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Leiden EARMA Annual Conference 2015



The Board: Sharon, Anne Katrin, Susi, John, and Jan posing with one of the Mondrianian entertainers at the AC dinner

The General Assembly 2015 Outcomes

The Board

The members of the new Board are the members of the former Board – unfortunately with the exception of Olaf Svenningsen, who stepped down due to other obligations. The Board will miss him and his manifold contributions, but he will surely remain a faithful member of EARMA. Thank you Olaf, for all the work you did for the Board!

Current Board members: John

Bailey as the treasurer. Jan Andersen, Susi Poli, and Anne Katrin Werenskiold are the further Board members, elected in 2014.

Working Groups & Committees

Calls for new members have also updated the membership in the existing ERA and PD Working Groups, please see the GA minutes for details. Reports on their new plans will follow in the next newsletter along with a first description of the new “Global Network” Working Group.

Minutes for the General Assembly are available for members under this link: <http://earma.org/Sys/Login?ReturnUrl=%2fpage-1861637>

Report from the Leiden Conference

By: *Anne Katrin Werenskiold*

The Annual Conference 2015 was a full success. Well over 700 participants met at the University of Leiden, which celebrates its 440th anniversary this year. Under the theme „Global Outreach: Enabling Cultures and Diversity in research management and administration“ a dense program of over 50 sessions was delivered in different formats ranging from plenary talks to small workshops. (Please see the two reports on sessions in the “Events reports” below). In the ex post evaluation 70% of the sessions were rated as at least very good or excellent – a tremendous success. The top rated sessions dealt with a variety of topics including the role and essential skills of research managers, Open Science / Open Access and EU Data Protection Regulation, Ethics, International collaboration, Academia Industry Partnership, Gender, science communication & the public.



Slides of the presentations and a photo gallery are available online (for EARMMA members only) under this link: <http://earma.wildapricot.org/Sys/Login?ReturnUrl=%2fLeiden-2015>

Next to the professional training and the discussion of current topics and upcoming issues, which are the major goals of the EARMA Annual Conferences, networking with peers is usually listed among the most significant benefits of participating. The Leiden organisers provided many opportunities for individual exchange and interaction right from the start with the reception at the old citadel (De Burcht) on a nice and warm evening. The conference dinner arranged in Hoogelandse Church and the lunch breaks provided for further opportunities to mingle and network – for example out on the lawn in front of the University.



Upcoming EARMA events

Annual Conference, Luleå 2016: Call for Topics Announced

By *Evelina Brännval & David Lauder (for the ACC)*

We are delighted to announce that the 2016 Annual Conference Call for Topic papers (sessions or workshops) is now open. You will also note that we are using a new online system to manage this process from submission to acceptance to loading presentations. We hope that you find the system to be user friendly and efficient.

Please note that **submissions will close on Friday 4th Dec 2015.**

The conference theme will be New Horizons in Research Management, which reflects our desire to encourage new ideas as well as welcoming core topics of interest to all research managers and administrators.

The Conference will be in Luleå in Sweden from 20th to 23rd June 2016.

In brief, the schedule is:

- June 20: Pre-conference Workshops; Evening reception
- June 21-22: Core programme
- June 23: Specialist events; Social Programme

To submit your paper please visit <http://earmaconference.org>. Further information and updates will be available at this website over the coming months.

Please do consult the Guide for Authors <http://www.earmaconference.com/guide-for-authors/> and the other resources that are available on that website before submitting your abstract.

You may wish to start planning your travel and details of airports with direct flights to and from Luleå are <https://www.swedavia.com/lulea/flightinformation/destinations/>

Further information about Luleå

Luleå is truly a place of contrast. You will be surprised by the international atmosphere while at the same time the closeness to unspoiled countryside opens up for unlimited possibilities.

Luleå can offer you action-packed adventure but here you can also enjoy tranquility, peace and quiet.

Conference will be held in Culture house, right in the center of Luleå, which is a popular meeting place full of life and spirit.

Looking forward to experiencing and celebrating Midsummer in Northern Sweden with all of our EARMA Colleagues! Best wishes from

the EARMA Annual Conference Committee

EARMA Academy

The EARMA Academy is back after the summer break with exciting news and updates on the Professional Development programme:

Certificate in Research Administration

Registration for the Certificate in Research Administration – a work-based qualification is open! This course invites colleagues to enroll with at least 4 years of work experience in research administration. More about this programme under this link: <http://earma.org/page-1861657>

Recognising students - Certificate in Research Management 1st cohort

It our great pleasure to recognise students who submitted an exemplary assignment for assessment in May 2015 as part of the Certificate in Research Management programme. Congratulation to Ms. Deirdre Caden, Funding Manager, Trinity College Dublin, Ireland and Mr. Graham Hughes, EU Research Support Manager, University of Sheffield, United Kingdom for the high quality of their work on Developing and Implementing Policy and Strategy.

Module registration is available

Are you interested in a particular research administration or management topic or module? Registration for just one module is available! View the list of **CRA modules** (<http://earma.org/modules-CRA>), **CRM modules** (<http://earma.org/modules-CRM>) and learn more about this flexible way of studying!

Student Interview – video

Watch the Student Experience Interview Video produced by our partner association ARMA-UK (<https://www.youtube.com/watch?v=jm7En0651yw>). Discover more about the professional qualifications in research management and administration.

Free Online Event

Regular Online Info Sessions are organised on Mondays from 4:30 – 5:10 pm CET. Participation is free of charge for members and non-members. This is a great opportunity to get to know more about the qualification and its requirements as well as to discuss with the Professional Development Programme Administrator about how you can benefit from the programmes. Request your personal log-in details here: <http://earma.org/Sign-up-Online-Info-Session>

Open Calls

Call for consultancy: EARMA Academy Feasibility Study

In relation to the establishment of the EARMA Academy EARMA wishes to conduct a 6 month feasibility project that will identify and describe the requirement for the EA, propose a sustainable, long-term, business model for the EA and systematise a marketing plan for the delivery of EARMA training and PDP. For details on the call please refer to this announcement: <http://earma.org/Resources/Documents/Employment/CALL-THEEARMAACADEMY-ak.doc.pdf>

Call for EARMA Board members

We invite EARMA members who are experienced research managers and administrators to submit their candidature to become a member of the EARMA Board. For details on the call please refer to this announcement: <http://earma.org/page-1520402/3531044>

Call for members for the EARMA Working Group on Cultures and Diversity in Research Management and Administration (RMA)

The aims of this pilot WG in EARMA are:

- to raise awareness of the effects and impact of different cultures in today's research as represented within the multi-cultural EARMA community
- to understand how cultures and diversity affect the field of RMA (including implications of not dealing with cultural issues)
- to understand how gender equality can improve research and innovation, as well as RMA
- to share this awareness and knowledge with stakeholders (members and non-members)
- to facilitate the embedding of the cultures, diversity and the gender dimension in core activities in RMA
- to look for best cases and experiences of sharing knowledge on cultures, but also of facilitating cultural encounters (among staff and researchers, within and outside the institution, at meetings, coaching, preparation, internationalisation for research purposes, etc.) and address issues arising from these cases
- to pop up events in relation to cultures and diversity in RMA (through the EARMA Academy)
- to induce HR staff/stakeholders/policy makers/consultants/business to address these issues.

The three proposers of this WG are: Olaf Svenningsen, Paula Wennberg and Susi Poli.

Membership: all those interested in these aims, together or separately, are welcomed to come on board and join this pilot WG!

For any query and to join, please email: susi.poli@unibo.it

Event Reports

The below three reports demonstrate the successful use of the EARMA Conference Travel Bursary. These schemes support EARMA members travelling to networking events hosted by EARMA or our Sister Professional Associations. There are several different kinds of Bursary on offer, details are available at <http://www.earma.org/GrantsFunding>

Report on Attendance of the NCURA Conference in Chicago, 26-29 April 2015

By: Dr Jasmin Sinha, Grants Officer, University of Luxembourg

Motivation

The University of Luxembourg (UL, www.uni.lu) is one of Europe's youngest universities, it was founded in 2003. It is the country's only university. UL has three faculties (Law, Social Sciences/Humanities, Science & Technics) as well as two interdisciplinary research centres: Security, Network & Trust (SnT) and Luxembourg Centre for Systems Biomedicine (LCSB). I am a grants officer at the LCSB (founded in 2009, I joined in 2010). UL's Research administration consists of a central research service, headed by the president for research, as well as several grants officers in the different faculties and interdisciplinary research centres.

The LCSB is one of the first Luxembourgish institutes that has been successful with several of them (e.g. US Department of Energy (DoE), Michael J Fox Foundation (MJFF), JDRF, Geoffrey Beene Award). Since early 2013 the LCSB is constantly submitting applications to US funding bodies, both as coordinators as well as partners: NIH (R01, R21 etc.), DARPA, and several other funding bodies dedicated to specific diseases. So dealing with pre-award as well as post-award procedures and processes has become a substantial part of the workload, but not yet of the daily routine.

Without proper training and without a network to rely on, it is at times very difficult to deal with those programmes as efficient and timely as it should be, especially under time pressure. The processes are completely different from those we know from European funding or the National Funding Agency of Luxembourg FNR (Fonds National de la Recherche; www.fnr.lu) and can thus be quite complex and time-consuming.

I was lacking an essential piece of knowledge which cannot be acquired in Luxembourg but which is essential for the LCSB: US funding schemes. Luxembourg in general and the University of Luxembourg do not have much experience with US funding mechanisms. Unlike for the European Commission or national programmes, there are no trainings offered within Luxembourg, and there are no other grants officers with US-specific knowledge in the country who could share their experience. My motivation was to understand the entire process better and to acquire the missing knowledge.

Learning Strategy

My goal for 2015 is to acquire the missing knowledge and to build up a network. My strategy was at follows:

Knowledge Transfer from experts => Visit a European research institution that has significant experience with US funding. My choice fell on Karolinska Institutet (Stockholm). At the EARMA conference in Tallinn 2014 I realized that Karolinska is one of the very few European universities who have a grants office specifically dedicated to US funding. A 2-day workshop visit was arranged

on 6-7 May 2015; financed by ERASMUS+. Host: Eva Björndal, Team Leader for the Post-Contract Office, Grants Office, Department of Research Support at Karolinska Institutet, Sweden.

Prior to going to Karolinska, Eva Björndal strongly recommended the visit of the NCURA region VIII annual meeting (Chicago, 26-29 April 2015). She is also chair of NCURA region VIII section. She strongly underlined that attending the NCURA conference will be the perfect preparation for the planned workshop at Karolinska as it would be THE place to learn about terminology, process and procedure basics, instruments, tools, networking. This has turned out to be correct.

Main Outcome of the NCURA Conference Attendance

My knowledge before May 2015 can be compared to pieces of a big jigsaw. Many of these pieces have now been put together to form a more coherent picture.

- **Knowledge:** A key factor for understanding US funding mechanisms is knowing the different funding bodies, the roles and responsibilities of the involved grants specialists, the communication processes (which cannot be compared to those we are used to in Europe and in our European home countries). Partly this knowledge can be achieved by self-directed learning. I had done so in the past and thus had already some knowledge on US funding bodies, but I realized through the talks and the conversations with experts that I did not know enough. Most important: The communication processes are not like in Europe – personal contacts with the RIGHT person play a much bigger role than I was aware of. I am convinced that I would not have been able to learn this by theory. Personal presence and direct interaction, not virtual or theoretical, was the key to understanding this soft point which cannot be found in any guidelines.
- **Network:** The networking opportunities were excellent. During the breaks, meals, and the social programme there was ample room for getting in touch with other participants. I have used every occasion to liaise and have established most useful US and international contacts (e.g. Australia). In exchange, I have offered assistance in all questions of European funding.
- **Career benefit:** Having attended the NCURA conference as well as the Karolinska workshop has placed me among the very few US funding experts in the Grand-Duchy of Luxembourg.
- **Workshops:** On 26 April I assisted two workshops: “How to understand NIH calls” and “Grant Writing workshop”. Both turned out to be highly efficient and relevant for my daily work.
Concrete Outcome:
 - **Understanding NIH calls:** Since my return from Chicago, I haven taken to scanning all upcoming NIH calls for LCSB applicability and to contacting the appropriate researchers accordingly.
 - **Grant Writing:**
 - **Retroactive application:** When editing a grant proposal, the grant writing principles allow for checking whether or not a proposal has been crafted well, and if not, provide concrete feedback for amelioration
 - **Planned for 2016:** Grant writing workshop for young LCSB researchers, using the NCURA workshop material as base for developing our own in-house workshop (with the permission of the presenters).

EARMA AC Leiden: Speakers Report on “IncoNet CA”: Aims, experiences & perspectives for EU-CA Cooperation in RM&A

By *Yannis Kechagiaras*

EARMA provided me with the EARMA Annual Conference Travel Bursary (EACBT) to attend the 21st Annual Conference from 28 June to 1 July 2015 in Leiden, the Netherlands. As a young Research Manager representing the *Centre for Regional & International Studies & Support –CeRISS*, based in Athens, Greece, I had the opportunity to attend a splendid conference both in terms of content and in terms of organization. Moreover, as a speaker, I had the chance to present to the interested high-level participants the status of Research Management and Administration in Central Asian countries and future perspectives for synergies among the EU and Central Asian research stakeholders. Here, EARMA could be in a position to play an important role under its scope of activities.



The Project “STI International Cooperation Network for Central Asian Countries” - IncoNet CA funded under the 7th Framework Programme addresses all the countries targeted by the EU Strategy for Central Asia, namely, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan with the overall aim to support the advancement of the STI policy dialogue between the EU and the CA region and with an explicit focus on the three Societal Challenges (SC) of mutual concern, namely, Climate Change, Energy and Health.

The EU and CA countries aim at further enhancing their STI cooperation by making optimum use of each other’s academic strengths, sharing respective resources and stimulating the effort to transfer research results to national, regional and worldwide markets, as well as to respond to major Societal Challenges that both regions are facing.

On Research Management & Administration, EU creates opportunities for necessary improvement & exchanges of RM&A best practices with CA through FP/H2020/Erasmus Mundus/Tempus (staff mobility). Still many need to be done for enhancing the RM&A networks of CA countries:

- New calls/initiatives in future WPs/Erasmus+ tailored to needs for areas with challenges similar to Central Asia
- Training schemes for policymakers & RM&As to develop grant-based research funding (no culture of grants !!)
- Bring closer administration of res. Institutes/universities to EU standards through exchange/mobility (strengthening the Int’l Relations Offices)

Initiatives by associations (e.g. EARMA) for setting up /supporting permanent development networks (similar to the Global Development Network proposal) with CA organizations/EARMA members

EARMA AC Leiden: Speakers Report on the EARMA Annual Conference

By Margarida Trindade

I was given an EARMA Annual Conference Travel Bursary (EACTB) to partially fund and allow my participation at the 21st Annual Conference EARMA, held in Leiden, The Netherlands, from the 28th June to the 1st July 2015. At the conference, I was a speaker at the session titled “Assessing the input of grant managers in the success of grant applications”.

In this session, I and my co-author Sheila Vidal, from the Instituto Gulbenkian de Ciência in Portugal, presented our most recent paper published in *Perspectives: Policy and Practice in Higher Education* (1) in a session chaired by Teresa Costa, also from the Instituto Gulbenkian de Ciência. The session was held on the 30th June from 11h25 to 12h15, under the Track 3 “Recognition of the Profession: Professional Development and Certificate Programme”.

The paper provides an assessment of the contribution of Grant Managers in attracting competitive funding for research. We compared success rates of funding applications having benefited from specialised input into the grant proposal’s content prior to submission (advanced support) with those having received less support. We collected information from two Grant Offices of Portuguese biomedical research institutions from 2008 to 2011 and focused on the European Commission Marie Curie grants. The results show improved success rates for funding applications which have received advanced support.

After the presentations we opened the session to the public. This aimed at brainstorming together on the potential bias and implications of the study, possibly recreating (or not) the discussion of the paper. The audience participated extensively in this discussion which was, in our view, extremely successful. We realized that many other professionals had envisaged or carried out similar studies, thus the potential transferability of the assessment methods was widely discussed, as well as issues such as human resources management or the extended roles of grant managers at research based organizations. Finally, participants acknowledged need to publish studies such as ours and positive encouragement was given in that sense.



The EARMA pasta making Experience at the Leiden AC

By Anne Katrin Werenkiold

Have you ever experienced the jointly orchestrated activities in a high-level kitchen in its stressful effort to produce artful and tasty dishes? A perfectly phased teamwork of experts and support staff with a clear leadership concept and optimal timing are essential ingredients to bring a perfect menu to the customer in time. Does this description ring a bell? Indeed, a successful project management team can be described in very similar terms.

This statement was tested – and confirmed - in a post-conference pilot event, the “EARMA PASTA MAKING EXPERIENCE 2015”, organised by Susi Poli and Jan Andersen. As seems natural with an Italian instructor, the experience involved the preparation of pasta. After a quick demonstration by Susi how dough should be prepared, rolled out, filled, and formed into Tortelloni the participants



set to work in groups of four. With many of the cooks being experienced research managers (and long standing EARMA members), collaboration in the teams was very efficient and demonstrated leadership and team working capabilities, along with quality management and end controlling – independent of the level of cooking experience. In the end all groups came up with tasty products, as verified in the joint late lunch. Taken together the workshop was a phantastic social experience, entertaining and integrative.

The Chairman's corner

Another conference season over and time for a short reflection on EARMA and where it sits in the international arena. Our relationships with our International partners continue to develop. At our conference in Leiden we hosted the first meeting of ‘The Leiden Group’. The Leiden Group, convened by Jaana (FinnARMA) and Olaf (DARMA), comprises an informal grouping of European Research Administrator Associations including;

1. DARMA (Denmark)
2. Forschungs Referenten (Germany)
3. Netzwerk Wissenschaftsmanagement (Germany)
4. Arbeitsgemeinschaft Forschungsförderung (AURAM Austrian Universities’ Research Administrators and Managers)
5. Finn-ARMA (Finland)
6. ARMA (UK)
7. ICEARMA
8. Poland
9. NARMA (Norway)
10. EARMA

Hopefully, this group will expand to include other national groups. It is great to see national associations being set up and operating since, after all, we are all primarily ‘country based’ operating in national environments. I took the opportunity to remind our colleagues that EARMA will provide

financial assistance to help establish national associations.

Similarly, a visit to the US confirmed EARMA's continuing participation in INORMS (the International Network of Research Management Societies) which goes from strength to strength and which is holding its biennial conference in Melbourne in 2016.

We have a long term relationship with NCURA in the US with whom we operate a joint fellowship programme that encourages mobility between Europe and the US for short term stays learning from and observing how other RMAs work. EARMA does operate an international scheme in its own right encouraging members to visit other international colleagues, anywhere in the world (and don't forget our travel bursary scheme).

So, what is happening at home? Summer 2015 will, for me, go down as one of the busiest I can remember. Ireland's new Strategy for Science, Technology and Innovation (SSTI2) continues to develop and with an economic recovery setting in, expectations are high that we can afford to and will take a more long term view of the future of research in Ireland. There is even a chance that 'Research for Knowledge' & "Research for Policy" (aka basic research and AHSS research - black sheep in recent history) will be included. Negotiations are ongoing, expectations are high, the rumour mill is in overdrive. Due date December 2015, though there may be hints before the October Budget 2016.

Back to the day job, a new academic year has kicked and all the sleepy heads are full of the thoughts of the coming research spring! ...and our office is getting back to its normal chaotic self

John Donovan

Research management, funding, and policy in the news

*Under this headline, you will find links to RMA-related issues—for example, research funding, management and administration, ethics and data management, etc.—that have recently received attention in the media, whether it is positive, negative, or neutral. Do you have a suggestion for this section? Please mail the **newsletter editor**.*

Robert Madelin, the former director general of the European Commission's DG Connect has been appointed as new policy advisor for innovation. An interview on his new role in Euractiv:

<http://www.euractiv.com/sections/innovation-industry/madelin-i-have-been-appointed-job-be-creative-317192>

Transatlantic Trade and Investment Partnership (TTIP):

The European University Association is concerned about the potential impact of TTIP on higher education and research in Europe

<http://www.eua.be/eua-work-and-policy-area/building-the-european-higher-education-area/international-trade-agreements.aspx>

.. and the lack of transparency in the negotiations is a concern for MEPs

<http://www.theguardian.com/commentisfree/2015/aug/31/transparency-ttip-documents-big-business>

Peer reviewed publications and research evaluation

Many approaches to research evaluation lean heavily on a researcher's output in peer reviewed papers. Not surprisingly, this choice of indicators influences the activity of the researchers to be judged on their output. A growing debate on the value of such indicators and its unexpected (or better unintended?) sideeffects is reflected in this article presenting a researcher's thoughts about peer review and current alternative concepts

<http://www.theguardian.com/science/occams-corner/2015/sep/07/peer-review-pre-prints-speed-science-journals>

You might also be interested in a website monitoring issues with peer reviewed publications:

<http://retractionwatch.com/>

Fun

And for all of us visiting or organizing conferences – here is a summary of worst case situations:

<http://www.theguardian.com/science/occams-corner/2015/sep/03/common-conference-disasters-academia-bar>