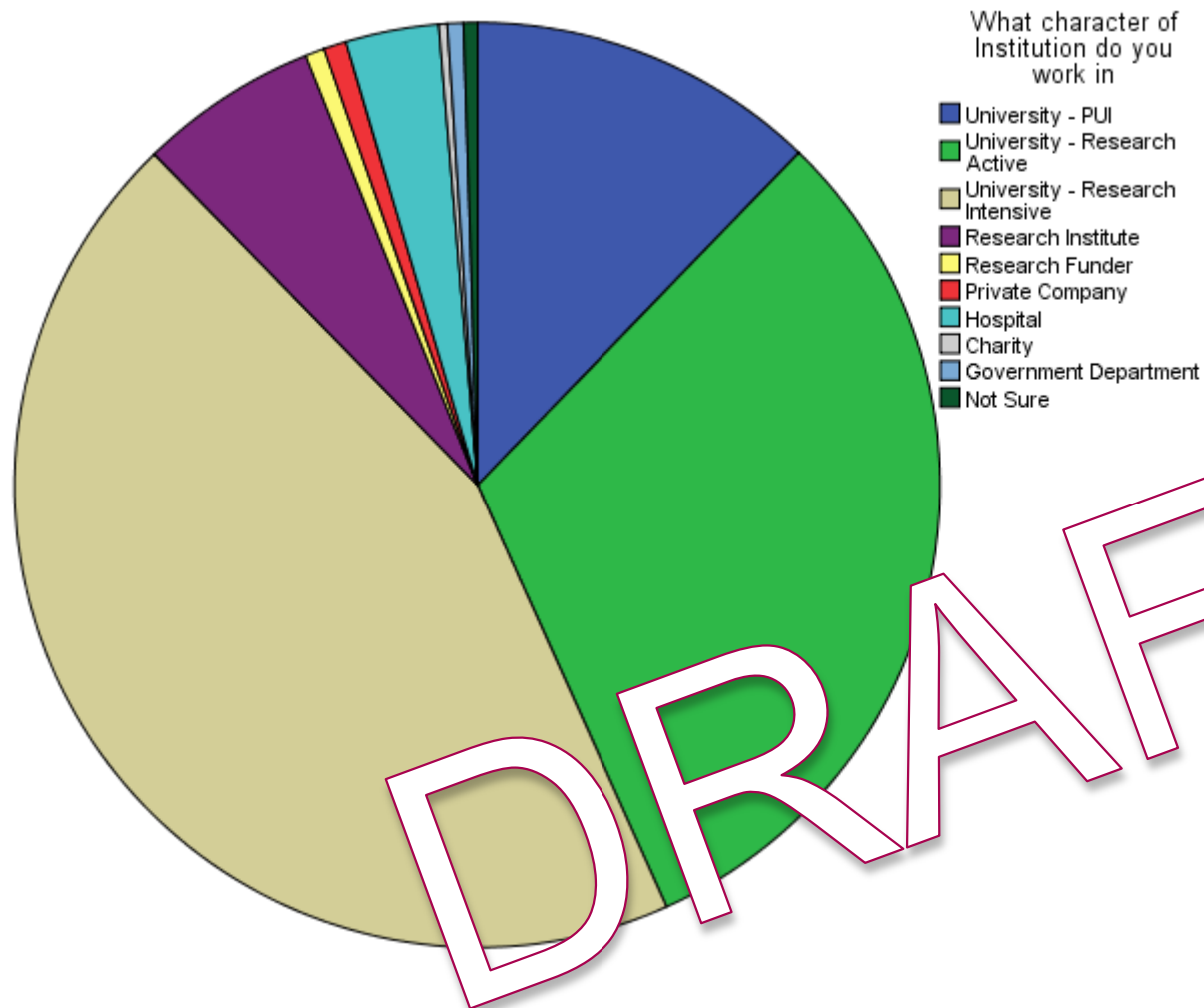
RAAAP: Type of Employment



RAAAP: Type of Institution

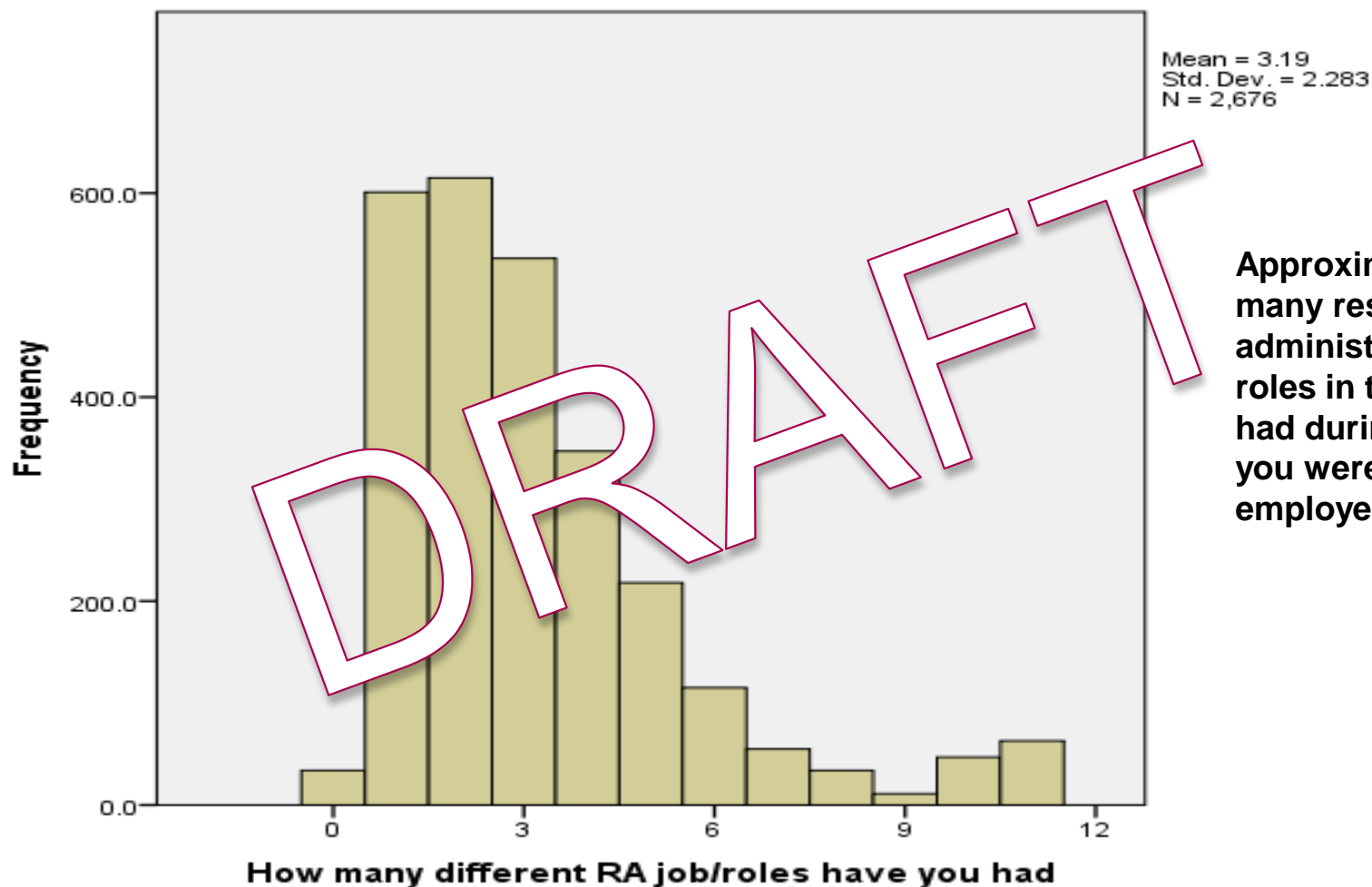


RAAAP: Where do RMAs work



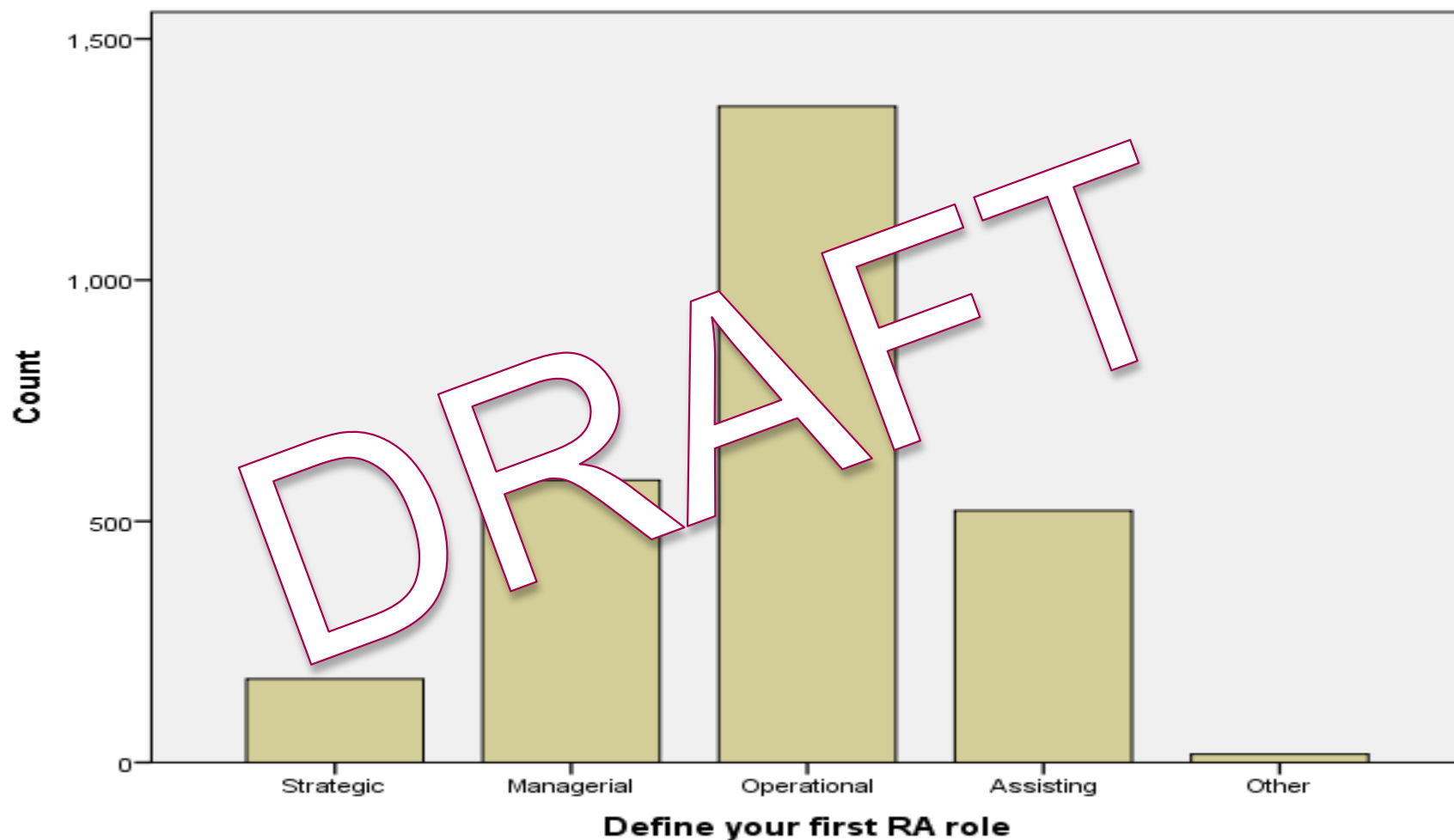
DRAFT

RAAAP: Job fluidity

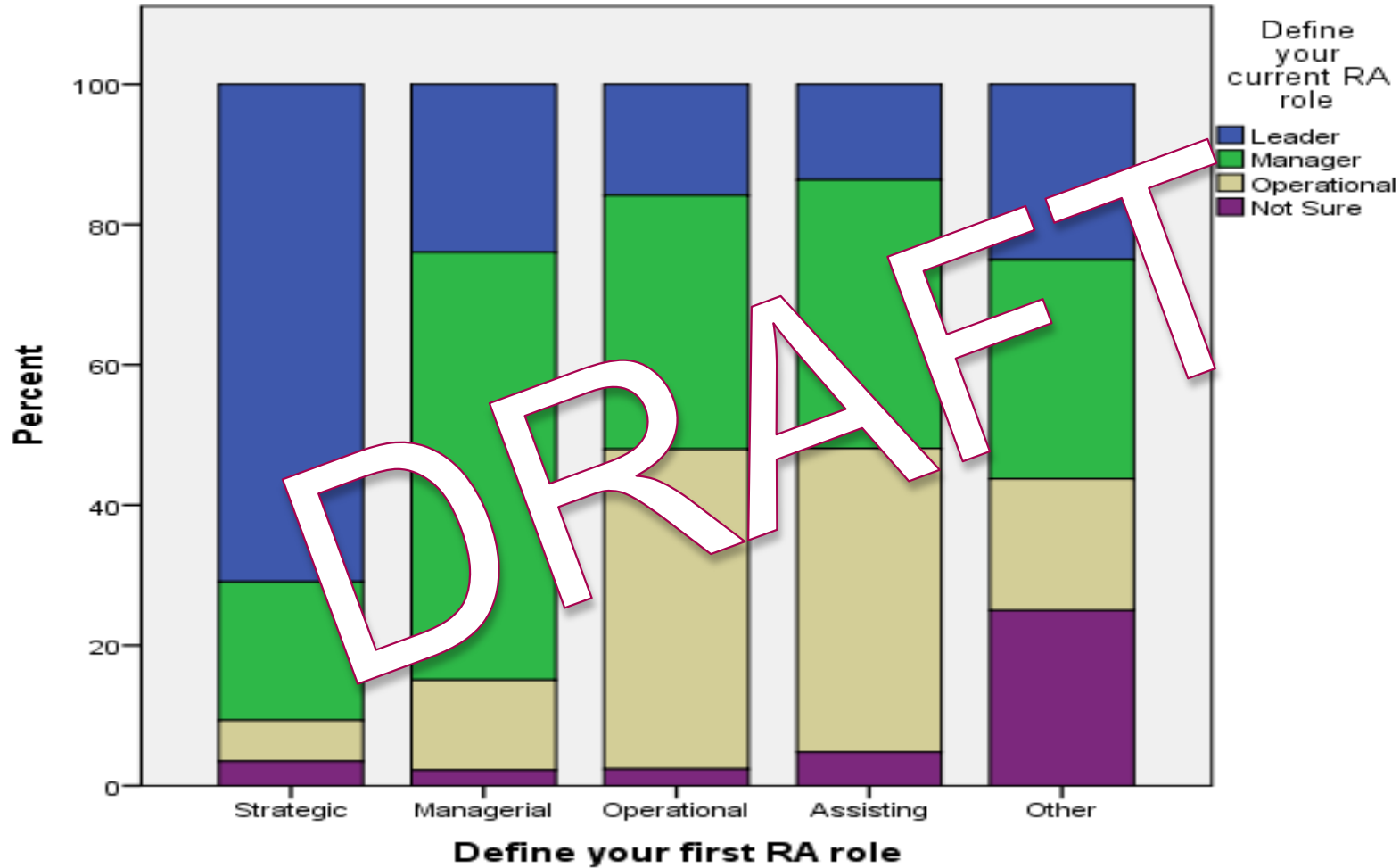


Approximately how many research administration job roles in total have you had during the years you were/are employed

RAAAP: What level did RMAs start at



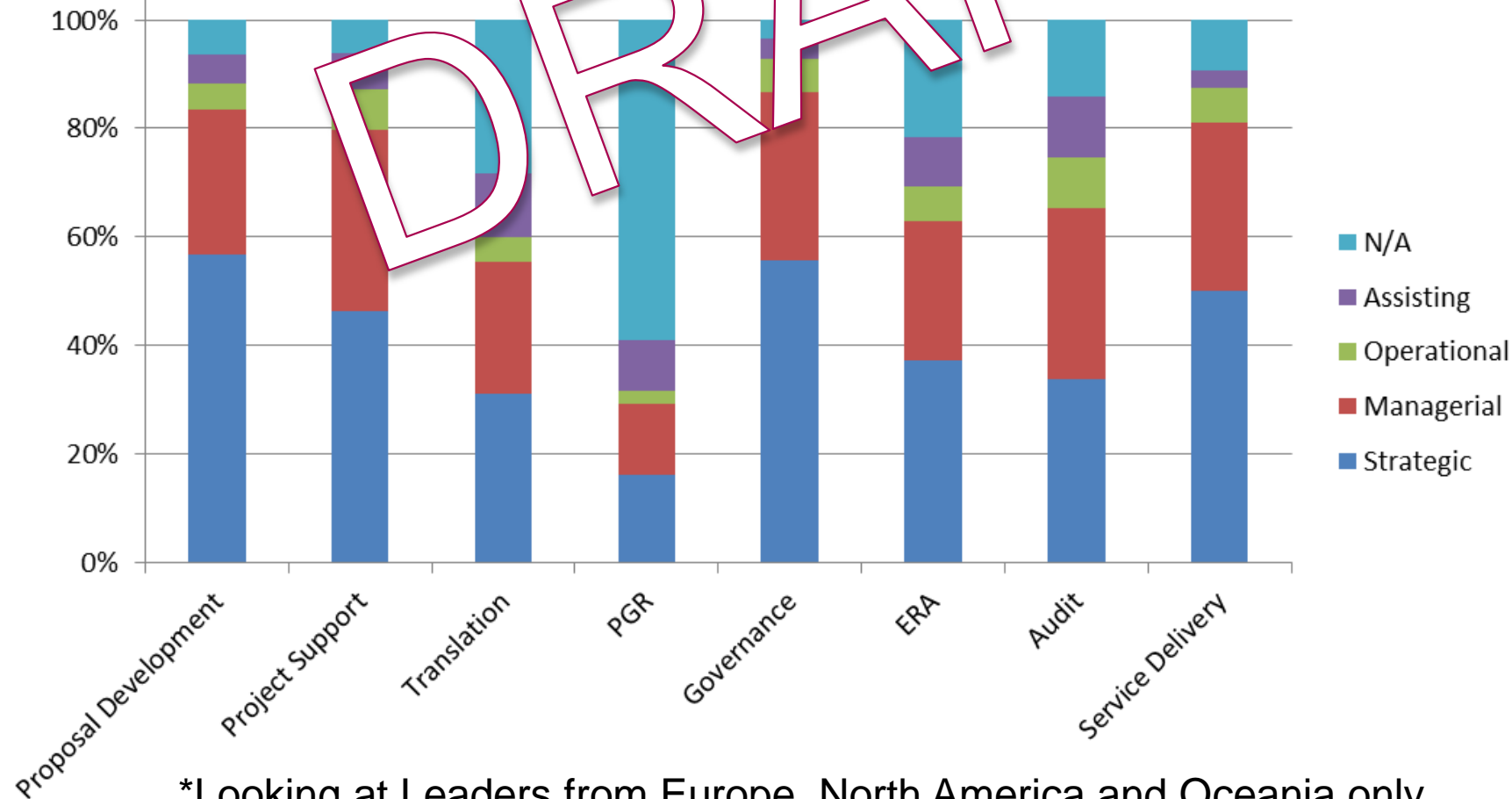
RAAAP: How did leaders start out



RAAAP: Areas that Leaders* work in

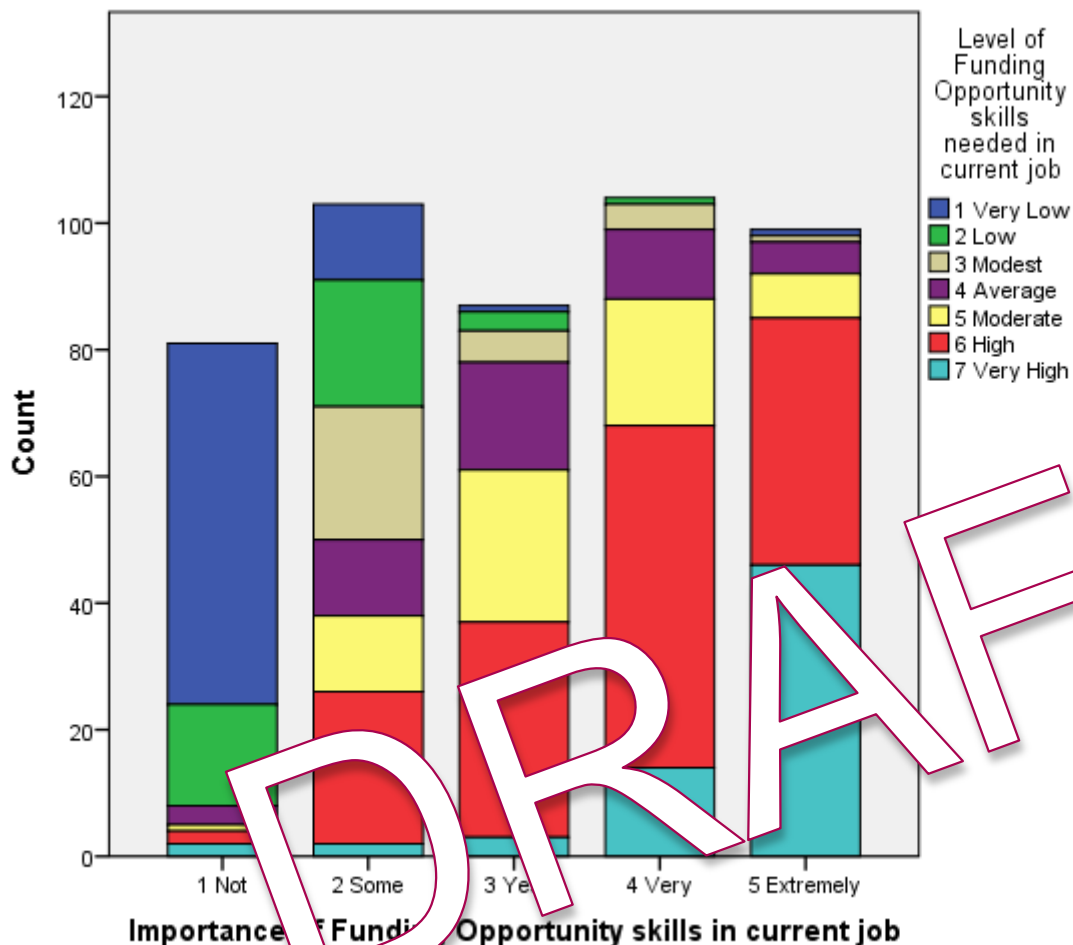
We are looking for your **level of responsibility** (not necessarily job title) in each of these main areas of **research support and administration**.

DRAFT



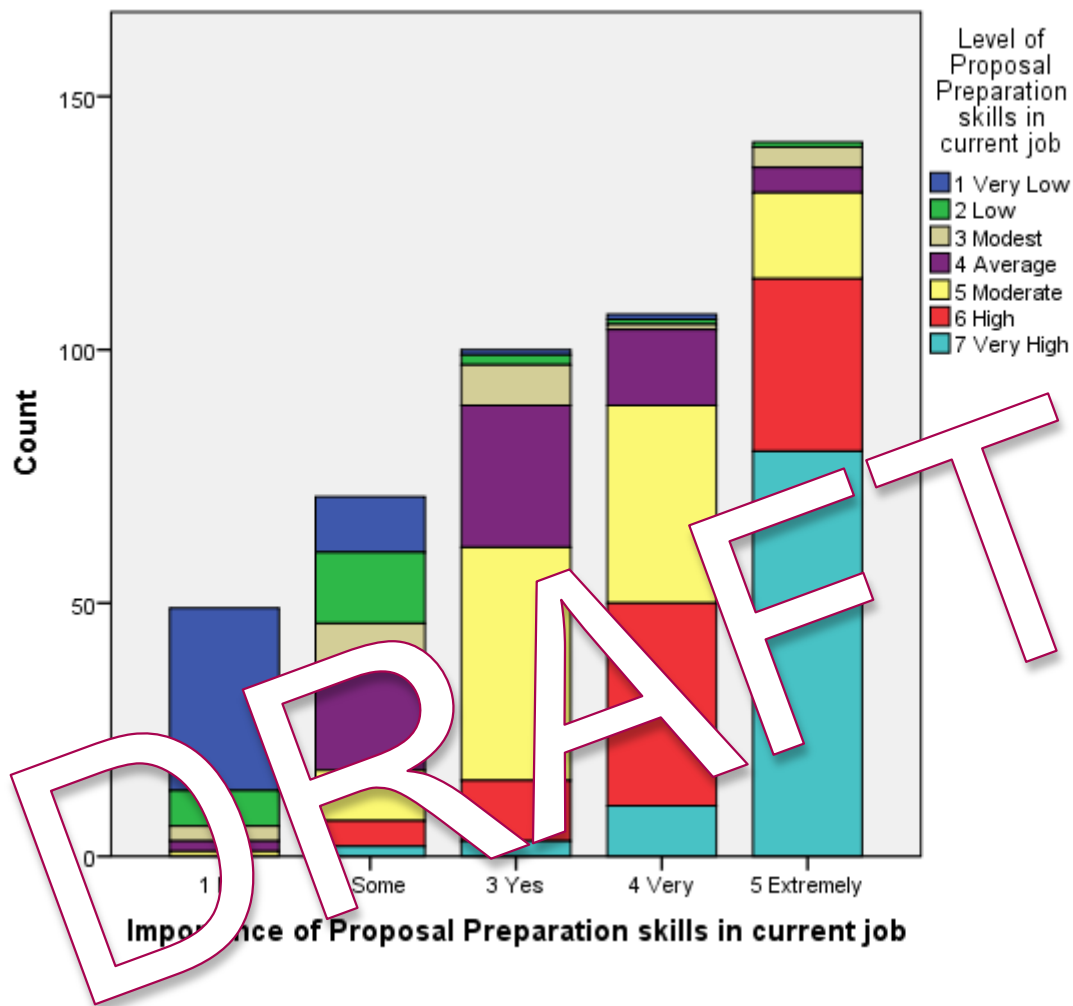
*Looking at Leaders from Europe, North America and Oceania only

RAAAP: Funding Opportunities



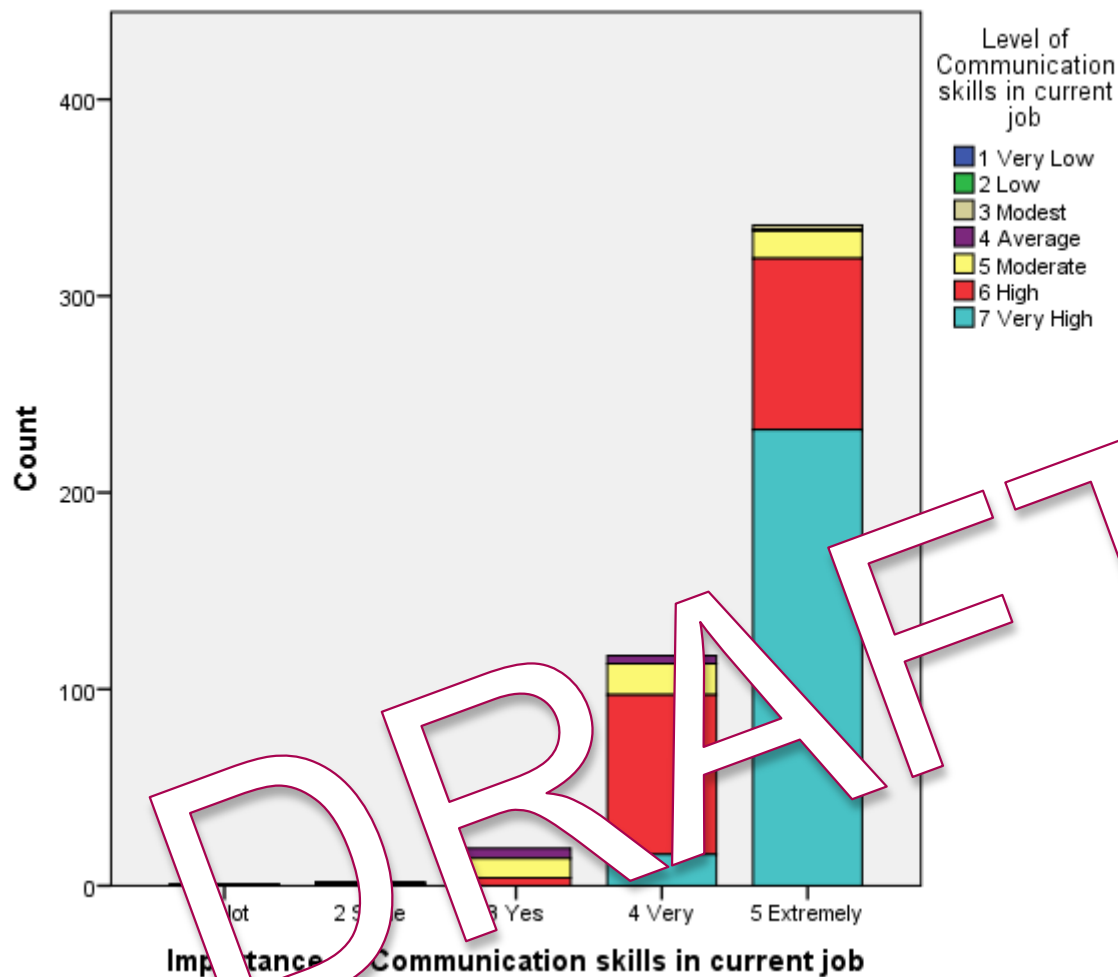
Looking at Leaders from Europe, North America and Oceania only

RAAAP: Proposal Development



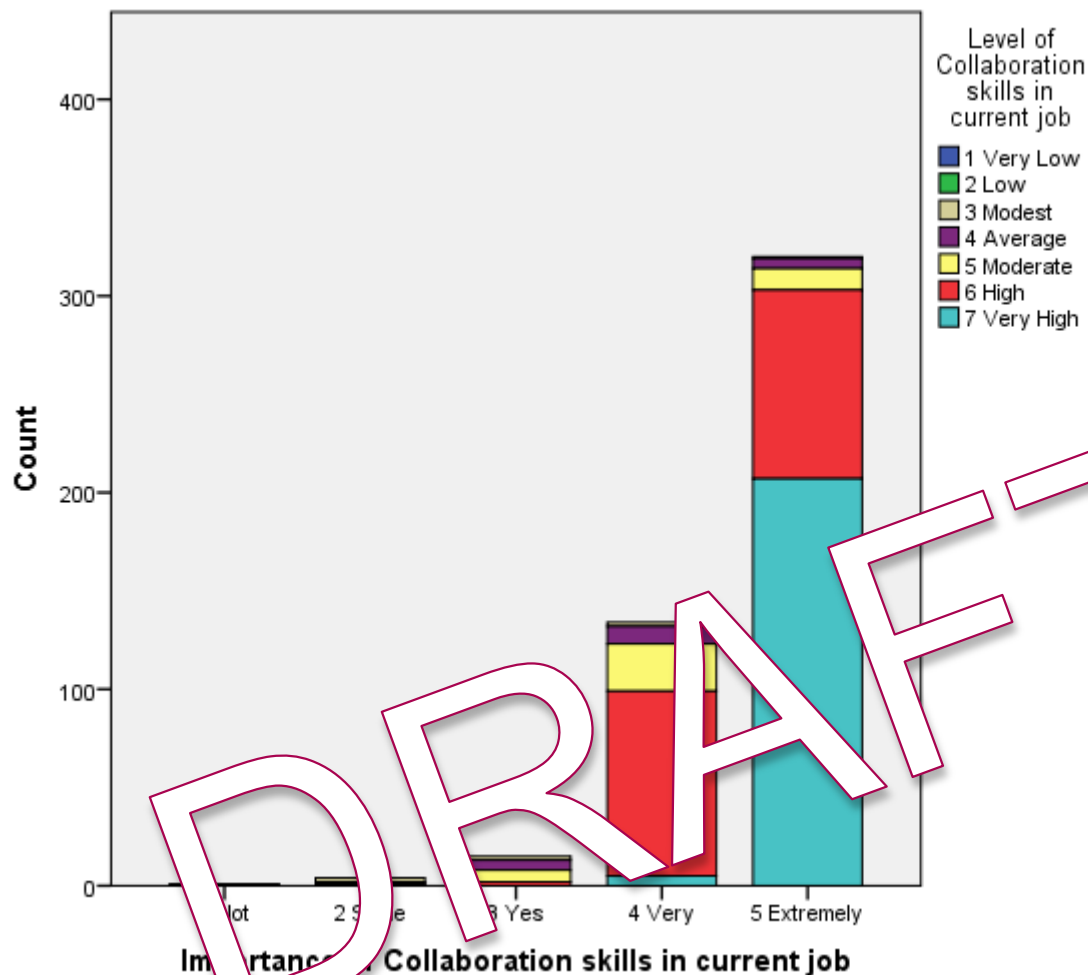
Looking at Leaders from Europe, North America and Oceania only

RAAAP: Communication



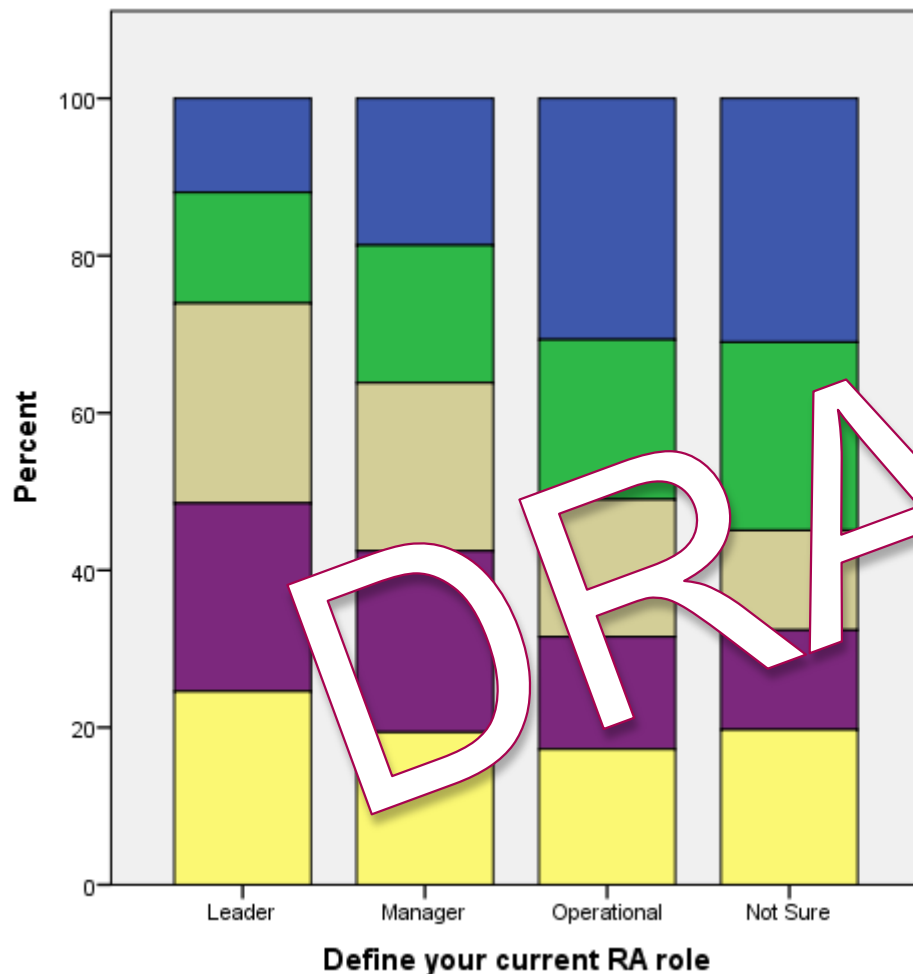
Looking at Leaders from Europe, North America and Oceania only

RAAAP: Collaboration



Looking at Leaders from Europe, North America and Oceania only

RAAAP: Funder Reporting (eg)



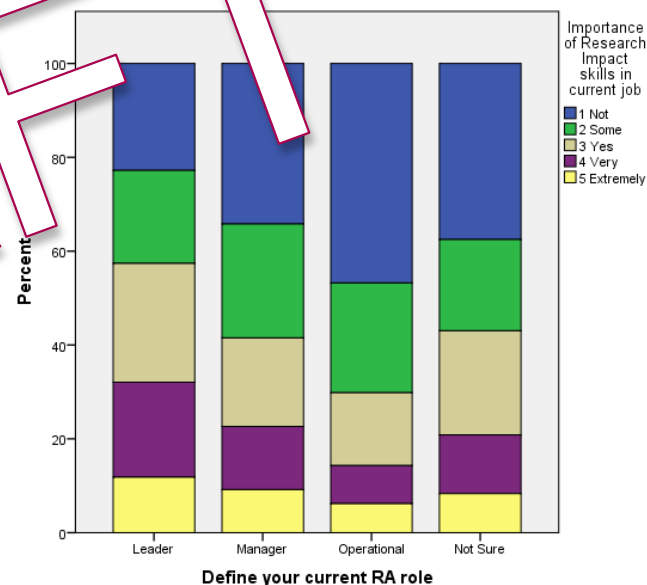
Importance of Funder Reporting skills in current job

1 Not
2 Some
3 Yes
4 Very
5 Extremely

Percent

Define your current RA role

Research Impact



Importance of Research Impact skills in current job

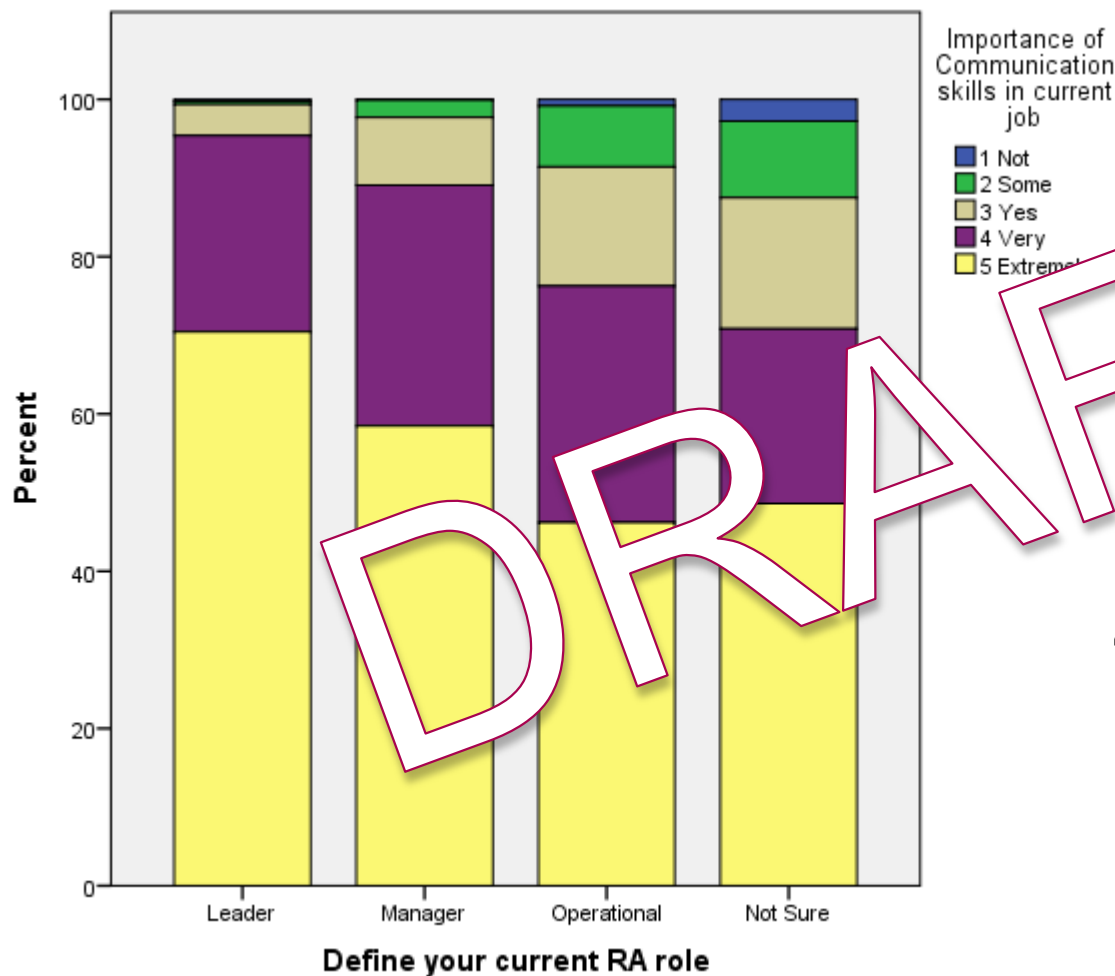
1 Not
2 Some
3 Yes
4 Very
5 Extremely

Percent

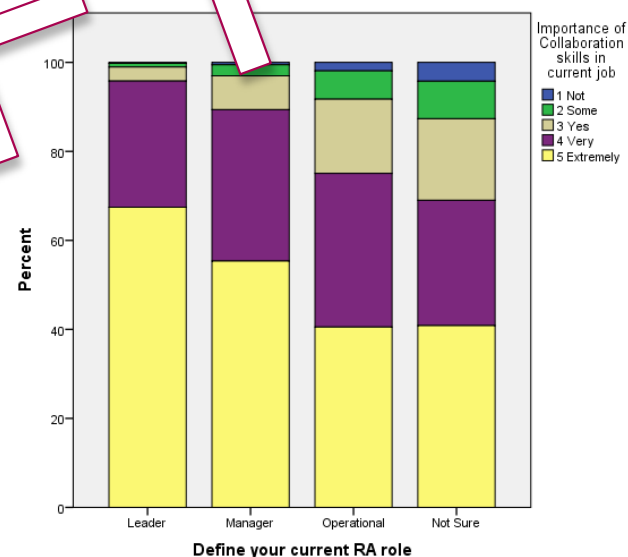
Define your current RA role

Looking at Europe, North America and Oceania only

RAAAP: Communication



Collaboration

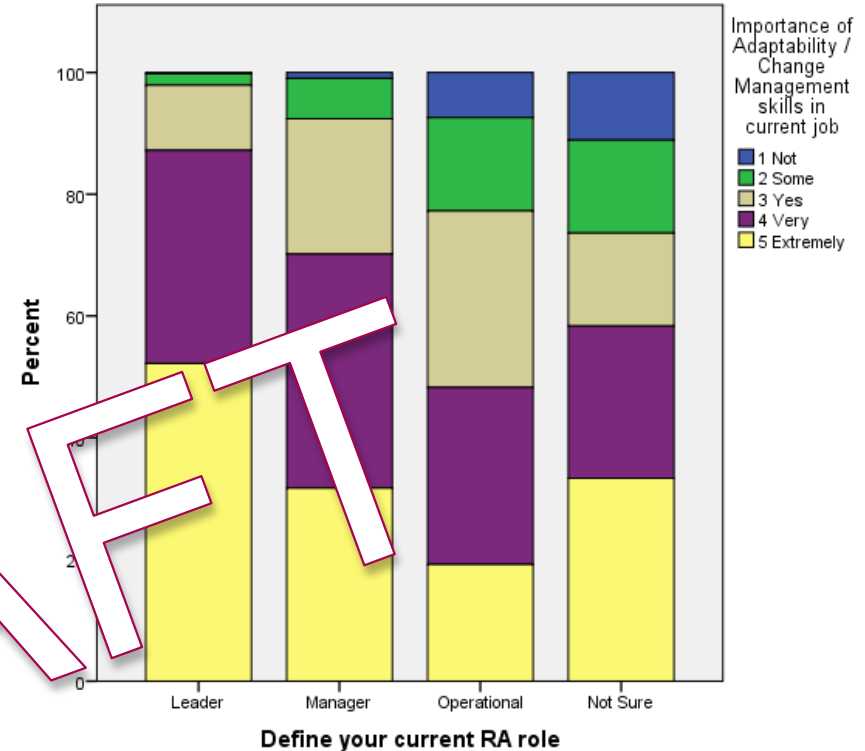
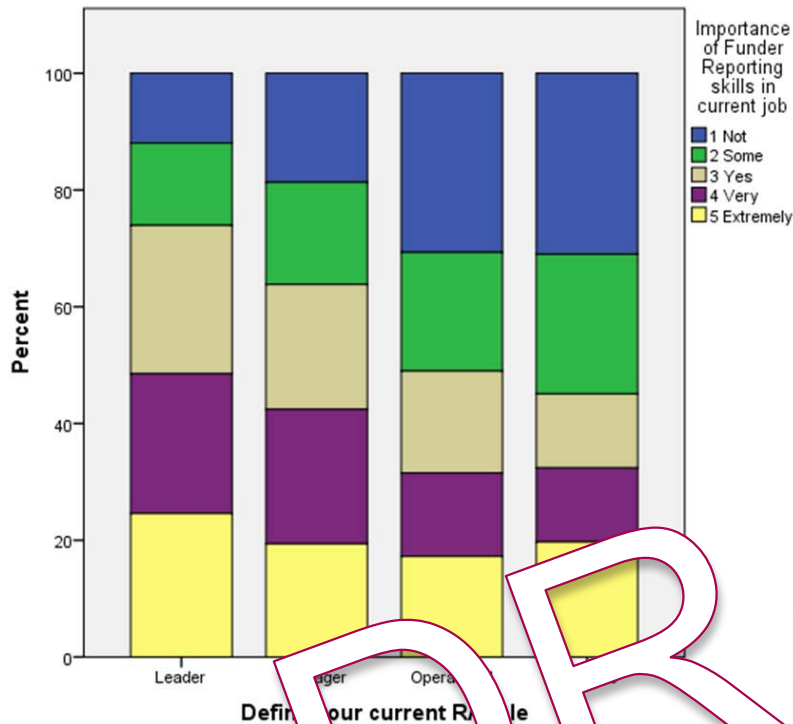


Looking at Europe, North America and Oceania only

RAAAP: Hard

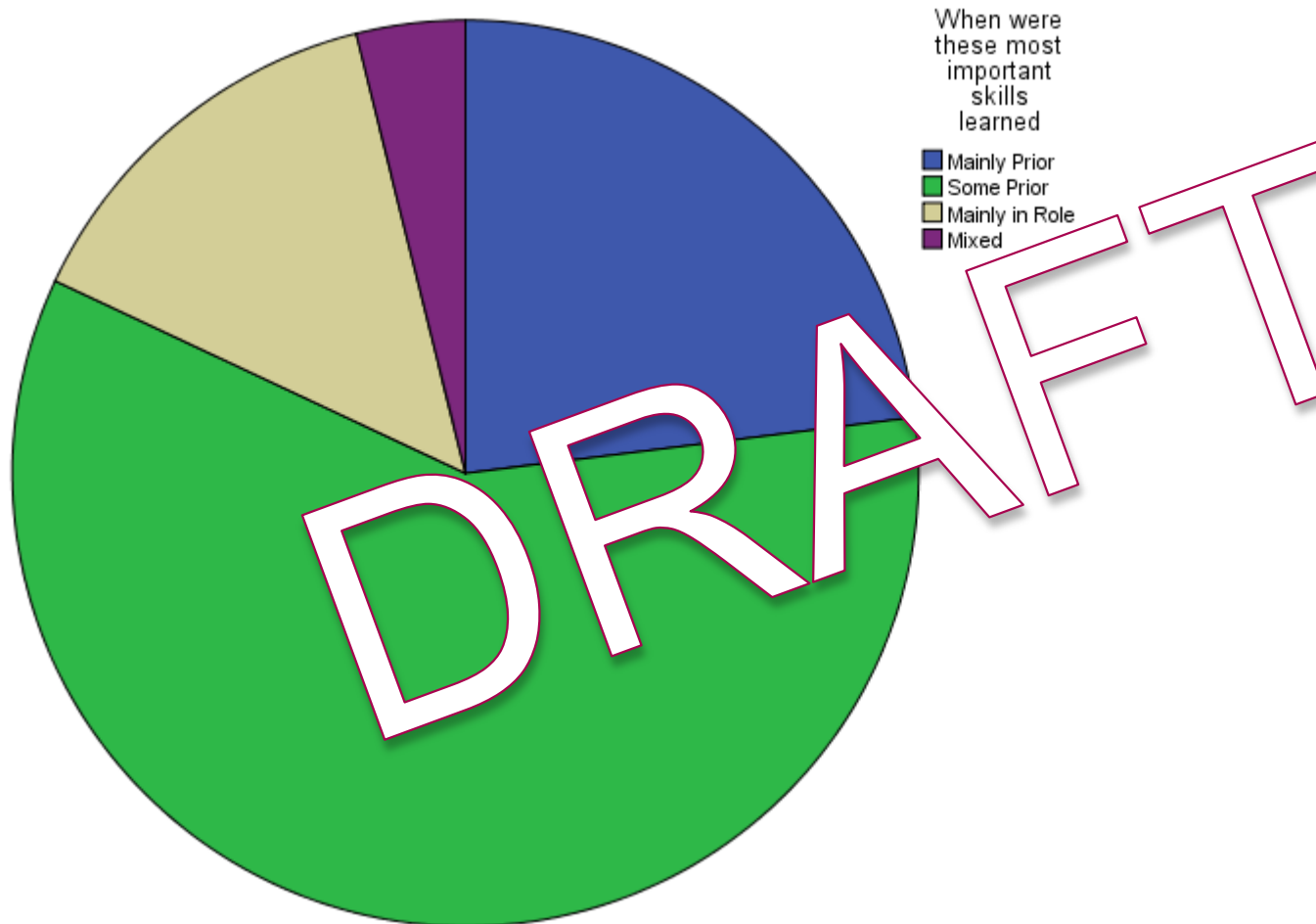
v

Soft skills

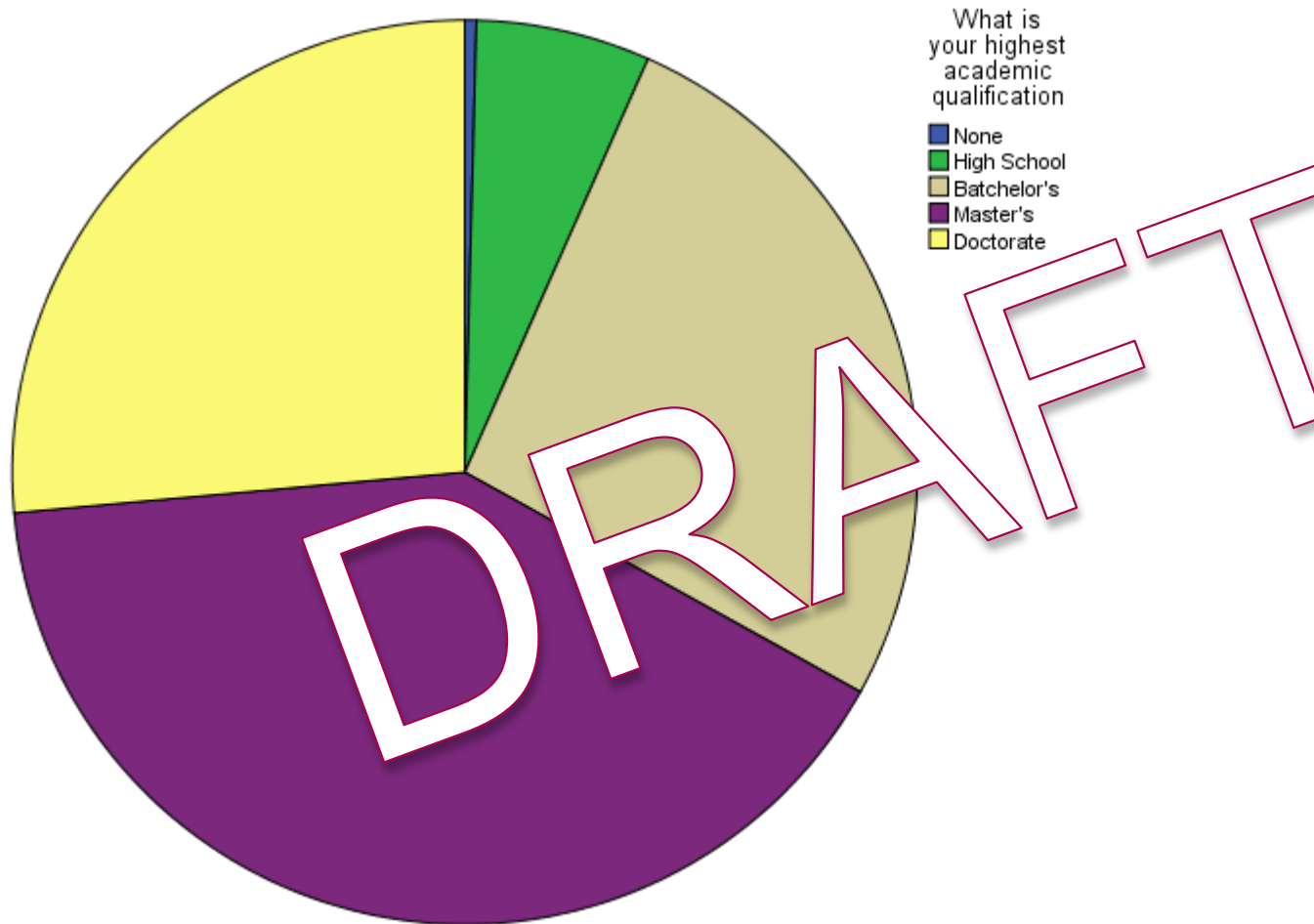


Looking at Europe, North America and Oceania only

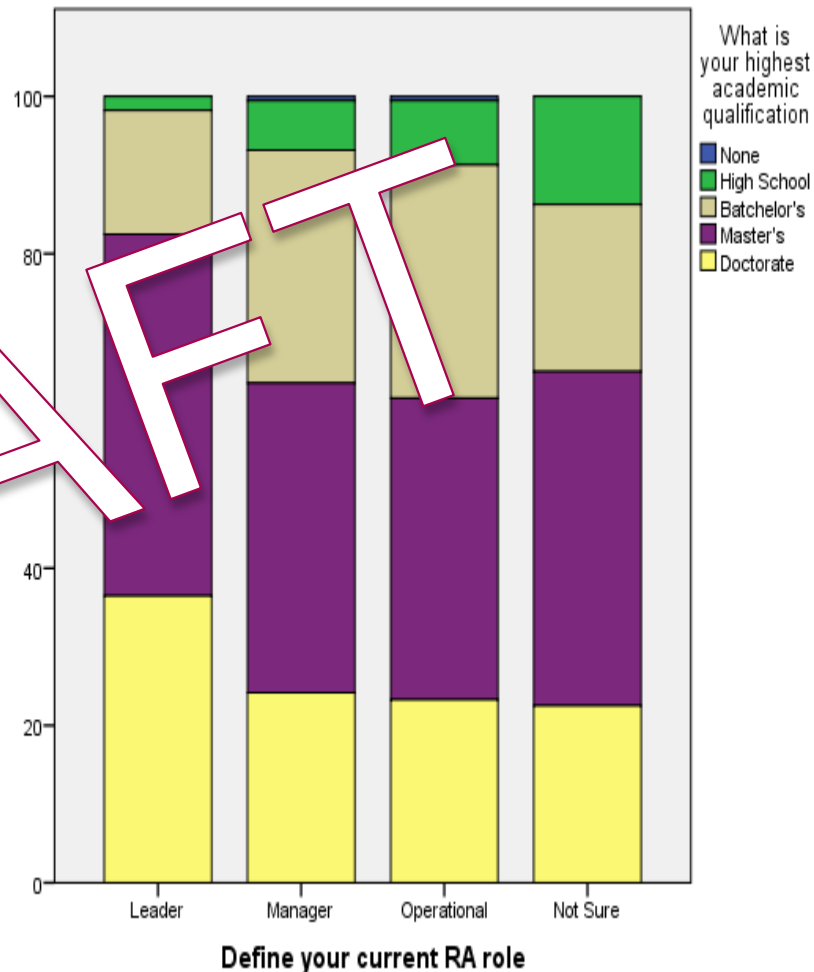
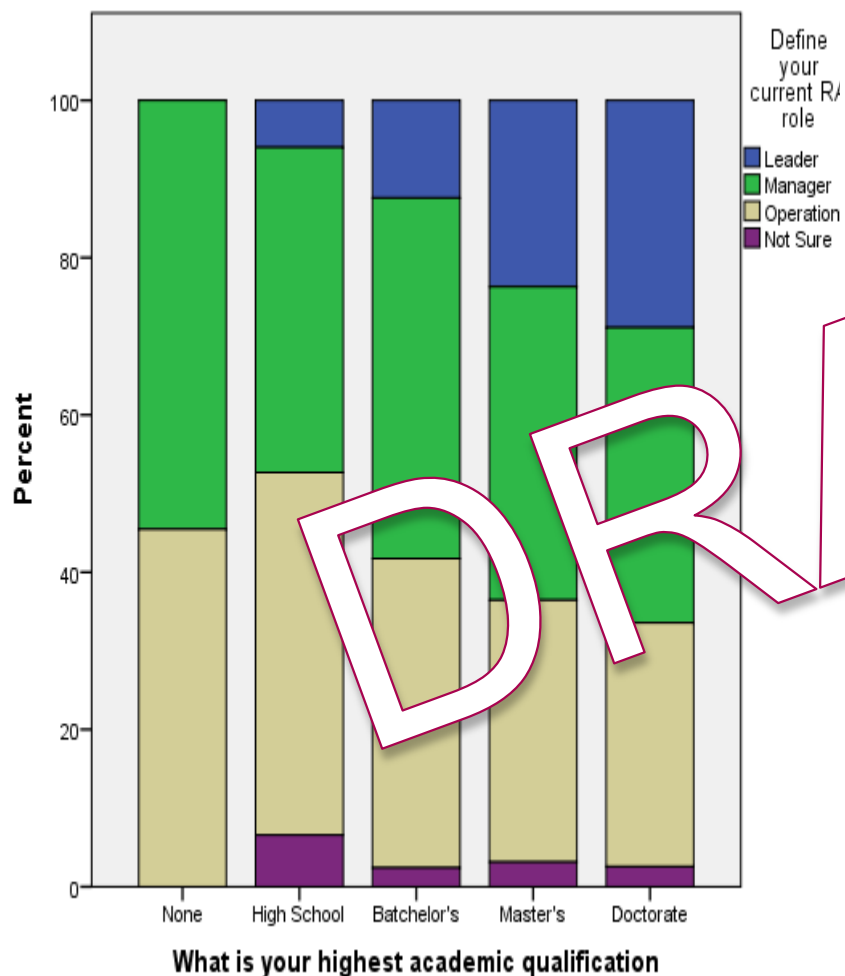
RAAAP: RMAs bring skills with them



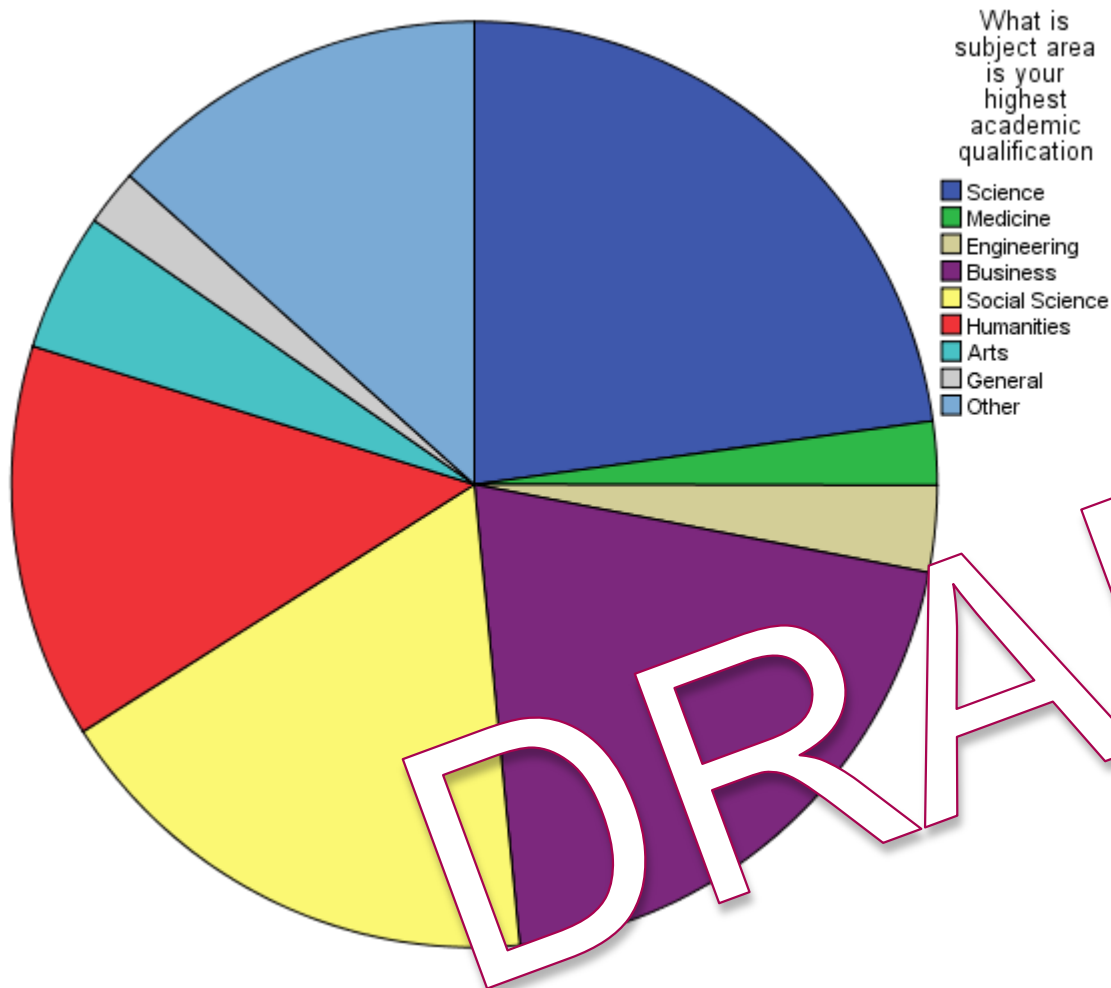
RAAAP: RMAs are highly qualified



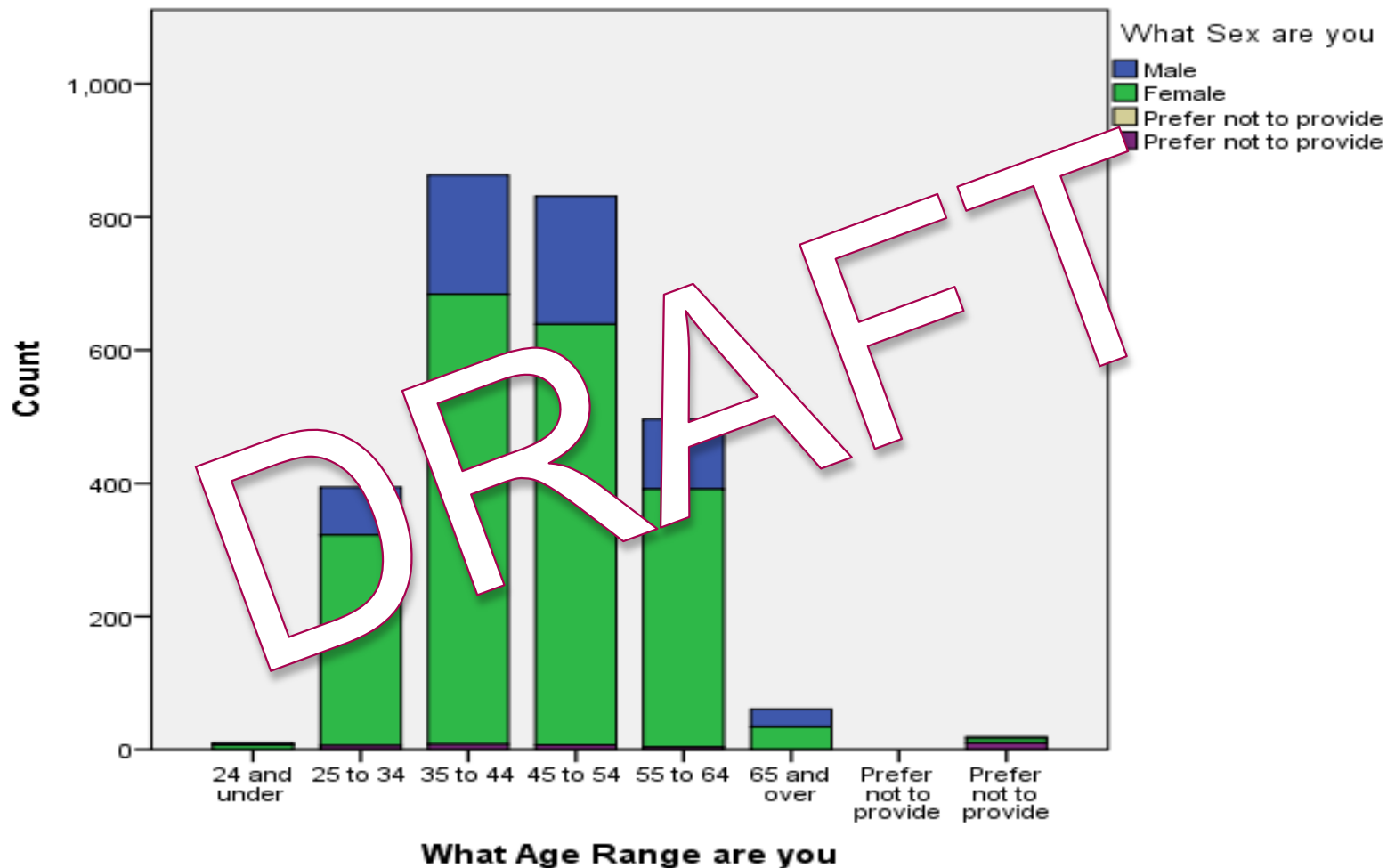
RAAAP: Leaders are more qualified



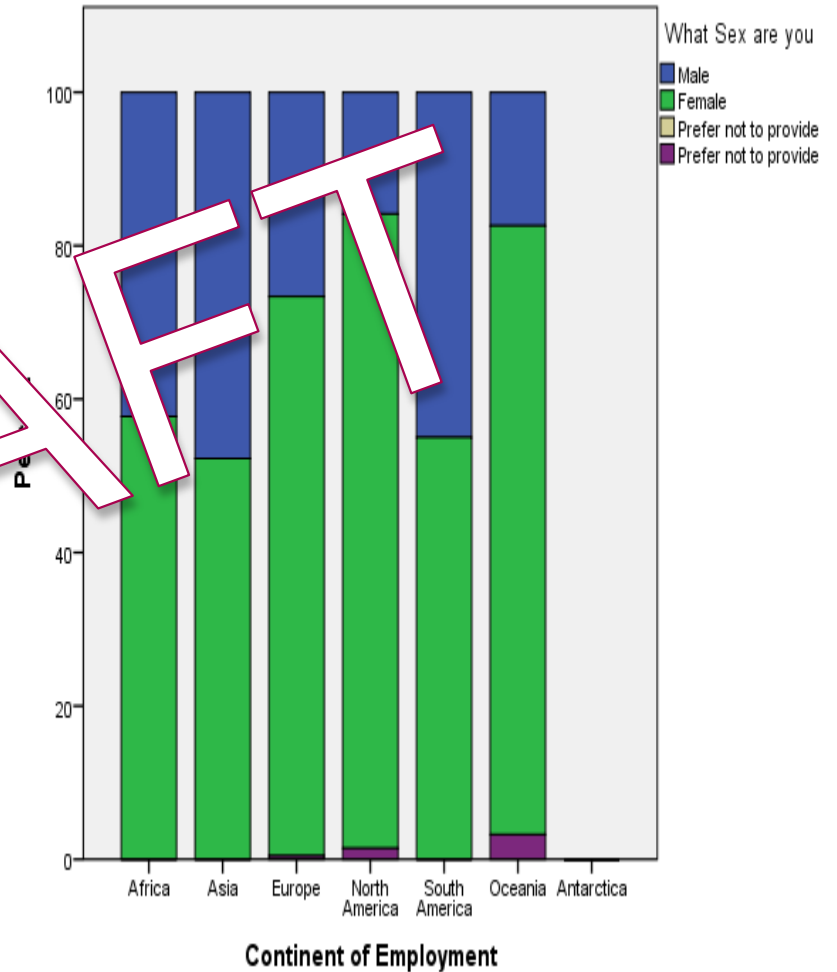
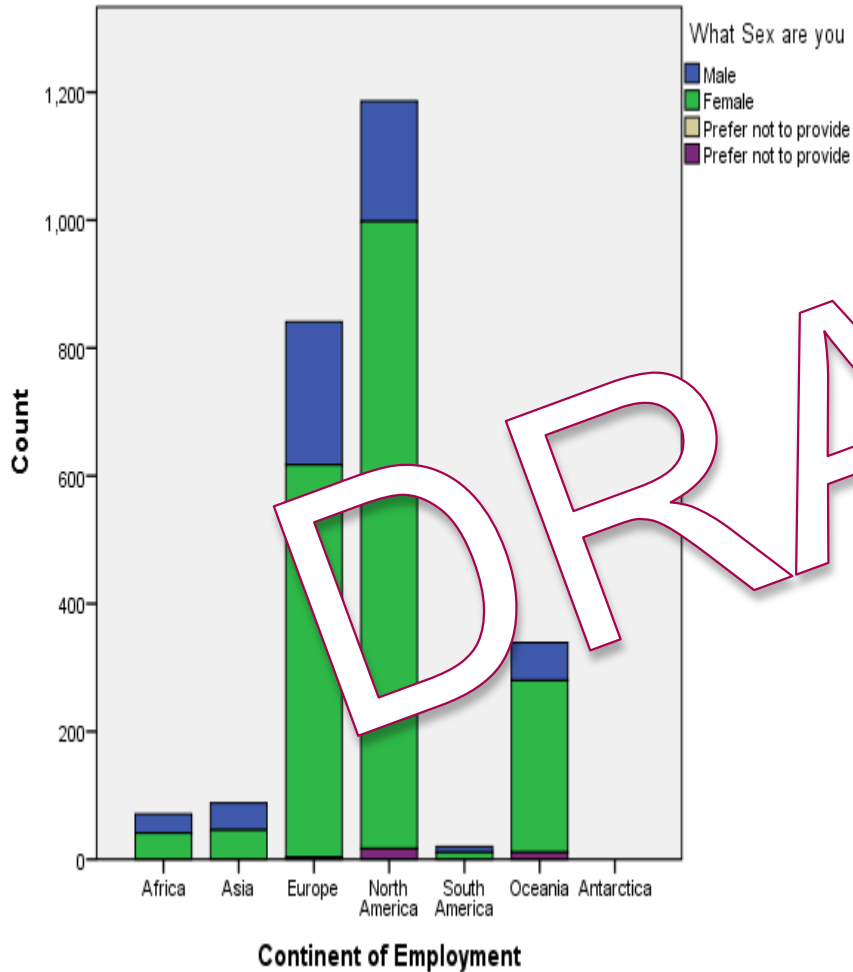
RAAAP: RMAs come from all subjects



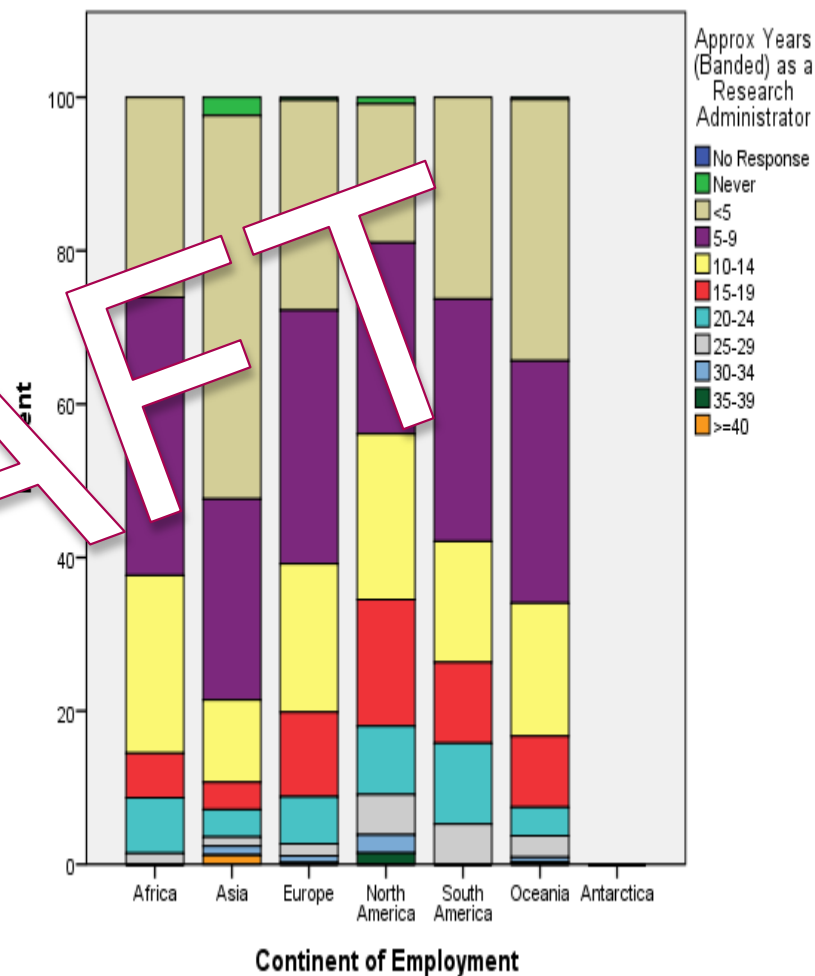
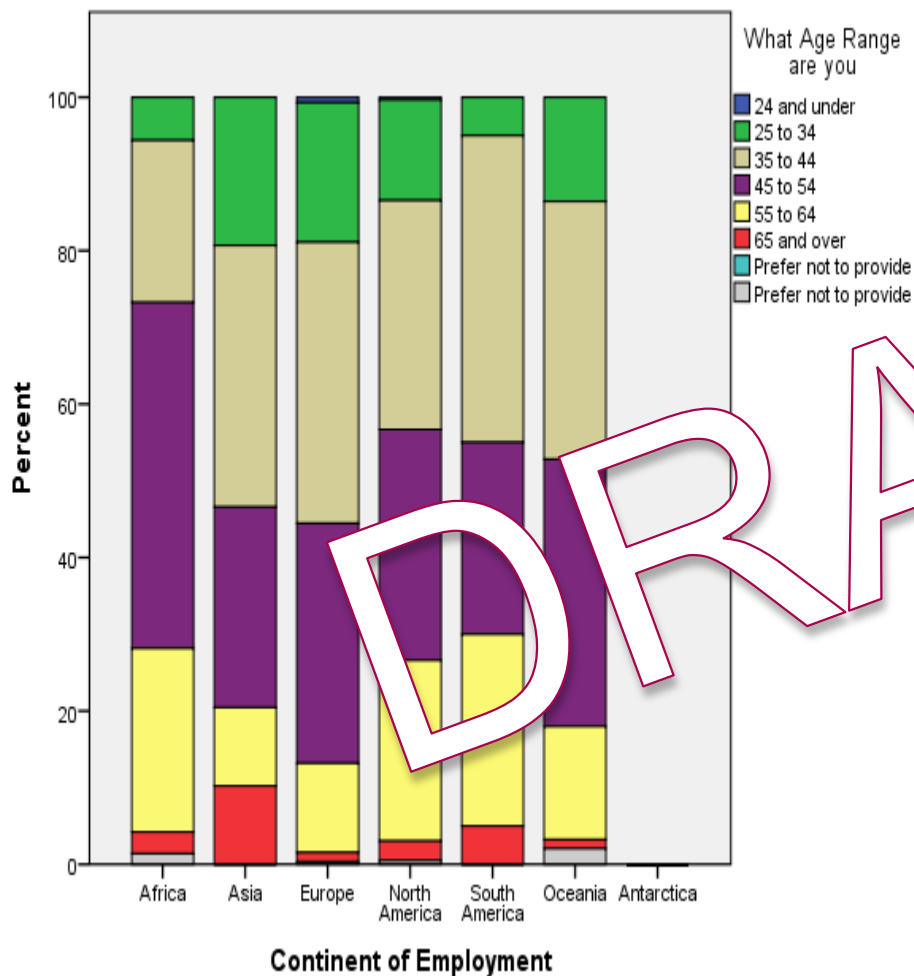
RAAAP: Gender profile



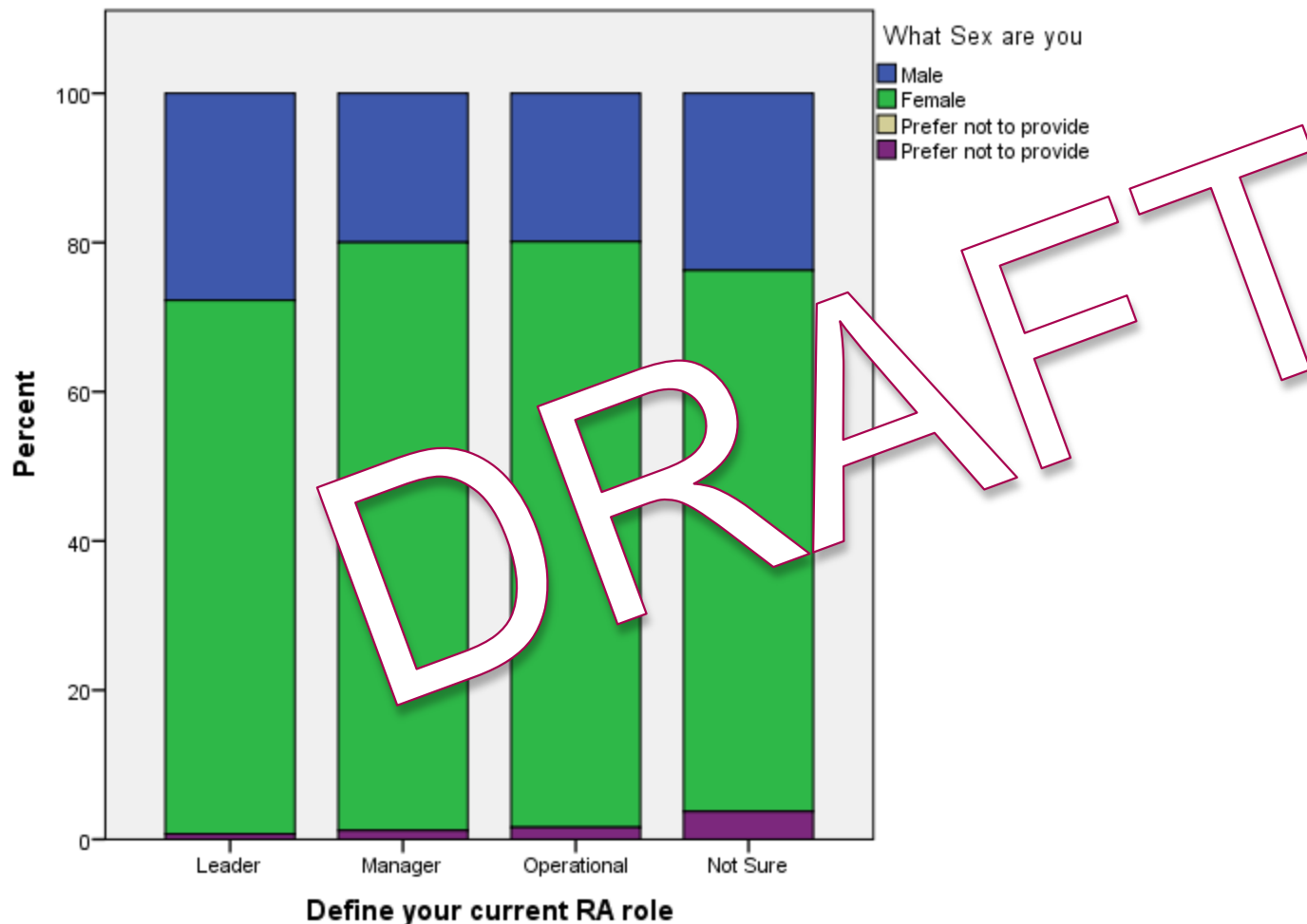
RAAAP: Gender by Region



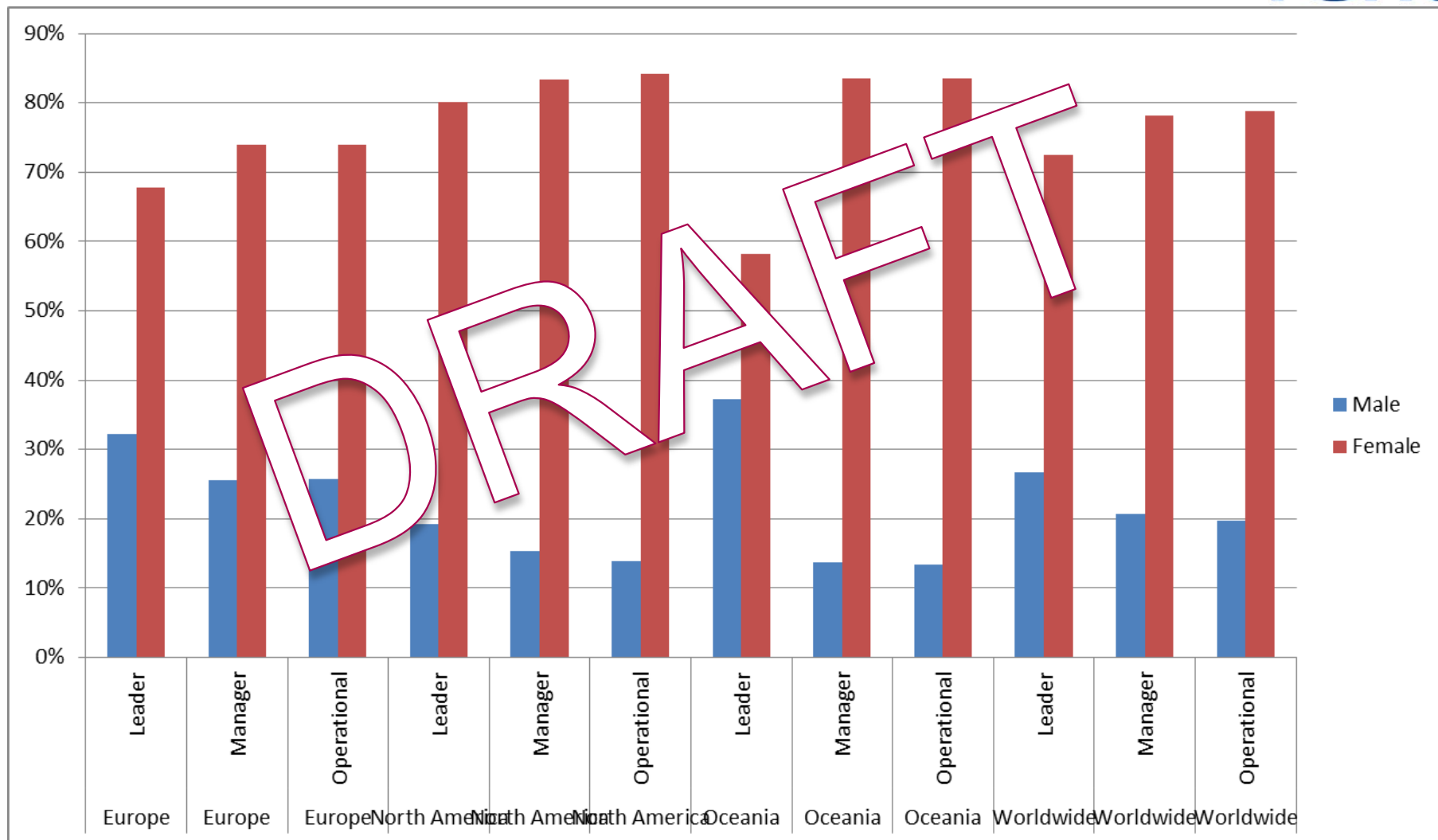
RAAAP: Age and Work length by Region



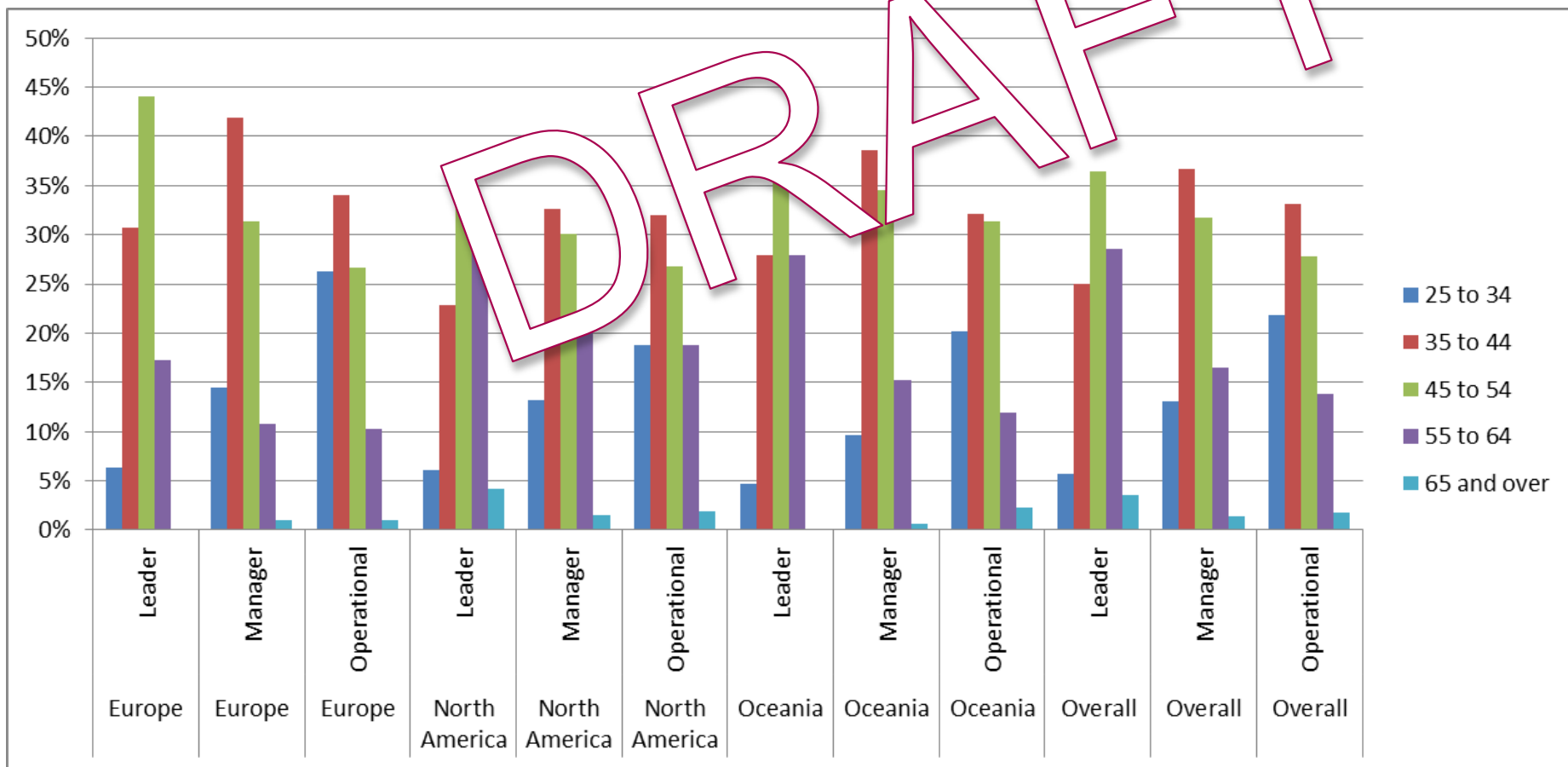
RAAAP: Overall Gender by Level



RAAAP: Gender by Level and Region



RAAAP: Age by Level and Region



RAAAP: DRAFT Results

Data cleansing still to be completed
Analyses still to be developed
Plan agreed by Advisory Group

MORE TO COME

RAAAPworldwide.wordpress.com

Skills needed for RMA Leadership

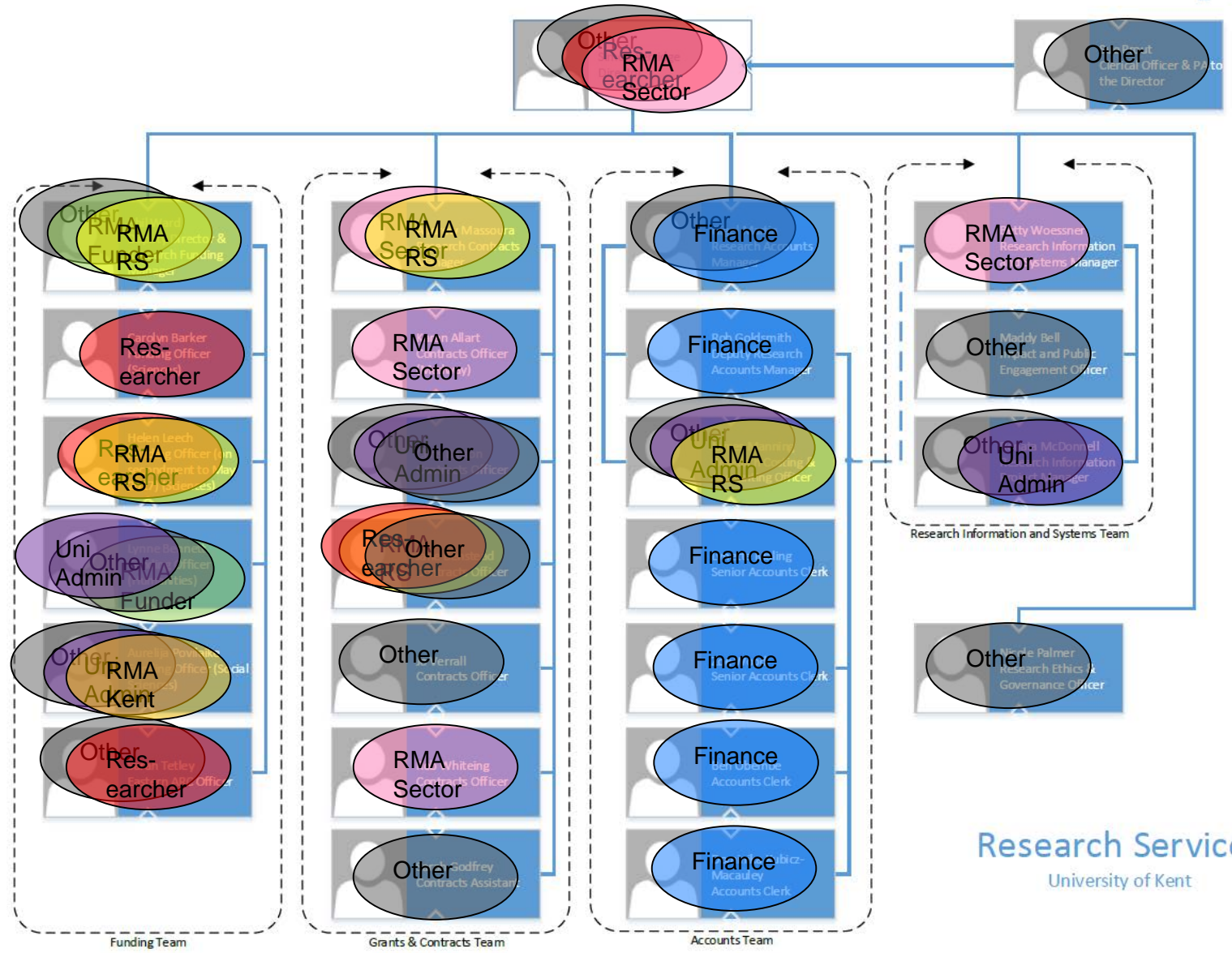
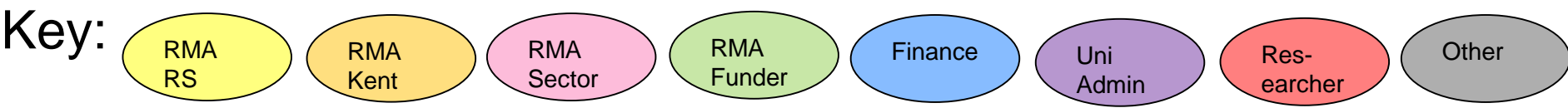
- ***DRAFT*** analyses suggest
- Technical Skills needed at operational and managerial
- “Soft” Skills more important for managerial & leadership
 - Communication
 - Collaboration
 - ...
- Can enter the profession at any level
 - But, also, can work your way up... have a career
 - In this case, plan your professional development
- North America is the most “mature” region for RMA
 - Still a Gender imbalance at leadership levels

Certification

- CRA (10/99 & 37 Canada)
- CRM (13/89 & 2/15 Funder & 6/18 Europe & 19 Canada)
- CLRM (15 & 7 Funder [& 4 DipLRM])
- Overall 305 studying + 31 awards (*as of Sept 2016*)
- Leadership in the Global Research Environment
 - <https://www.arma.ac.uk/professional-development/leadership-in-the-global-research-environment>
 - An 8 month program comprising: conference and study tours, workshops and webinars. The program will kick off at the 2017 SRA International Annual meeting in Vancouver, finishing with INORMS 2018 hosted by ARMA UK in Edinburgh.
- Masters & Doctorates also available
- NB others also have certification
 - USA (RACC)
 - Australasia (ARMS self accredited)

Career Paths into RMA

- Researcher → RMA
 - Admin → RMA
 - Finance → RMA (post-award)
 - Legal → RMA (contracts)
 - RMA → RMA
-
- CRA → CRM → CLRM



The Dataset

- Planned to be released in early 2018
- 2,691 records
 - Up to 222 data-points per record
 - Some extra derived data (eg ContinentOfEmployment)
 - However to preserve anonymity
 - All text fields have been checked, and
 - Some text fields will be disconnected from the main dataset
- Available on: RAAAPworldwide.wordpress.com
 - And probably figshare

Disclaimer

- ***These data are still under review***
- Data cleansing and Analyses are still being conducted
- Statistical significance testing has not yet been done
- However
 - We are relatively confident that the broad picture portrayed is a reasonable representation of the responses provided to our survey
- BUT
 - Please do not assume that anything presented herein will remain the same in the final analysis

DRAFT Conclusions

- RMA *is* a profession
- The skills, knowledge and experience needed are:
 - Wide and varied
 - Often underappreciated
 - Well known
 - Can be certificated
 - Generic skills also needed (more for leadership)
- More detailed analyses to come
- Data available early 2018
- *Potential for a longitudinal survey*

/ THE UK'S EUROPEAN UNIVERSITY



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