



UNIVERSITÀ  
CATTOLICA  
del Sacro Cuore



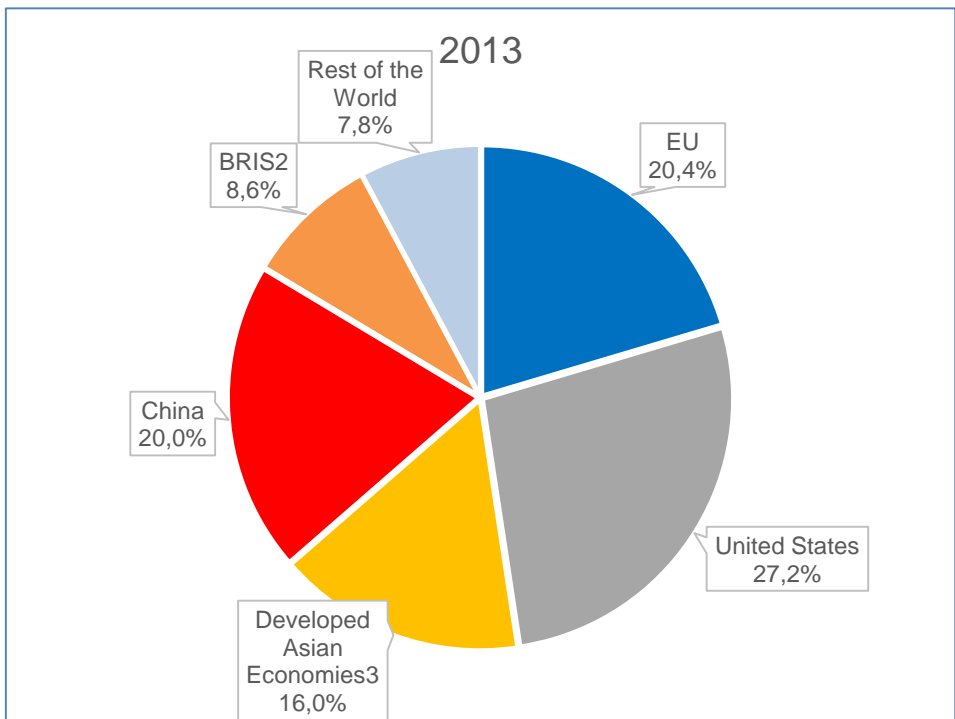
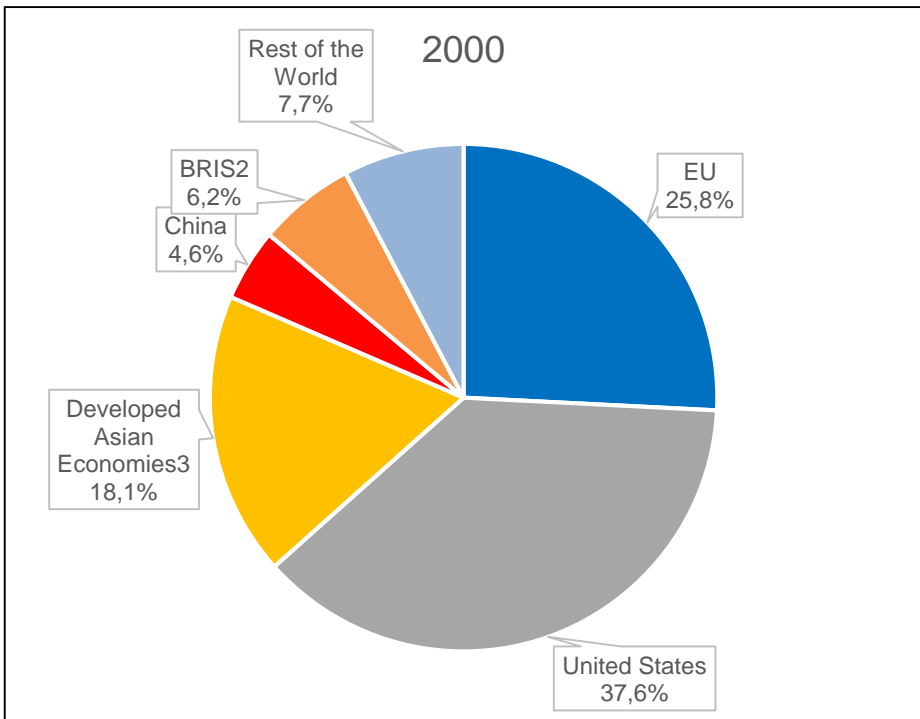
## The new frontiers of Internationalisation: how Research Administration need to change to address complex challenges

*Guido Castelli – Università Cattolica del Sacro Cuore*

Bruxelles, 17 April 2018 – 24th Annual EARMA Conference



## Distribution of world GERD (Gross domestic Expenditure on Research and Development) in 2000-2013

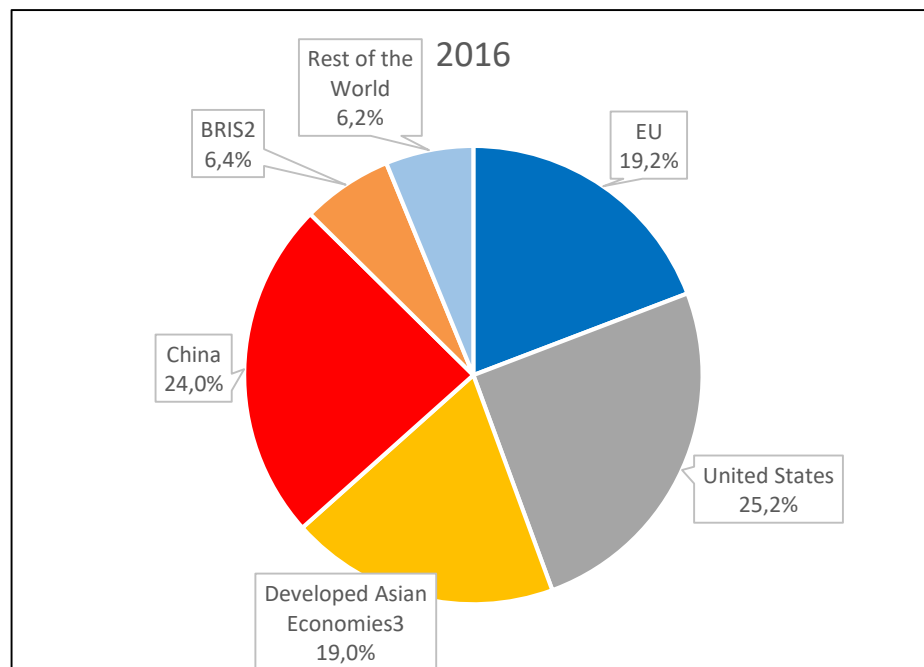
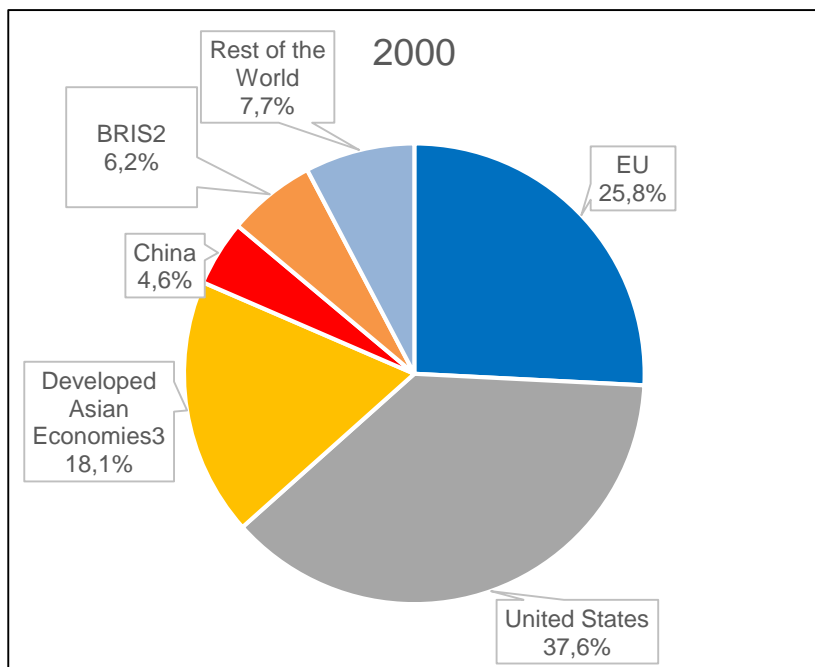


Notes: <sup>1</sup>The % shares were calculated from estimated values in current PPS€. <sup>2</sup>BR+RU+IN+ZA. <sup>3</sup>JP+KR+SG+TW

Source: EPRS – European Parliamentary Research Service



## Distribution of world GERD (Gross domestic Expenditure on Research and Development) in 2000 - 2016



Notes: <sup>1</sup>The % shares were calculated from estimated values in current PPS€. <sup>2</sup>BR+RU+IN+ZA. <sup>3</sup>JP+KR+SG+TW

Source: EPRS – European Parliamentary Research Service



## *ROUTINE PROCEDURE*



**GOODWILL**



**EXTEMPORANEOUSNESS**



**WORKING FOR URGENCIES!**



## *STRATEGIC VISION*

- **BECOME AWARE OF CHANGE ACCORDING TO ALL FACTORS**
- **DECLARATION SHARED BY THE GOVERNANCE**



## *STRATEGIC VISION*

### COHERENT DECISIONS

Organisation

Investment



*Waking up to the facts...*

- **RISE IN DEMAND OF CROSS BORDER CONTRACTS AND TRADE**
- **RISE OF THE COMPETITION**
- **RISE OF THE COLLABORATION**

*Don't forget that everything is measurable!*



*Denying the facts...*



**MARGINALIZATION**



**REDUCTION OF RESEARCH  
QUALITY**



**REDUCTION OF REPUTATION**





UNIVERSITÀ  
CATTOLICA  
del Sacro Cuore

## Comprehensive Internationalisation (CI): key principles

■ **Achieving benefits in core learning and research outcomes.**

■ **Becoming an institutional imperative not just a desirable possibility**



*From a speech of J.K. HUDZIK (Michigan State University) at  
Università Cattolica del Sacro Cuore (February 2014)*



### *Pursued as a Long-Range Strategy: Manageable Steps Over the Long Run*

■ Not everything can be done at once

■ Set priorities.

- Build on strength; nurture pockets of good will.
- Design manageable projects

■ Commit to long-run institutional effort, coordination, continuity...



*From a speech of J.K. HUDZIK (Michigan State University) at  
Università Cattolica del Sacro Cuore (February 2014)*



## *SERVICES INVOLVED*

RESEARCH

LIBRARY

HR

INFORMATION  
SYSTEMS

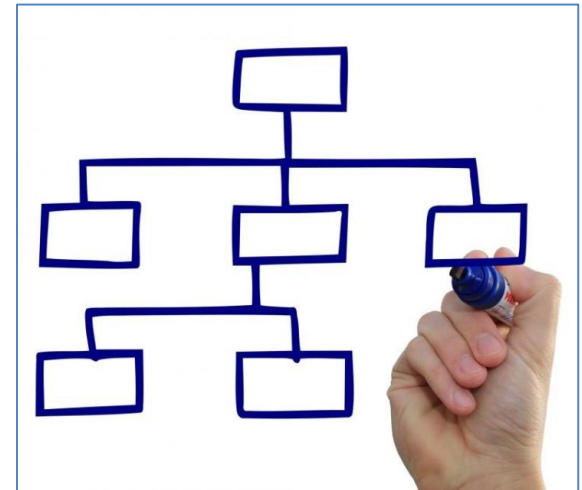
INTERNATIONAL  
RELATIONS

UNDER-GRADUATE  
EDUCATION

MARKETING

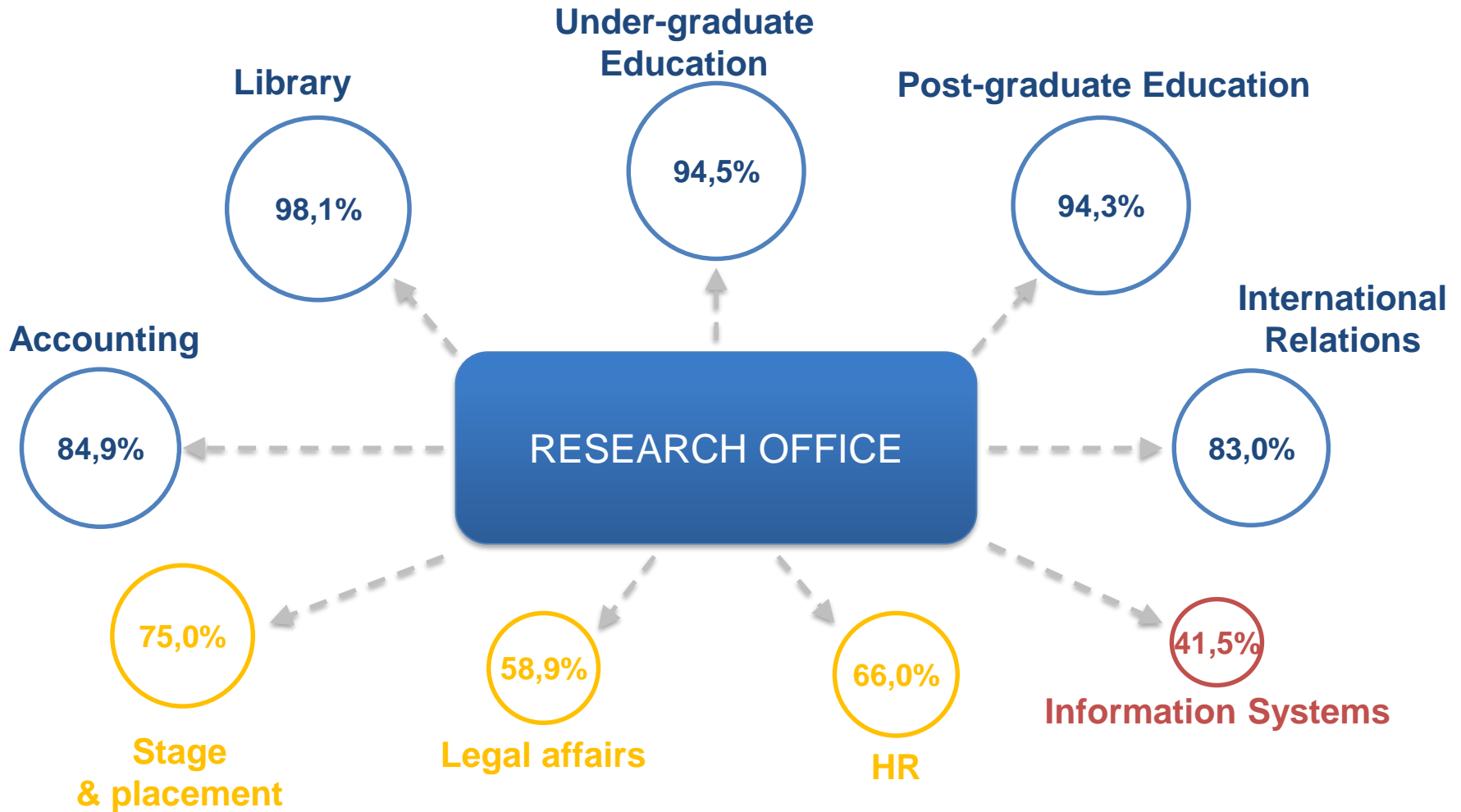
POST-GRADUATE  
EDUCATION

ACCOUNTING





## An example



■ Strong relations ■ Stable relations ■ Weak relations



UNIVERSITÀ  
CATTOLICA  
del Sacro Cuore

## Ideas for innovation in research administration services

*Moving away from «accountability approach»*





*Moving away from «accountability approach»*

■ Become a real service to the enhancement of research





## *Moving away from «accountability approach»*

### Technical instruments

- ✓ Repository / O.A.
- ✓ Mapping of skills





*Moving away from «accountability approach»*

International contracting (also from outside the EU)







*Moving away from «accountability approach»*

- **Dedicated section for EU Programs and Representative Office**





## *Moving away from «accountability approach»*

- **Integrated Information Services**

- **Ethics Committee**





*Moving away from «accountability approach»*

■ Involvement in international network (EARMA, NCURA, NETVAL)





UNIVERSITÀ  
CATTOLICA  
del Sacro Cuore

*Thank you very much*

## **The new frontiers of Internationalisation: how Research Administration need to change to address complex challenges**

*Guido Castelli – Università Cattolica del Sacro Cuore*

Bruxelles, 17 April 2018 – 24th Annual EARMA Conference