Research Administration As A Profession

Survey Findings

April 26th 2017, Malta

Simon Kerridge
Director of Research Services
University of Kent

Stephanie Scott
Director of Communications & Outreach
Columbia University

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

#EARMAAC2017

orcid.org/0000-0003-4094-3719

@SimonRKerridge

raaapworldwide.wordpress.com
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

52\textsuperscript{nd} 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 17\textsuperscript{th} for Research Intensity, 16\textsuperscript{th} for Teaching Quality

Queen’s Anniversary prize for Tizard Centre

Top 100 under 50 (THE) in the World, Now 335\textsuperscript{th} (301-350)
Overview of Research Services

Simon Harridge
Director

Sue Pinot
Clerical Officer & PA to the Director

Funding Team
- Phil Ward
  Deputy Director & Research Funding Manager
  - Carolyn Barker
    Funding Officer (Science)
  - Helen Leech
    Funding Officer (on secondment to May 2017) (Science)
  - Lynne Bennett
    Funding Officer (Humanities)
  - Aurelia Poulakis
    Funding Officer (Social Science)
  - Sarah Talley
    Eastern ARC Officer

Grants & Contracts Team
- Andrew Massouda
  Research Contracts Manager
  - Karen Allart
    Contracts Officer
  - Chris Barton
    Contracts Officer
  - Jane Benchard
    Contracts Officer
  - Jo Verrall
    Contracts Officer
  - Rob Whitson
    Contracts Officer
  - Sarah Godfrey
    Contracts Assistant

Accounts Team
- Nigel Martin
  Research Accounts Manager
  - Rob Goldsmith
    Deputy Research Accounts Manager
  - James Manning
    Research Costing & Accounting Officer
  - Lynette Maling
    Senior Accounts Clerk
  - Zoe Wood
    Senior Accounts Clerk
  - Ben O'Meara
    Accounts Clerk
  - Dominika Kubicka-Macaulay
    Accounts Clerk

Research Information and Systems Team
- Betty Woesener
  Research Information and Systems Manager
  - Maddy Bell
    Impact and Public Engagement Officer
  - Renata McDonald
    Research Information Project Manager

Research Services
University of Kent
• 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

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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 Bolgna; EARMA Board Member (IT)
- Deborah Zornes Director, Research Services, RRU; President Elect CARA (CA)

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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

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

NB WARIMA to send to senior RMAs only

| Total Members | 21595 | 377 | 644 |

NB Of course there is some overlap

**EARMA has cascaded to other Leiden Group associations**

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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

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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

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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

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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!

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## RAAAP: DRAFT Results

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

2,691 responses
RAAAP: How long an RMA?

Approx Years (Banded) as a Research Administrator

RAAAPworldwide.wordpress.com
RAAAP: Your current role

Define your current RA role
- Leader
- Manager
- Operational
- Not Sure

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RAAAP: Type of Employment

Current Employment Status:
- Full-Time RA
- Part-Time RA
- FT RA+Research
- FT RA+Other
- PT RA+Research
- PT RA+Other
- Self Employed
- Retired
- Not Sure

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RAAAP: Where do RMAs work

What character of Institution do you work in:
- University - PUI
- University - Research Active
- University - Research Intensive
- Research Institute
- Research Funder
- Private Company
- Hospital
- Charity
- Government Department
- Not Sure
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

![Bar chart showing counts for different RA roles](chart.png)

Define your first RA role:
- Strategic
- Managerial
- Operational
- Assisting
- Other

Count:
- Strategic: 1,500
- Managerial: 1,000
- Operational: 600
- Assisting: 500
- Other: 0

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RAAAP: How did leaders start out

Define your current RA role

Define your first RA role

Percent

- Leader
- Manager
- Operational
- Not Sure

Strategic
Managerial
Operational
Assisting
Other

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

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

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RAAAP: Proposal Development

Looking at Leaders from Europe, North America and Oceania only

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Looking at Leaders from Europe, North America and Oceania only

RAAAPworldwide.wordpress.com
Looking at Leaders from Europe, North America and Oceania only
RAAAP: Funder Reporting (eg)

Looking at Europe, North America and Oceania only

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RAAAP: Communication

Looking at Europe, North America and Oceania only

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RAAAP: Hard v Soft skills

Looking at Europe, North America and Oceania only

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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

What Age Range are you

What Sex are you
- Male
- Female
- Prefer not to provide
- Prefer not to provide

Count

24 and under | 25 to 34 | 35 to 44 | 45 to 54 | 55 to 64 | 65 and over | Prefer not to provide | Prefer not to provide

RAAAPworldwide.wordpress.com
RAAAP: Gender by Region
RAAAP: Overall Gender by Level

Define your current RA role

What Sex are you
- Male
- Female
- Prefer not to provide
- Prefer not to provide

Percent

Leader  Manager  Operational  Not Sure
### RAAAP: Age by Level and Region

<table>
<thead>
<tr>
<th>Level</th>
<th>Europe</th>
<th>North America</th>
<th>Oceania</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manager</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Europe**
  - 25 to 34
  - 35 to 44
  - 45 to 54
  - 55 to 64
  - 65 and over

- **North America**
  - 25 to 34
  - 35 to 44
  - 45 to 54
  - 55 to 64
  - 65 and over

- **Oceania**
  - 25 to 34
  - 35 to 44
  - 45 to 54
  - 55 to 64
  - 65 and over

- **Overall**
  - 25 to 34
  - 35 to 44
  - 45 to 54
  - 55 to 64
  - 65 and over

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RAAAP: DRAFT Results

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

MORE TO COME
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](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 $\rightarrow$ RMA
• Admin $\rightarrow$ RMA
• Finance $\rightarrow$ RMA (post-award)
• Legal $\rightarrow$ RMA (contracts)
• RMA $\rightarrow$ RMA

• CRA $\rightarrow$ CRM $\rightarrow$ CLRM
The Dataset

- Planned to be released in early 2018
- 2,691 records
  - Up to 222 data-points per record
  - Some extra derived data (e.g., 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

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