**Research Managers and Administrators – professional recognition and professional associations (EARMA and other)**

# Research Administration as a Profession

## CZARMA

5th November, Manchester, UK

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https://inorms.net/activities/raaap-taskforce/

CRT  CRediT Working Group, NISO  **NISO**

Board Member, EARMA  **EARMA**
EUROPEAN ASSOCIATION OF
RESEARCH MANAGERS AND ADMINISTRATORS

Editor, JoRMA  JoRMA
JOURNAL OF RESEARCH MANAGEMENT
AND ADMINISTRATION

# RAAAP Overview

- 2015 RAAAP Funded by the NCURA Research Program
  - Simon Kerridge, Stephanie Scott + Advisory Group (Patrice Ajai-Ajagbe, Jan Andersen, Janice Besch, Cindy Kiel, Susi Poli, Deborah Zornes)
  - **Survey in 2016 – 2,691 responses**

2018 RAAAP-2 Endorsed by INORMS
  - Simon Kerridge, Patrice Ajai-Ajagbe, Jennifer Shambrook, Cindy Kiel, Bryony Wakefield + Stephanie Scott, Deborah Zornes + wider working group from member associations [a cast of thousands – including Pamisha Pillay & Robin Drennan]
  - **Survey in 2019 – 4,325 responses**

2020 RAAAPA Funded by NCURA Research Program
  - Simon Kerridge, Cindy Kiel, Jennifer Shambrook, Deborah Zornes + Patrice Ajai-Ajagbe, Stephanie Scott, Bryony Wakefield
  - Analysis… starting soon!

- 2021 RAAAP-3 Endorsed by INORMS - HIBARMA
  - Simon Kerridge, Madhuri Dutta, Melinda Fischer, Cristina Oliveira
  - Survey planned for 2022

RAAAP!

Simon  Stephanie  Patrice

Jan  Janice

Cindy  Susi

Deborah  Bryony

Madhuri  Melinda  Cristina

# RAAAP-1 → RAAAP-2

| | RAAAP-1 | RAAAP-2 |
|---|---|---|
| **Core Section** | Section A. About your role | **Section A.** About your role |
| | Section B. ~~Skills & competencies~~ | |
| | Section C. Demographics | **Section B.** Demographics |
| **Guest section** | – | **Section C.** The topic will change with each iteration of the survey |

| | |
|---|---|
| A mammoth 80 questions | *Now a svelte 42 questions !* |
| A funded project | *'Owned' by the INORMS community (volunteers)* |

# RAAAP-1 Major Finding – A Reminder



Stacked Bar Percent of Define your current RA role by Importance of Hard Skills [averaged] in current job
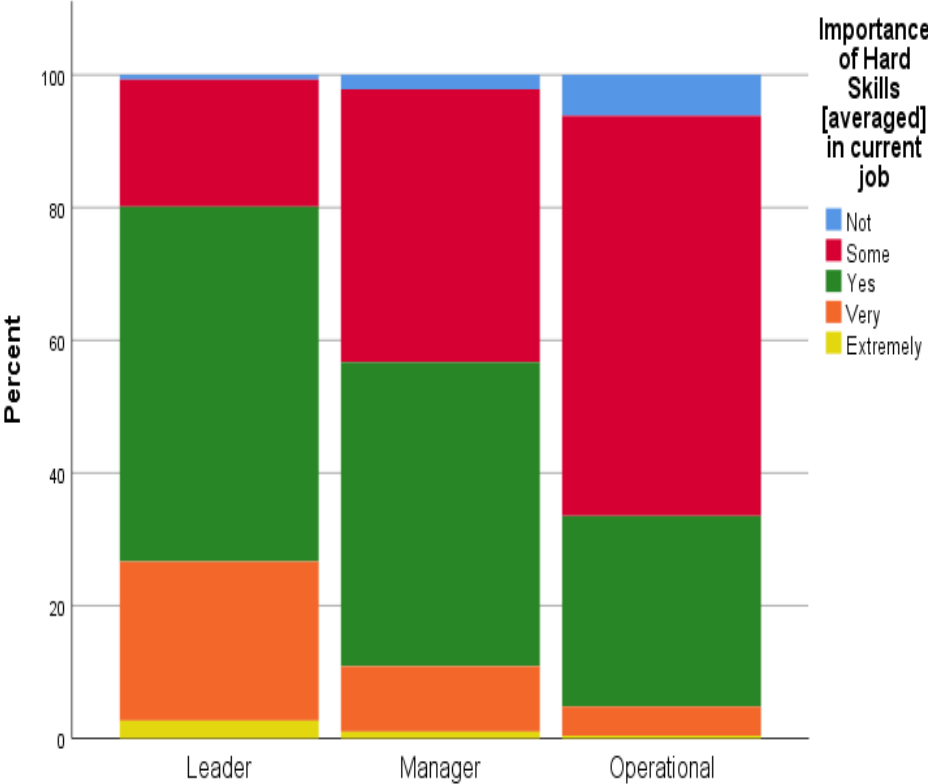
HARD SKILLS [Av]

Stacked Bar Percent of Define your current RA role by Importance of Soft Skills [averaged] in current job
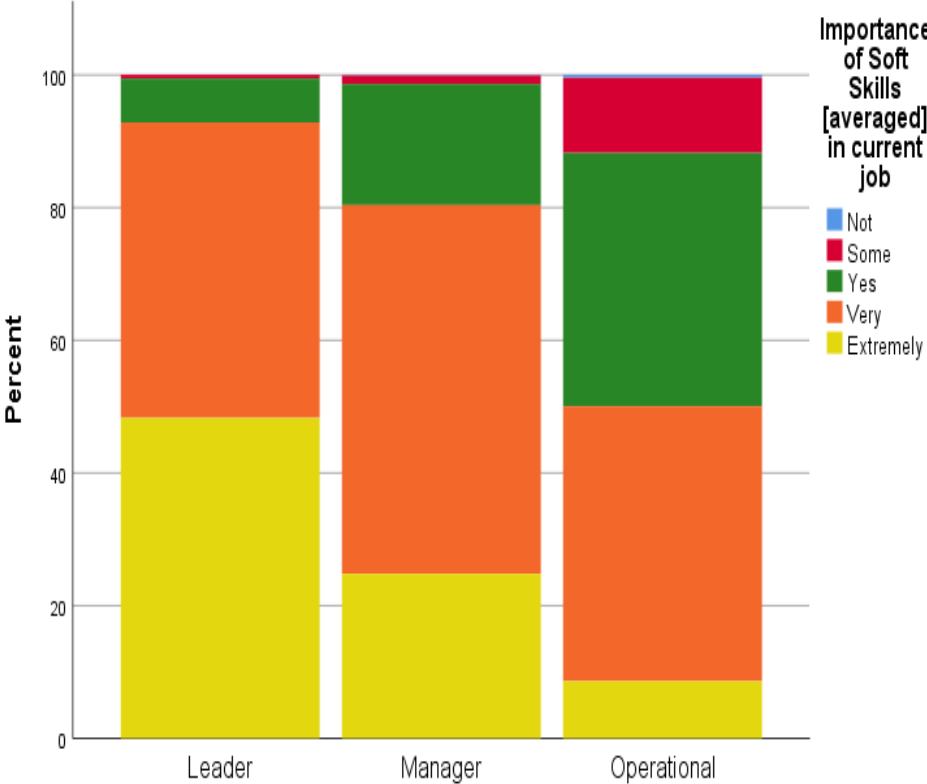
SOFT SKILLS [Av]

# RAAAP-2: "A Cast of Thousands"... 40!

The Association of Commonwealth Universities
Patrice Ajai-Ajagbe
PIVOT GLOBAL EDUCATION CONSULTING

ACCARA
Deborah Zornes and Gwen Hill

Icelandic Association for Research Managers and Administrators (ICEARMA, Iceland)
Ulfar Gislaso and Svandís Halldórsdóttir

SARIMA
Robin Drennan and Pamisha Pillay

uk arma
Simon Kerridge and Julie Bayley

Danish Association of Research Managers and Administrators
Jan Andersen and Annedorte Vad

narma
Nichole Silva and Anja Hegen

SRA INTERNATIONAL
Cindy M Kiel and Jennifer Shambrook

ARMA-NL
Edwin Kanters and Ellen Schnek

EARMA
EUROPEAN ASSOCIATION OF RESEARCH MANAGERS AND ADMINISTRATORS
Susi Poli

NCURA
supporting research...together
Stephanie Scott and Denise Moody

warima
West African Research and Innovation Management Association
Chibuzor Mokelu

Swedish Association
Anna Raask and Evelina Brännvall

ARMS
Australasian Research Management Society
Bryony Wakefield

FINN-ARMA
Soile Haverinen

PRAXIS AURIL
Alasdair Cameron and Maxine Ficarra

Chen Guang, Fang Xu, and LI Xiaoxuan

BRAMA
Aline Pacifico Rodriguez and Juliana Juk and Fernanda Oliveira

FORTRAMA
Netzwerk Forschungs- und Transfermanagement e.V.
Paul Winkler and Meike Dlaboha
FORTRAMA
Forschungs- und Transfermanagement e.V.

RMAN-J
The Research Manager and Administrator Network Japan
Maki Takahashi and Norifumi Miyokawa

NORDP
National Organization of Research Development Professionals
Rachael Dresbeck and Karen Eck and Karen Fletcher

inorms

# RAAAP Responses

- RAAAP-1 [2016]
  - **2,691** responses from **64** countries
    **Including 842 from Europe**

- RAAAP-2 [2019]
  - **4,324** responses from **74** countries
  - **Including 1519 from Europe**

30 Sept – 15 Dec 2019



Pie Chart Count of Region of Employment

**Region of Employment**
- Canada
- Europe (excl UK)
- Oceania
- Rest of World
- UK
- USA



Pie Chart Count of Region of Employment

**Region of Employment**
- Canada
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- Rest of World
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- USA
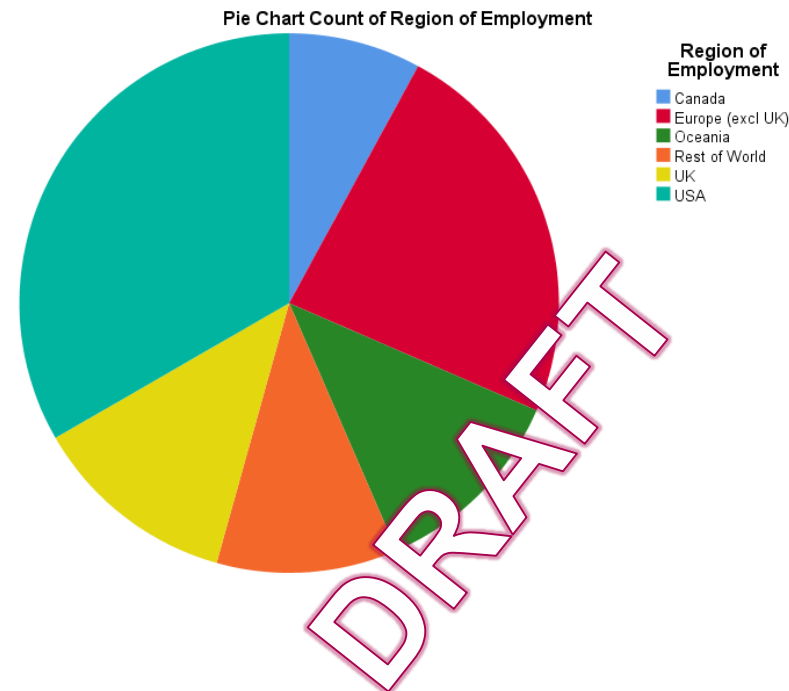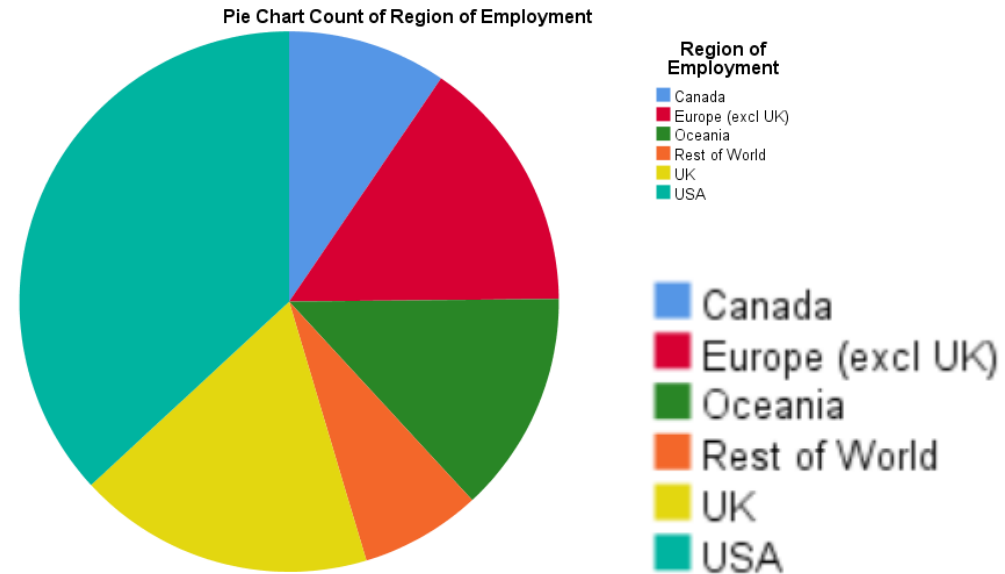
# RAAAP-2: Questions

**Section A**
1. Years in RMA
2. Role Level
3. Role Type
4. Employment Type
5. RMA areas [UK]
6. RMA areas [Japan]
7. Job Description Match
8. Subject Areas Supported
9. Education Aligned?
10. Importance of Alignment
11. Organisation Type
12. Public / Private
13. Where in Organisation
14. #RMA jobs
15. #Years as RMA
16. First Role Level
17. How Became an RMA
18. Reasons for joining
19. Reasons for staying

**Section B**
20. Academic Qual Level and area (before & during)
21. Professional accreditation
22. Was/is it useful?
23. Professional development
24. Languages known
25. Languages used
26. Professional Associations

27. Country
28. Age (range)
29. Gender

**Section C - Impact**
30. Impact & Engagement Relevant to your role?
31. In your RMA role
32. In your Country
33. Challenges for Impact
34. Assoc, has Impact SIG?
35. Engagement SIG?
36. Comments on I&E

37. Anything else?
38. Issues with survey?

39. Institution (check only)

Green questions are new to RAAAP-2
Black were also asked in RAAAP-1
*(skills in RAAAP-1 not in RAAAP-2)*

# RAAAP-2: Impact & Engagement
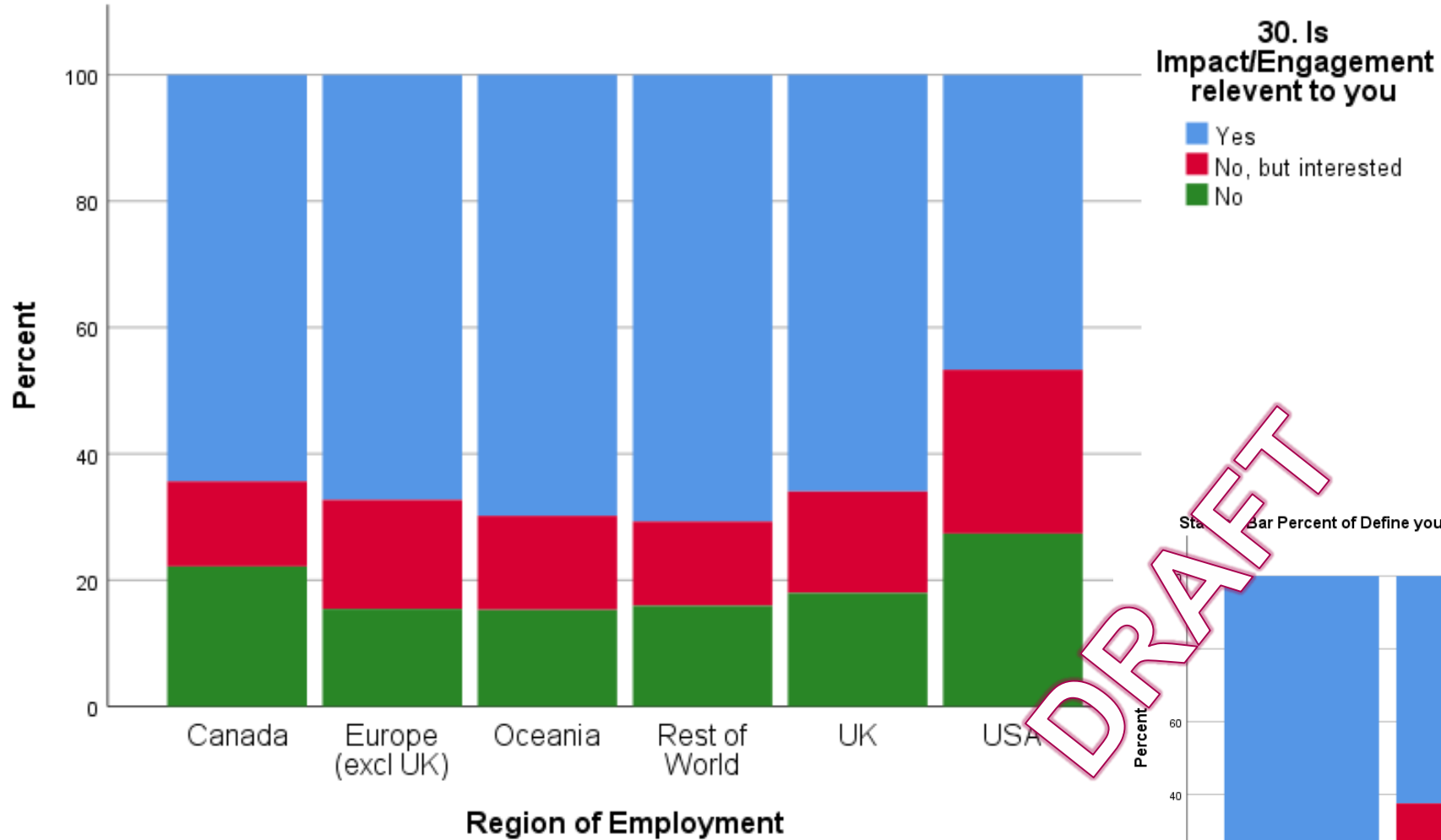


Stacked Bar Percent of Region of Employment by 30. Is Impact/Engagement relevent to you

RAAAP-2 [2019]

# RAAAP-2: Impact: National & Institutional



Stacked Bar Percent of Region of Employment by 32c. National - level of impact in assessment
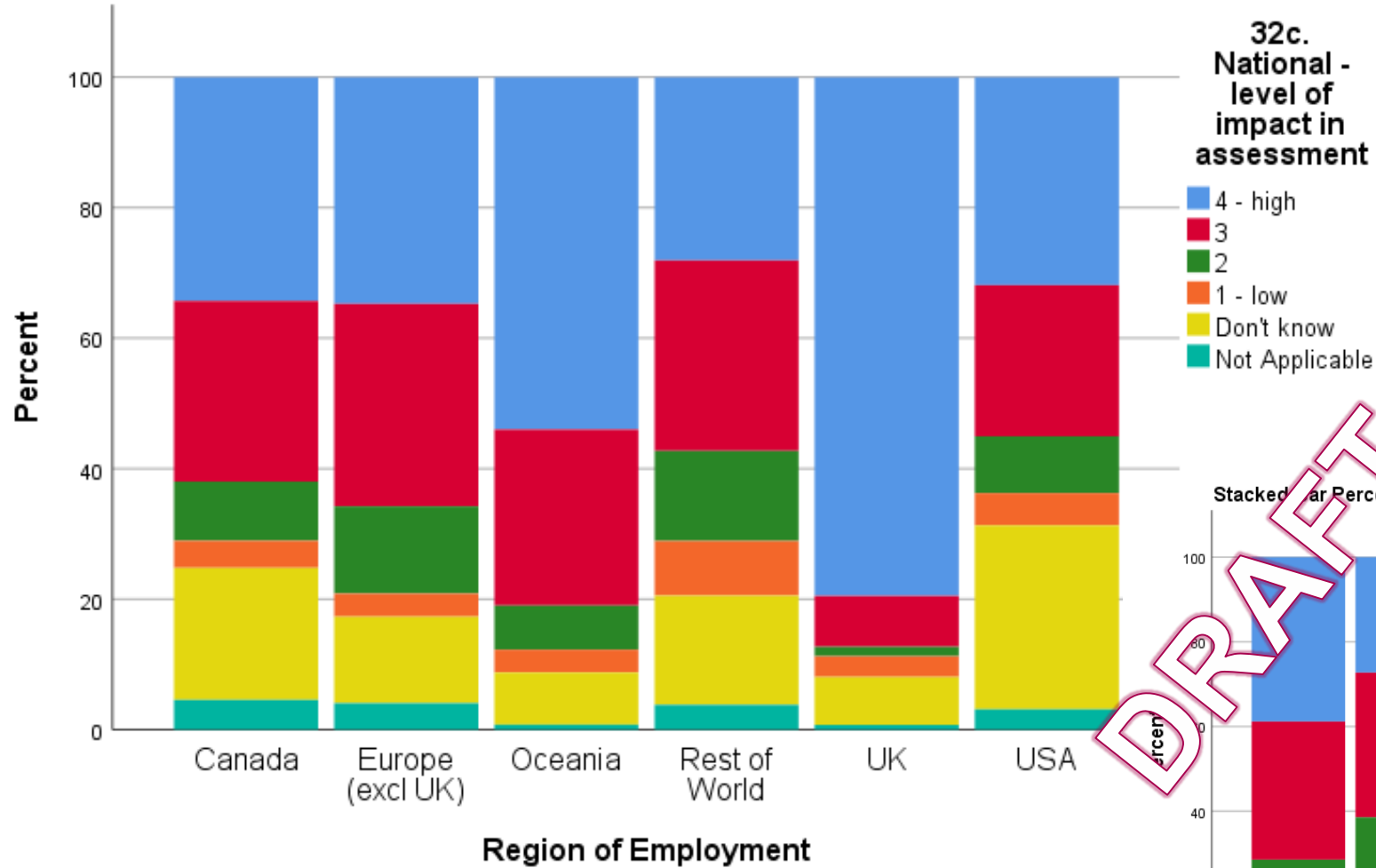
RAAAP-2 [2019]

# RAAAP-2: Association Supports Impact?
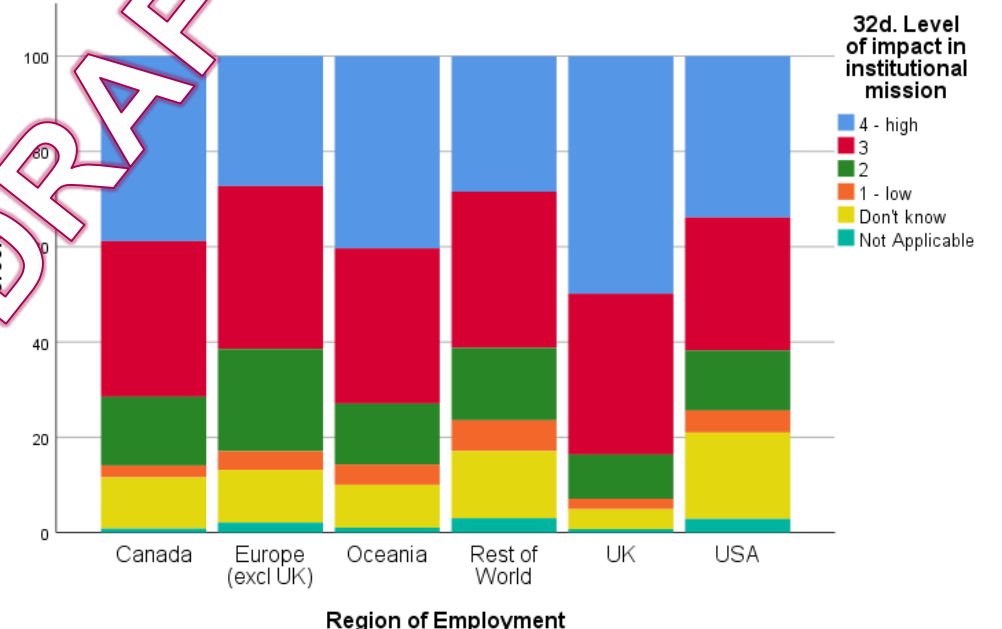


Stacked Bar Percent of Region of Employment by 34. Association - supports impact
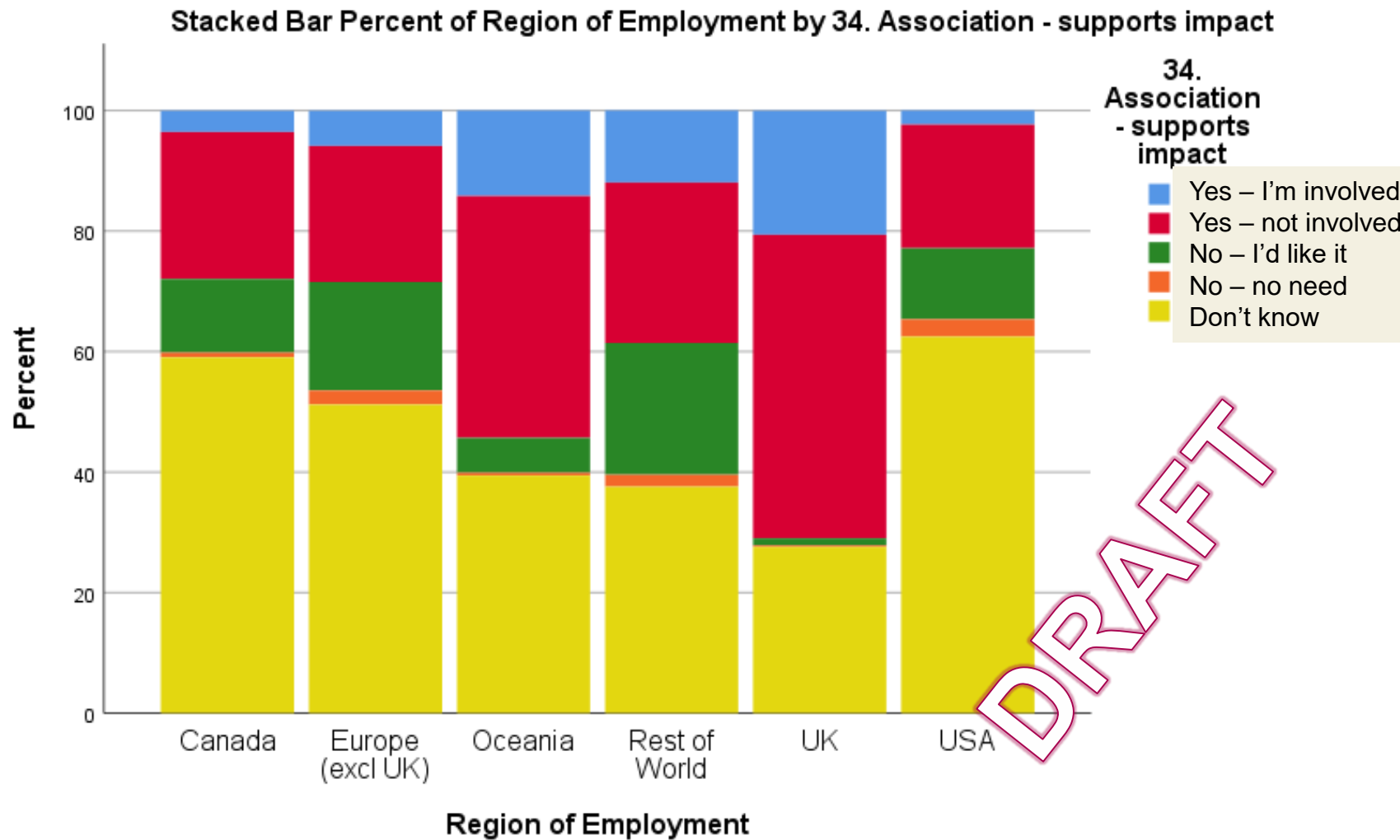
RAAAP-2 [2019]

# Impact Challenges



33. What are your biggest challenges for impact? (Select all that apply)
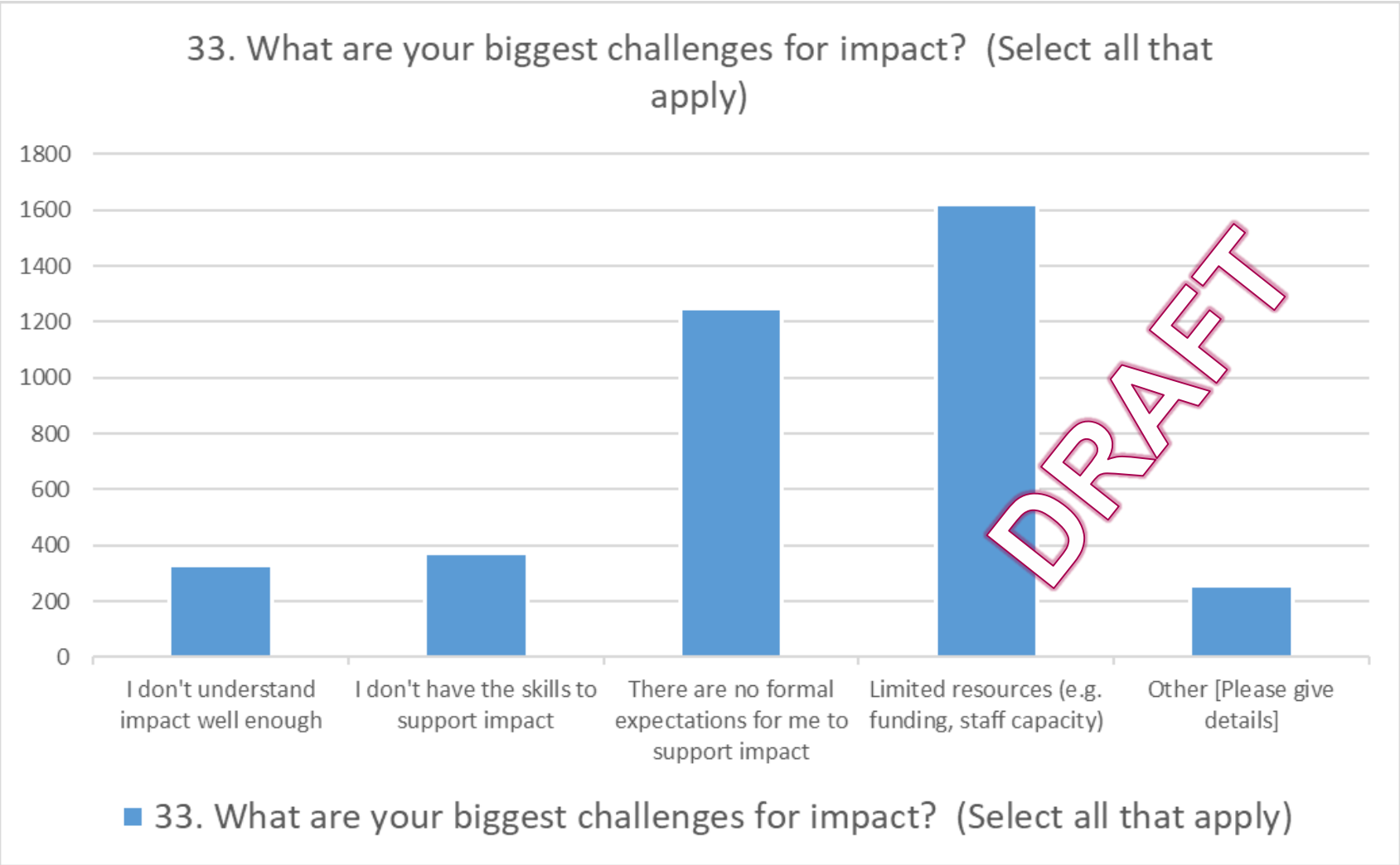
# Europe: Responses by Country



RAAAP-2 Europe responses

Legend:
- Albania
- Austria
- Belgium
- Bosnia and Herzegovina
- Bulgaria
- Croatia
- Czech Republic
- Denmark
- Estonia
- Finland
- France
- Germany
- Greece
- Hungary
- Iceland
- Ireland
- Italy
- Latvia
- Lithuania
- Luxembourg
- North Macedonia
- Malta
- Netherlands
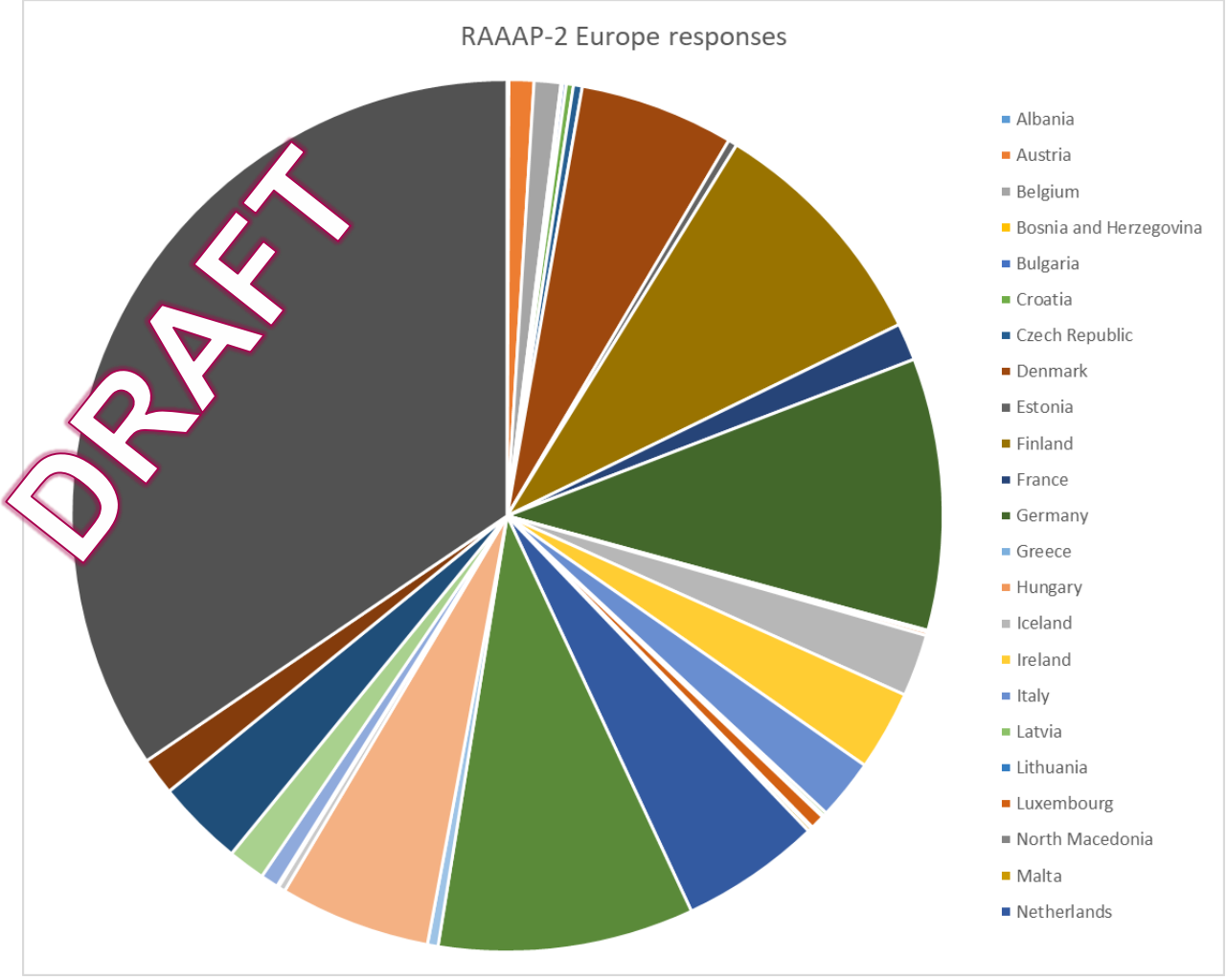
CZ – 5 responses

RAAAP-2, Europe responses, n=1519

# RAAAP-2: Female Dominated



**Pie Chart Count of What Sex are you**
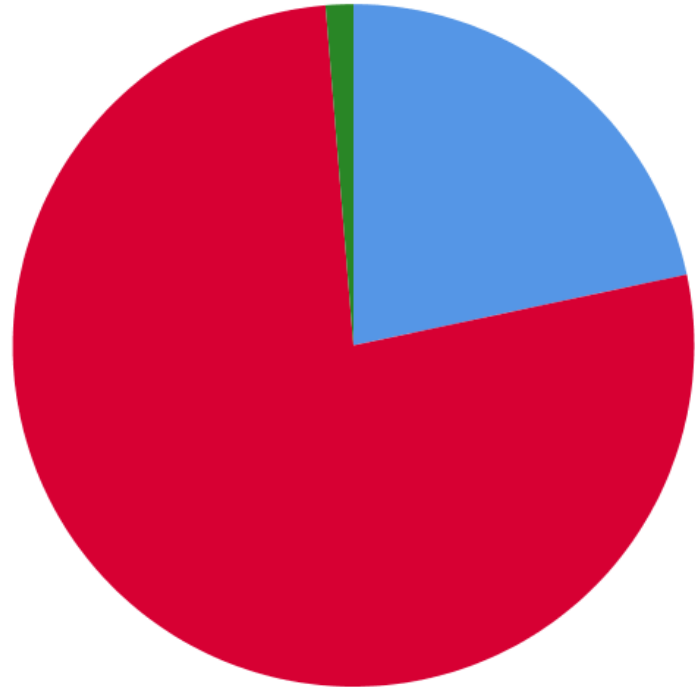
**What Sex are you**
- Male
- Female
- Prefer not to provide

■ Male
■ Female
■ Prefer not to provide

RAAAP-1 [2016]

**Pie Chart Count of 29r1. Gender**
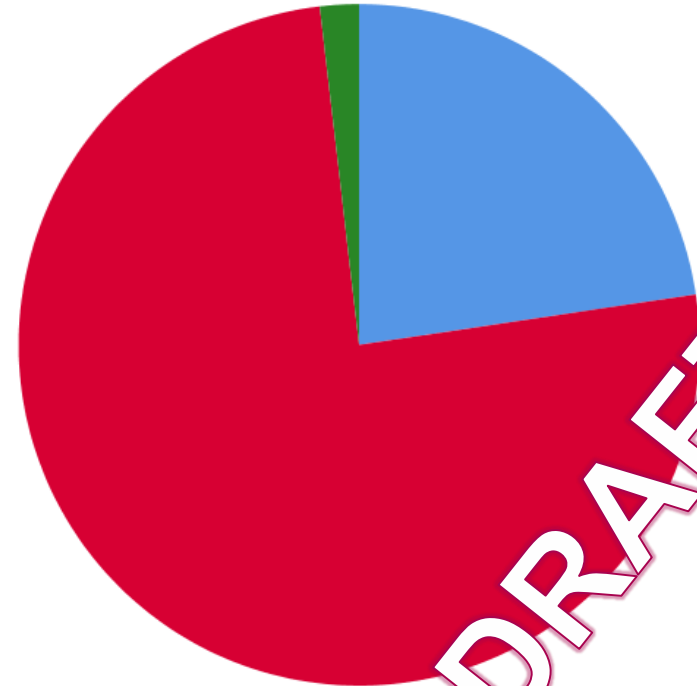
**29r1. Gender**
- Male
- Female
- Prefer not to provide

RAAAP-2 [2019]
NB "non-binary" not shown

# RAAAP-2: Female Dominated



Stacked Bar Percent of Region of Employment by 29. Gender (extended)
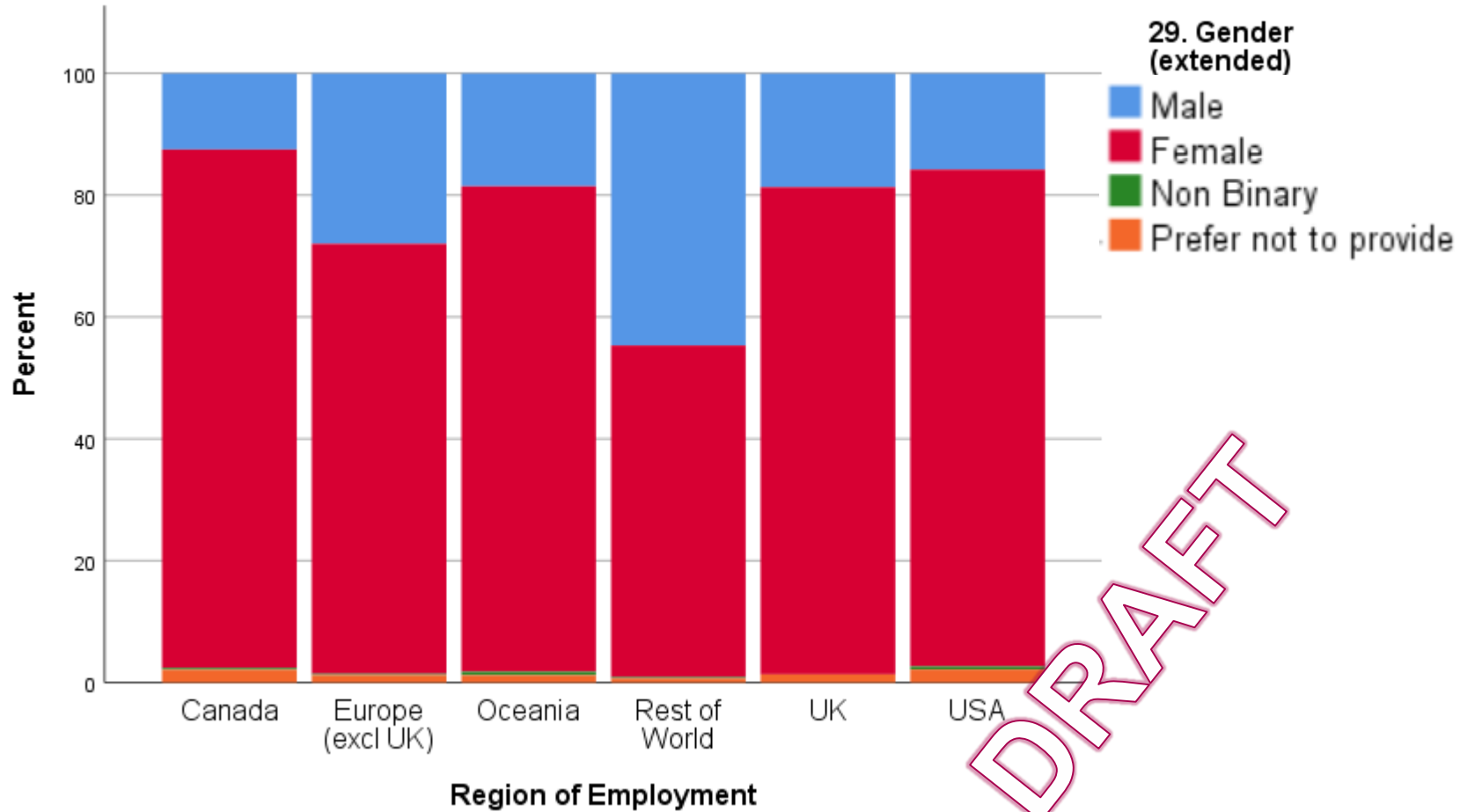
RAAAP-2 [2019], n=4,220

Europe [n=1519] 25% male, 75% female

# RAAAP-2: Glass Ceiling



Stacked Bar Percent of 29. Gender (extended) by Define your current RA role

n= 939    3,202    14    65
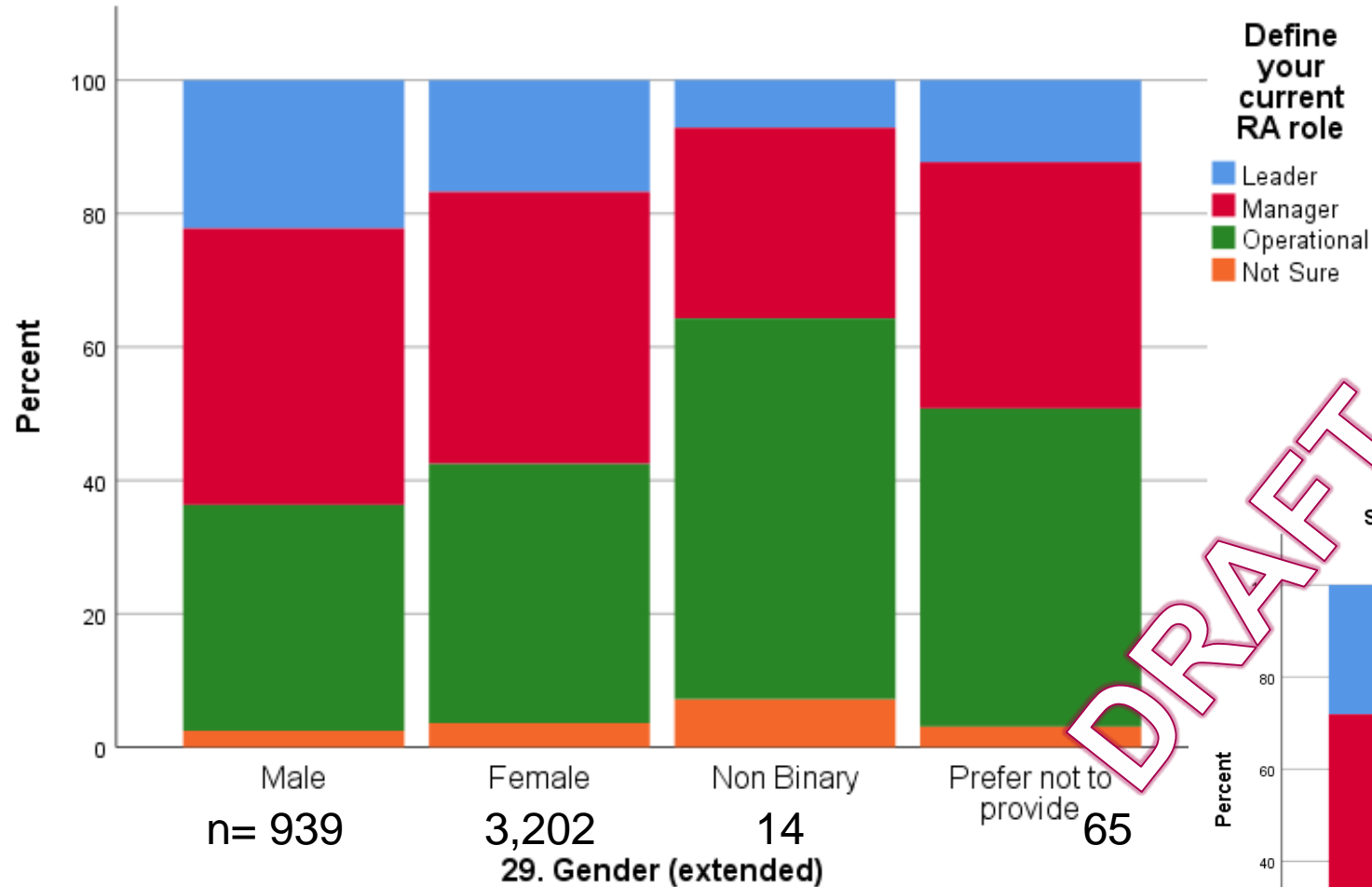
RAAAP-2 [2019]

Stacked Bar Percent of Define your current RA role by 29. Gender (extended)
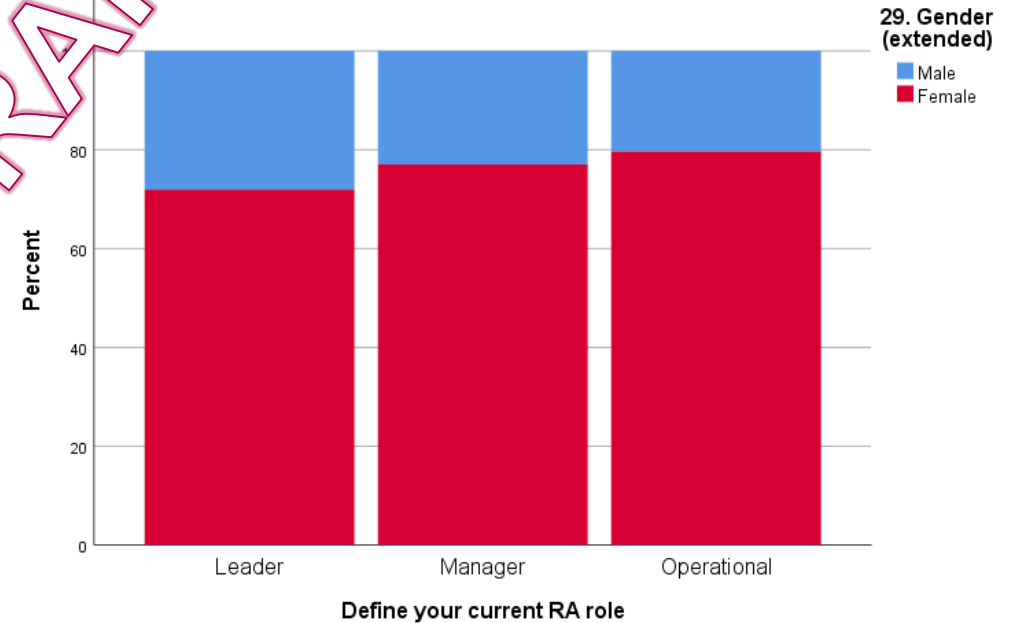
# RAAAP-2: Academic Qualification



Stacked Bar Percent of Region of Employment by 20. Highest academic qualification before becoming an RMA
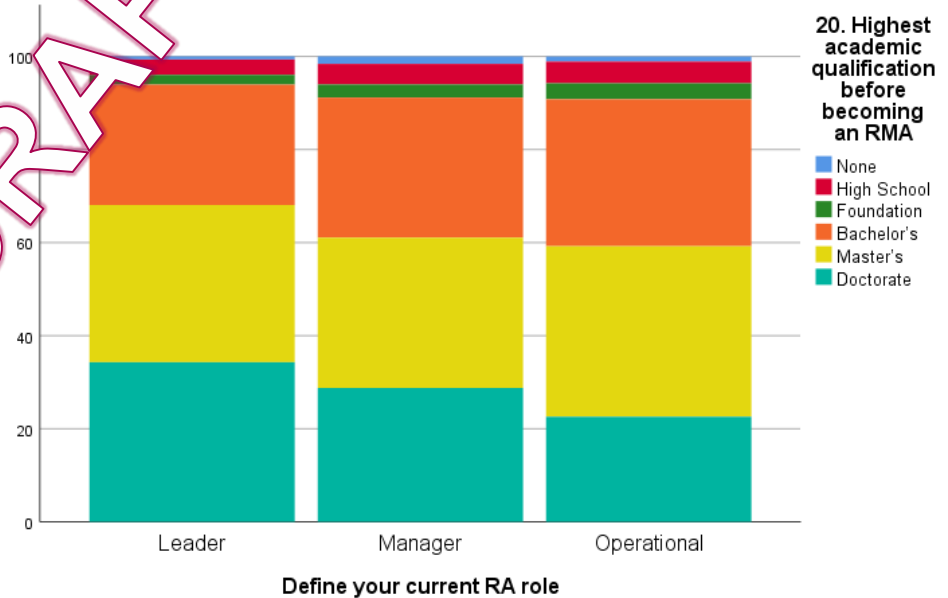
RAAAP-2 [2019]

# RAAAP-2: Academic Qualification while being an RMA



Stacked Bar Percent of Define your current RA role by 20c. Highest academic qualification while being an RMA
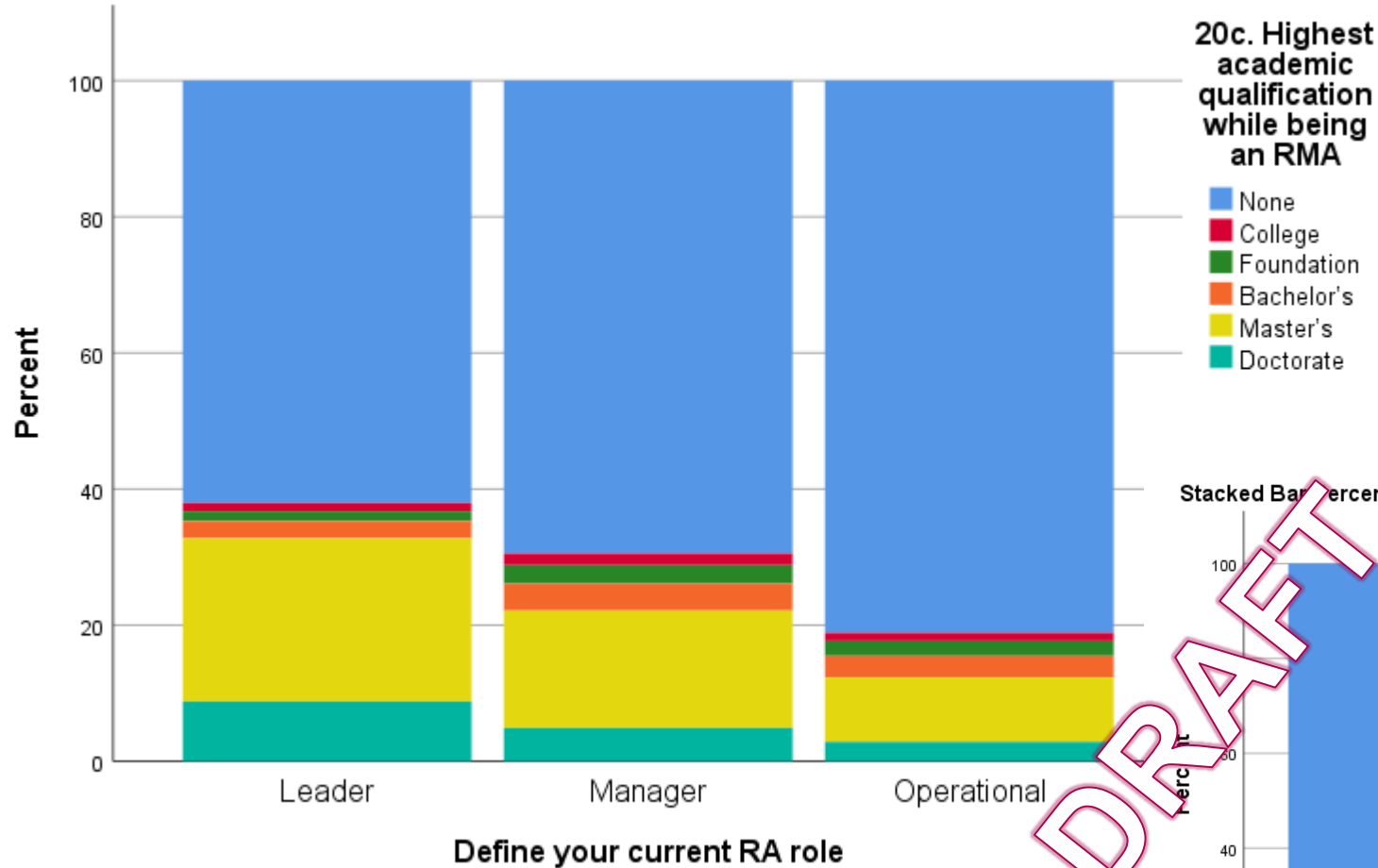
Stacked Bar Percent of Region of Employment by 20c. Highest academic qualification while being an RMA
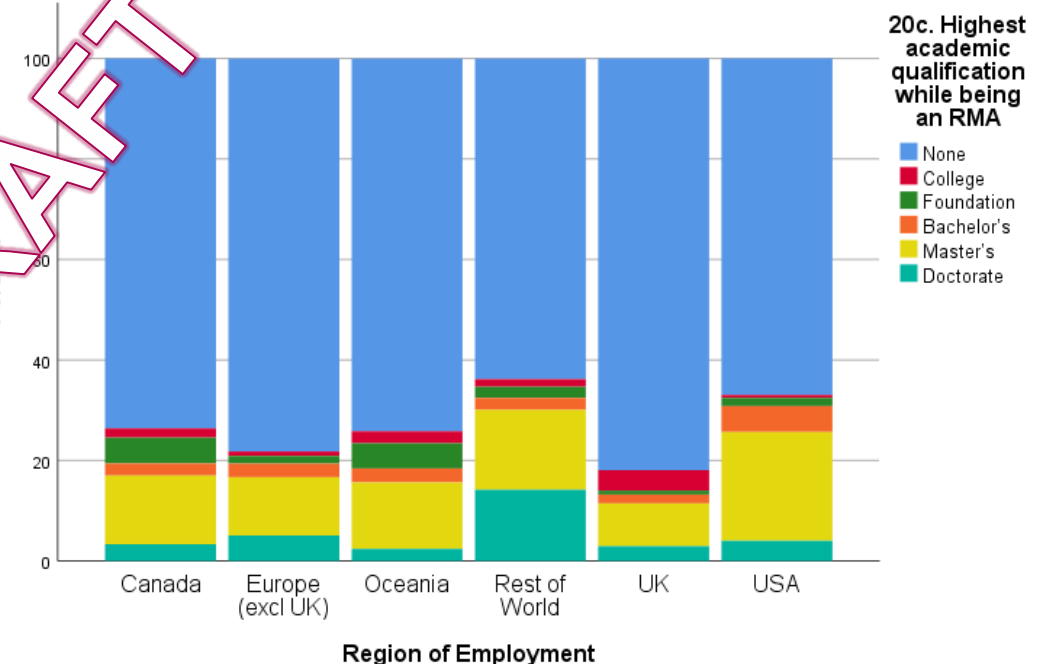
RAAAP-2 [2019]

# RAAAP-2: Educational Alignment



Stacked Bar Percent of Region of Employment by 9. Is your education background aligned to the subject area (s) that you support?

RAAAP-2 [2019]

# RAAAP-2: Professional Qualification



Stacked Bar Percent of Define your current RA role by Any National RA Certification
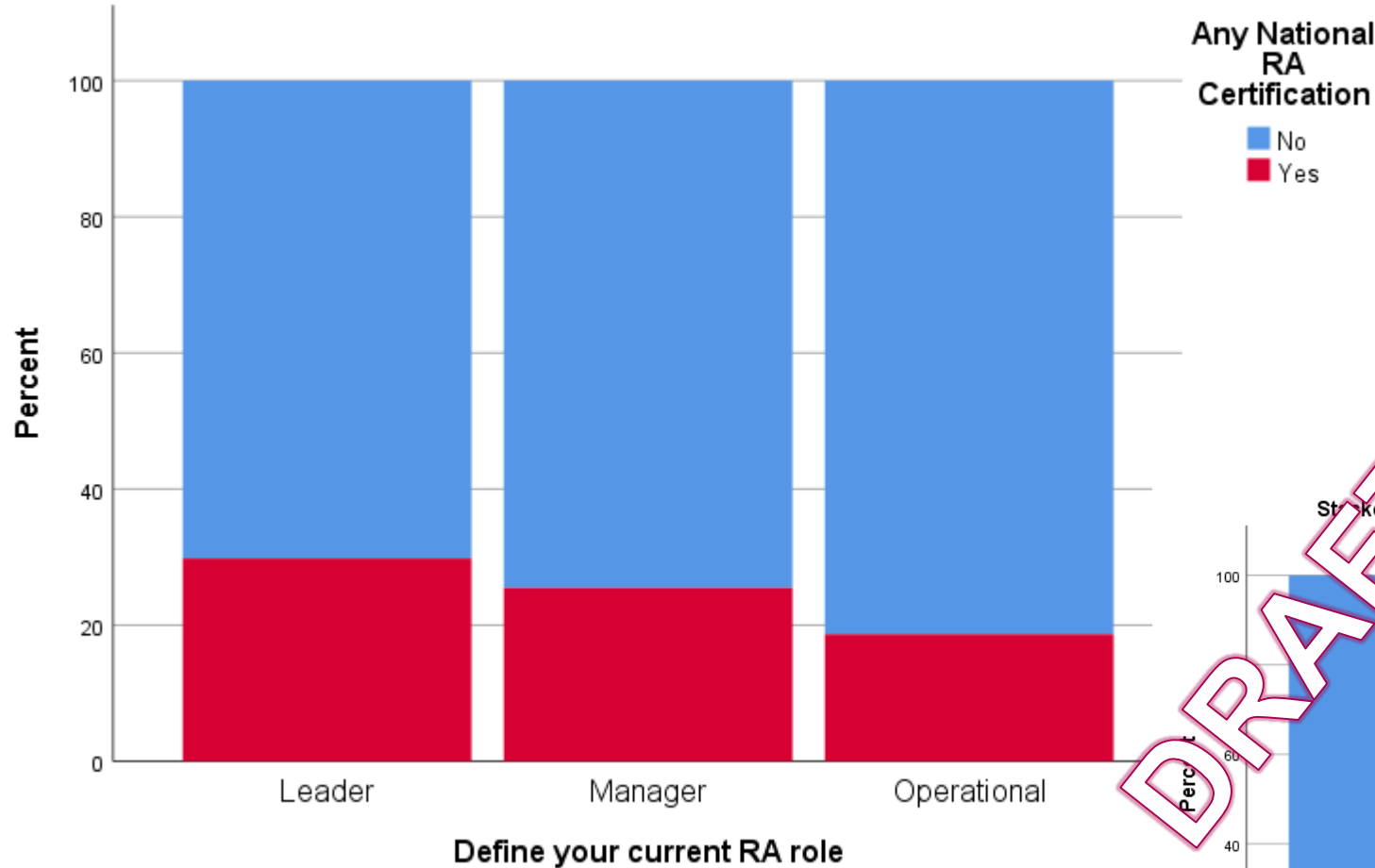
Stacked Bar Percent of Define your current RA role by 20r1. Highest academic qualification
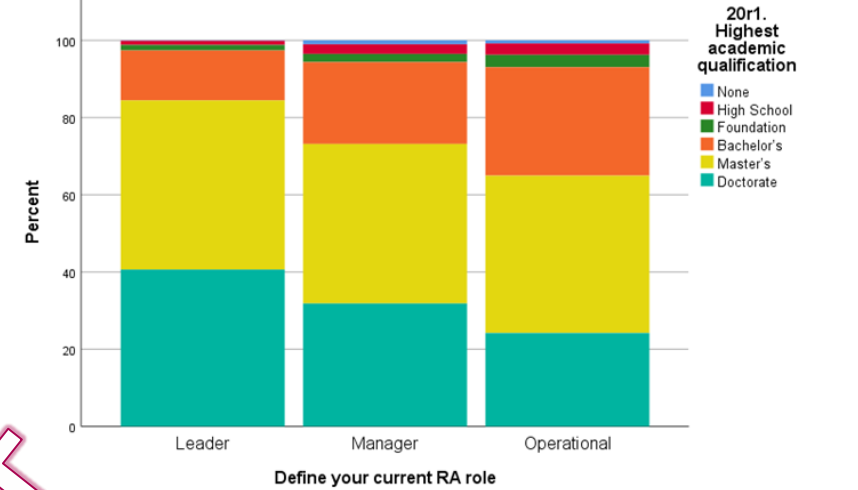
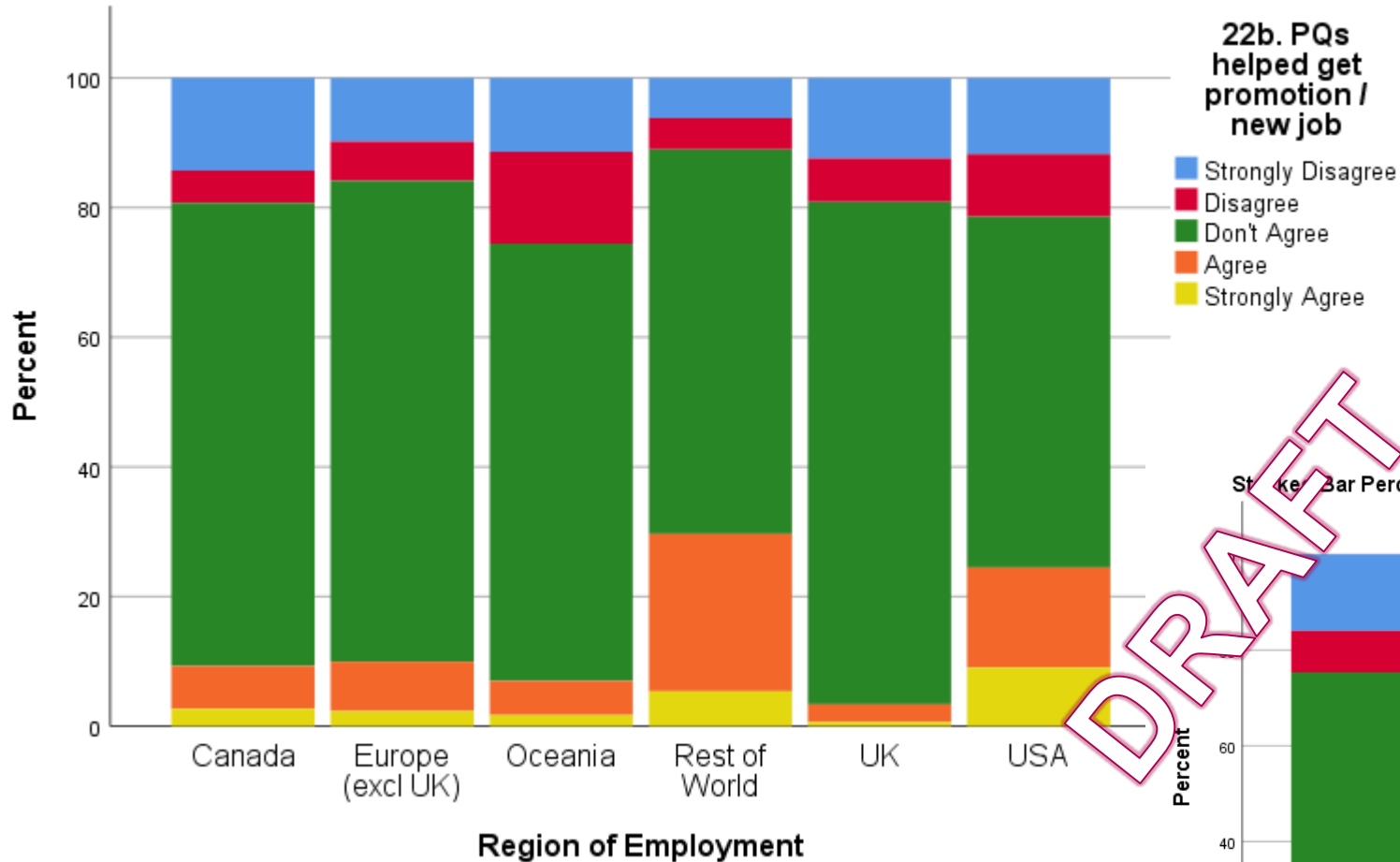Stacked Bar Percent of Region of Employment by Any National RA Certification
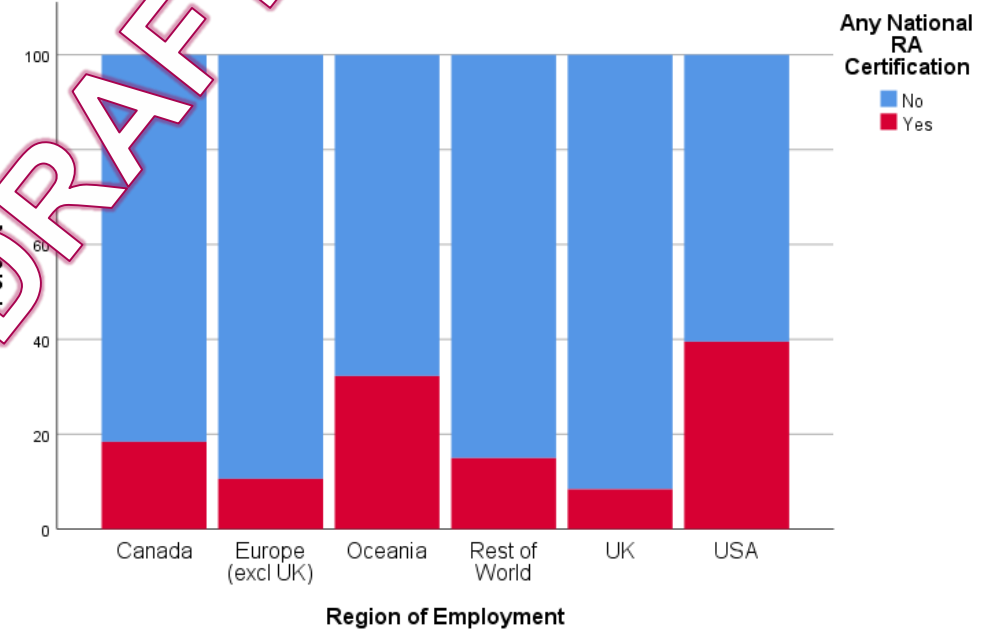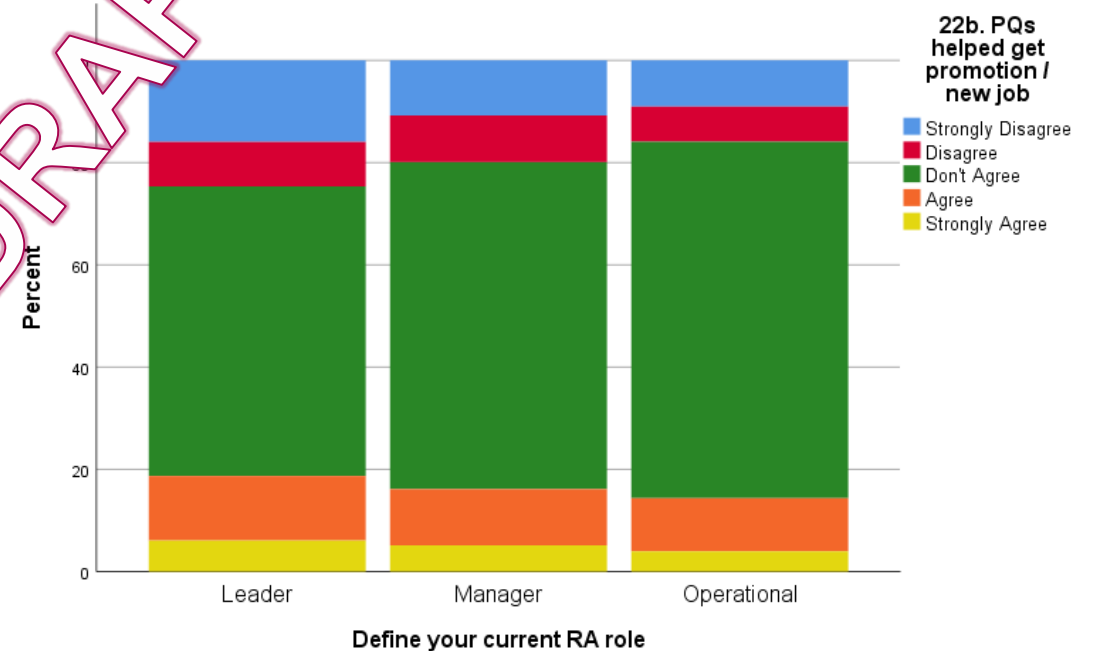
RAAAP-2 [2019]

# RAAAP-2: Value of Certification



Stacked Bar Percent of Region of Employment by 22b. PQs helped get promotion / new job
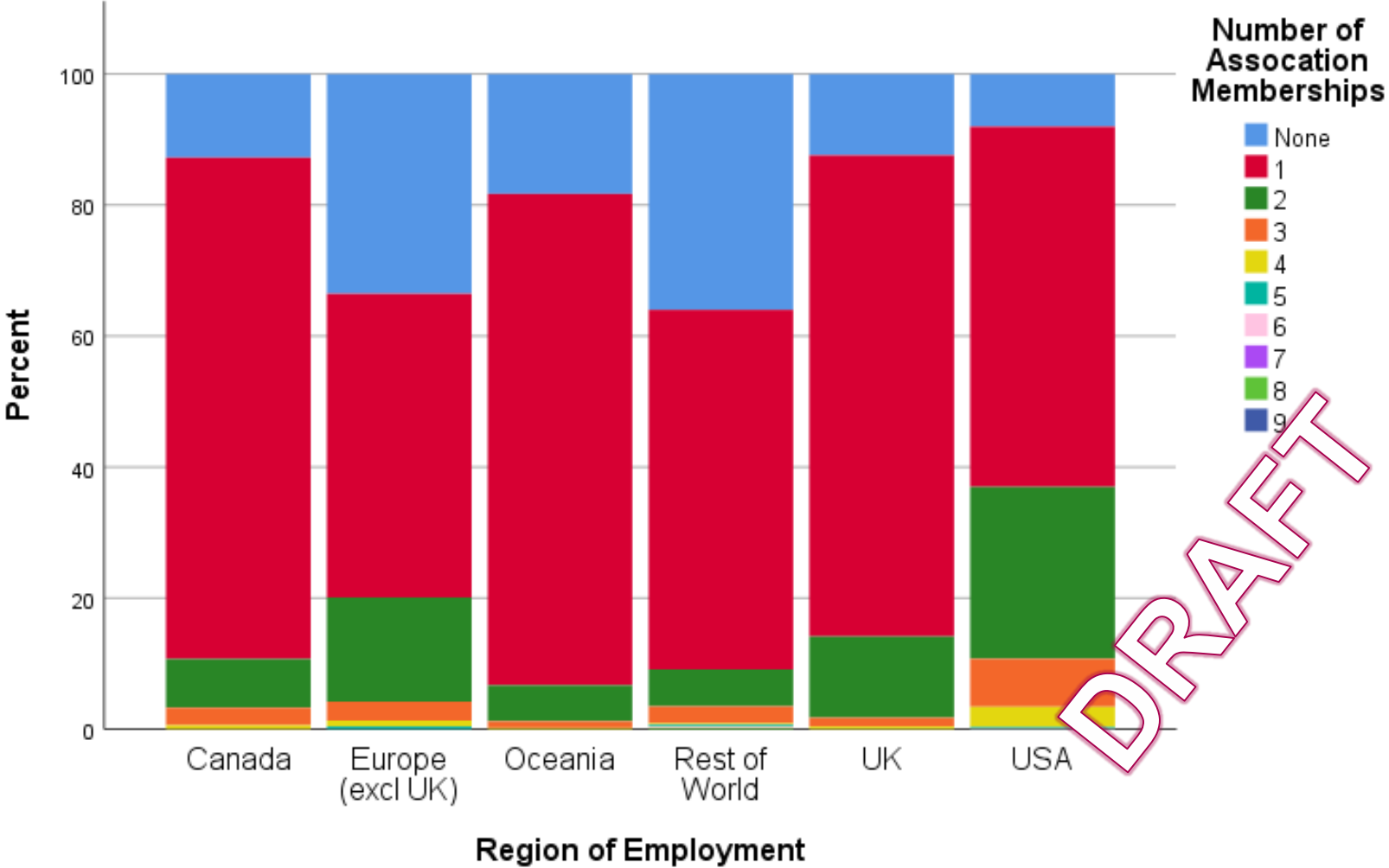
Stacked Bar Percent of Define your current RA role by 22b. PQs helped get promotion / new job
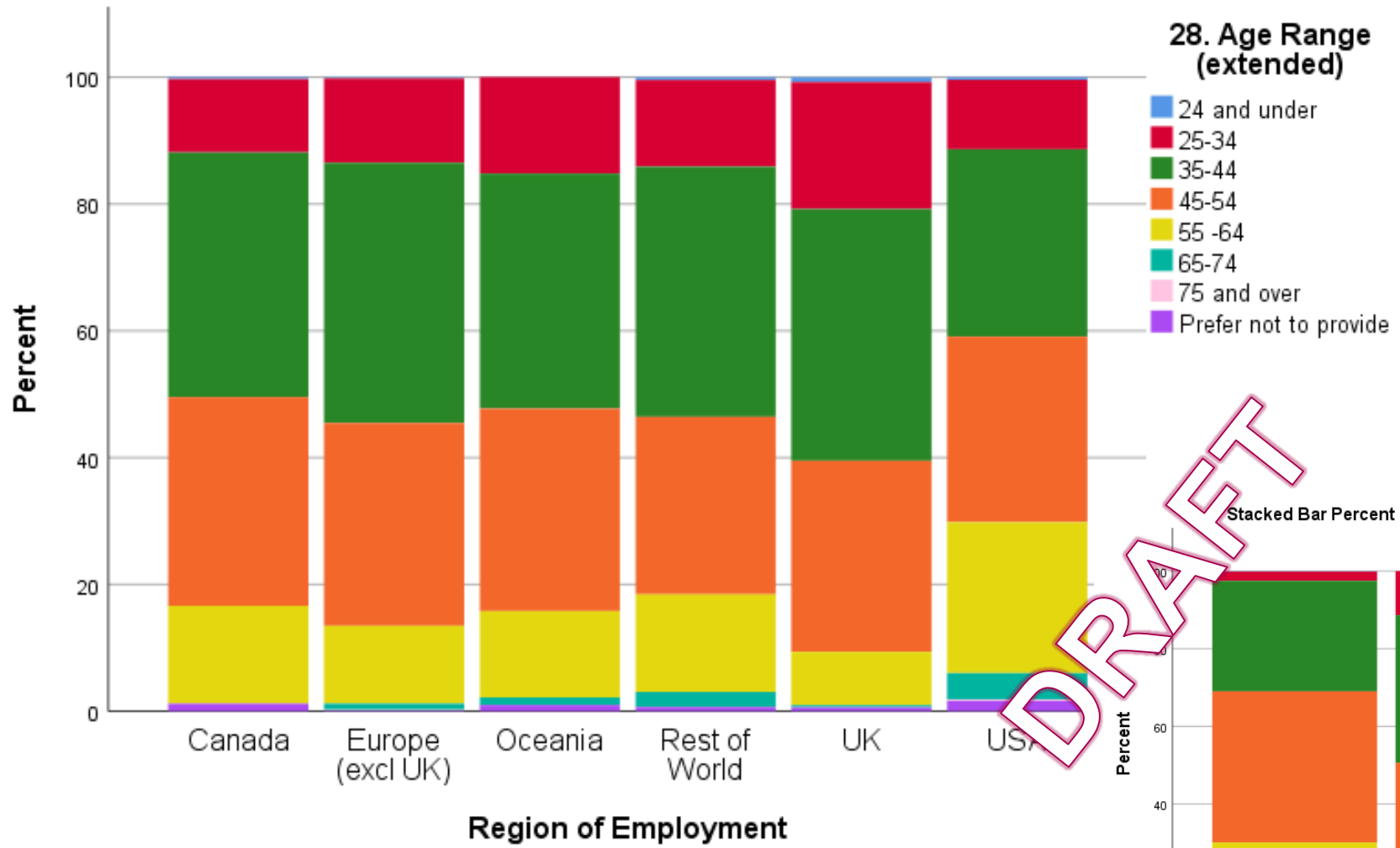
RAAAP-2 [2019]

# RAAAP-2: Association Membership



Stacked Bar Percent of Region of Employment by Number of Assocation Memberships
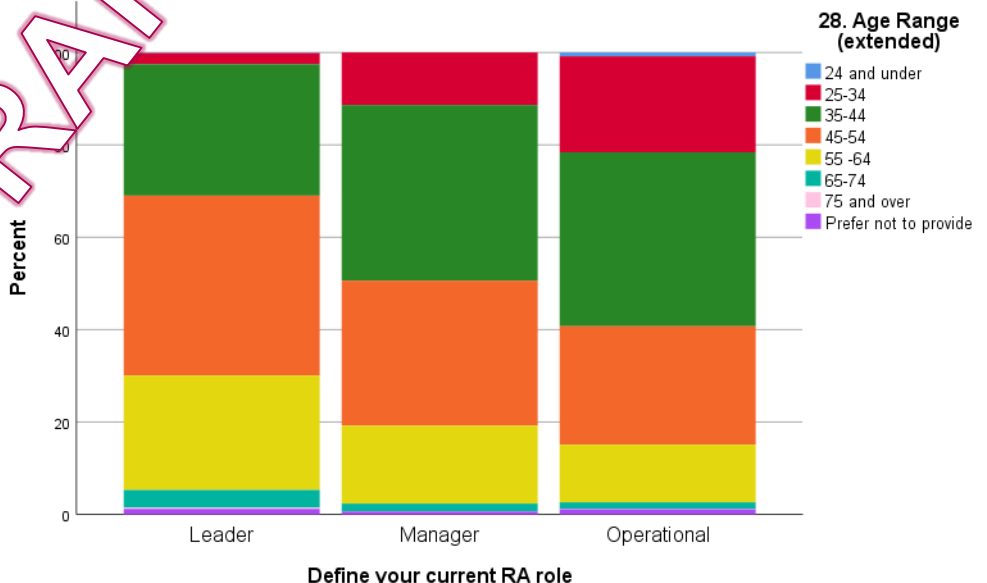
RAAAP-2 [2019]

# RAAAP-2: Age Profile



Stacked Bar Percent of Region of Employment by 28. Age Range (extended)

RAAAP-2 [2019]

# Europe: Summary Observations

- Highly Academically Qualified
- Full benefits of professional qualification yet to be seen
- Academic background alignment reasonably important
- Glass ceiling
- In many ways, still developing as a profession
  - Few RMAs under 25

- CZARMA
  - A huge opportunity
  - Opportunity to learn from other European Associations
  - Potential to join INORMS

# RAAAP Future

- 2015 RAAAP Funded by the NCURA Research Program
  - **Survey in 2016 – 2,691 responses**
- 2018 RAAAP-2 Endorsed by INORMS
  - **Survey in 2019 – 4,325 responses**
- 2020 RAAAPA Funded by NCURA Research Program
  - Analysis of 2016 and 2019 datasets
- RAAAP-3 survey in 2022 is being planned
  - HIBARMA – How I Became a Research Manager and Administrator
    - Madhuri Dutta, George Institute, India
    - Melinda Fischer, Clemson University, SC, U.S.
    - Cristina Oliveira, NOVA FSCH, Lisbon, Portugal

# RAAAP Data

- **Figshare:** https://figshare.com/collections/ RAAAP_Research_Administration_around_the_Profession_data_sets_and_supporting_files/4022284

- Or search "RAAAP Figshare"

- Or visit: https://inorms.net/activities/raaap-taskforce/

- https://inorms.net/activities/raaap-taskforce/raaap-outputs/

- Main paper:

- http://www.ncura.edu/Portals/0/Docs/RMR/2018/v23_n_1_Kerridge_Scott.pdf
  - Kerridge, S., & Scott, S. F. (2018). Research Administration around the World. *Research Management Review*, 23(1), 34.

- Also see:

  Kerridge, S. (2021). Research Administration Around the World. *Journal of Research Administration*, 52(1), 11–14.
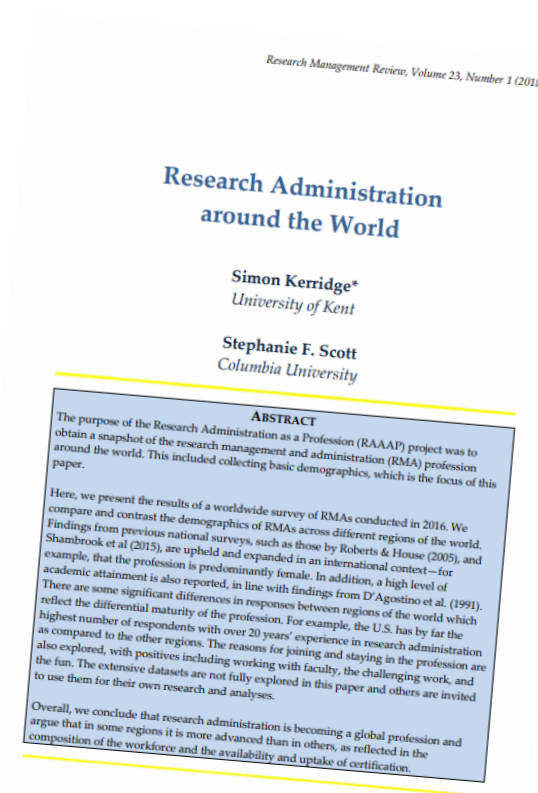
# For more information

Dr Simon Kerridge

- PI: RAAAP

PI, INORMS RAAAP [RAAAP-2]

- PI: RAAAPA
- Lead: RAAAP-3 / HIBARMA

Email: s.r.kerridge@kent.ac.uk
or drsimonkerridge@gmail.com

@SimonRKerridge #RAAAP

https://inorms.net/activities/raaap-taskforce/

orcid.org/0000-0003-4094-3719

## Research Administration as a Profession (RAAAP) Taskforce

Research Administration as a Profession (RAAAP) is an international survey which seeks to identify the key skills, attitudes and behaviours of successful research management and administration (RMA) leaders.

The initial RAAAP survey, held in 2016, was funded by NCURA. It was led by Simon Kerridge (University of Kent, UK) and Stephanie Scott (Columbia University, USA) as Co-PIs, and supported by an international advisory group. In June 2018, the Council of the International Network of Research Management Societies (INORMS) formally endorsed the RAAAP survey as an INORMS initiative

### The Taskforce

The RAAAP Taskforce was formed in October 2018. It includes many members involved in the initial (2016) RAAAP exercise, and has expanded to include representation from each of the 18 INORMS Associations.