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
Global context

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

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

Source: EPRS – European Parliamentary Research Service
Global context

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

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

Source: EPRS – European Parliamentary Research Service
ROUTINE PROCEDURE

GOODWILL

EXTEMPORANEOUSNESS

WORKING FOR URGENCIES!
A strategic vision of research is necessary

**STRATEGIC VISION**

1. Become aware of change according to all factors
2. Declaration shared by the governance
A strategic vision of research is necessary

STRATEGIC VISION

COHERENT DECISIONS

Organisation

Investment
Strategic Vision

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!
Strategic Vision

Denying the facts…

- MARGINALIZATION
- REDUCTION OF RESEARCH QUALITY
- REDUCTION OF REPUTATION
Becoming an institutional imperative not just a desirable possibility

Achieving benefits in core learning and research outcomes.

*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)
Comprehensive Internationalisation (CI)

SERVICES INVOLVED

Research

Library

HR

Information Systems

International Relations

Under-Graduate Education

Marketing

Post-Graduate Education

Accounting
Ideas for innovation in research administration services

Moving away from «accountability approach»
Ideas for innovation in research administration services

Moving away from «accountability approach»

- Become a real service to the enhancement of research
Ideas for innovation in research administration services

Moving away from «accountability approach»

Technical instruments
✓ Repository / O.A.
✓ Mapping of skills
Ideas for innovation in research administration services

Moving away from «accountability approach»

- International contracting (also from outside the EU)
Ideas for innovation in research administration services

Moving away from «accountability approach»

Dedicated section for EU Programs and Representative Office
Ideas for innovation in research administration services

Moving away from «accountability approach»

- Integrated Information Services
- Ethics Committee
Ideas for innovation in research administration services

Moving away from «accountability approach»

Involvement in international network (EARMA, NCURA, NETVAL)
Thank you very much

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