

**The Emerald Handbook of Research
Management and Administration
Around the World**

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The Emerald Handbook of Research Management and Administration Around the World

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INVESTOR IN PEOPLE

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About the Editors



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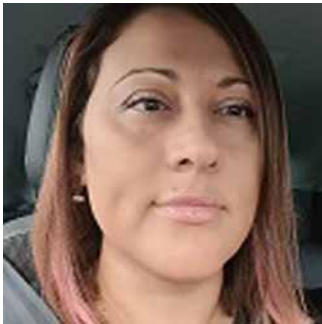
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Preface

Dr Celia Whitchurch, Honorary Associate Professor, IOE, UCL's Faculty of Education, London, UK

This Handbook is a timely contribution giving a state-of-the-art account of a profession that has developed over the years from what might be seen as purely regulatory and accounting roles, such as recording research income and expenditure, to more active roles, for example contributing to the writing of research grant applications, matching individuals and groups to specific income streams, and contributing to institutional research policy. As a result, research endeavour in institutions has become more integrated with institutional policymaking, and research managers perform a translational function between funders, academics and beneficiaries, for which transferable skills are required. They have, therefore, become research 'enablers' (King et al., 2023), 'science communicators' and 'policy analysts' (Poli, Oliveira, et al., 2023, Chapter 3.1), as well as managers *per se*. Their roles not only include knowledge exchange and project management, but also impact assessment, liaison with business and industry, public engagement and dissemination, in a world in which research is increasingly output and performance driven. This involves 'making things work' between different governance and value systems, particularly in international collaborations. Many of these types of roles put emphasis on the involvement of and feedback by stakeholders and users such as local communities and those participating in citizen science programmes. Those involved in such schemes are likely to be creating their own form of Mode 3 knowledge, i.e. 'situated' knowledge arising from practice that also involves stakeholders and users (Carayannis & Campbell, 2016; Whitchurch, 2023). At the same time, however, misrecognition of their roles and identities persists, particularly in respect of those elements of their work that are adjacent to academic activity.

The more analytic chapters give consideration to research management and administration both as a collective specialism, strengthened by national and international professional associations, and as a bespoke career, with the potential for individuals to develop their own niche within higher education, often poised between academic and professional forms of activity. In some cases, this also creates the opportunity to progress a career outside as well as within higher education. The increasing numbers of research managers with master's and doctoral qualifications mean that they may have direct experience of undertaking research, giving them the opportunity for greater career mobility, for example in project management, and/or in government agencies and policy-making bodies connected with funding research and technology. This can in turn create new divisions, between those with PhDs and those without, creating ambivalence about which world individuals belong to. It also sets up the potential for tension between the promotion of a collective identity, expressed via professional associations which give visibility to research managers' activities, and individual identities created by pursuing bespoke trajectories according to local circumstances. There are

also multicultural and multidisciplinary dimensions to cross-boundary work, particularly where research partnerships are aimed at global development. In this connection, ‘cultural intelligence’ is offered as a framework to help research managers navigate the complexities of diversity and internationalisation. All these factors can give rise to issues of where people belong, as well as potential misrecognition of their identities, which affects nomenclature, titles, career and promotion structures. These issues could be further explored as the literature develops.

It is apparent from the various contributions across countries that there are different levels of maturity for the different national groupings. Variables are likely to include the culture of an institution, the level of qualifications of individuals, particularly if they have a doctorate or academic experience, for example at the level of an early career researcher, and perhaps most critically, local relationships with academic colleagues. The debates across the chapters also raise issues about appropriate professional development for this group of staff, the extent to which this can be undertaken collectively, for example via training initiatives and the activities of professional associations such as conferences, and ways in which individuals might advance their skills and knowledge in the different spheres of research activity in which they may be involved. Practical examples are also given of research structures and cultures, and professional development frameworks, in different parts of the world. Thus, on the one hand, the book can be seen as a compendium mapping the contemporary profession internationally, and, on the other, as offering insights into the range of individual identities and aspirations that have emerged. The comparative dimension, across a broad range of countries, and indeed continents, makes it a particularly useful reference volume.

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Preface

Nik Claesen, Managing Director of the European Association of Research Managers and Administrators, Brussels, Belgium

When I first heard about this book, I was impressed by the courage of these editors to take on such a huge task. They have taken on a mammoth challenge by combining a very broad geographical coverage with a description of the complexity of research management and administration (RMA).

The level of ambition of this book is however matched by the experience, expertise, and network of the editors. They are some of the most knowledgeable and connected practitioners of the global RMA community, and are at the forefront of research into RMA. They combine theory and practice and have an extensive frame of reference. I was therefore very excited at the undertaking of the major journey that has culminated in the completion of this book.

I am overjoyed to see the result of their labours, not only because it is interesting but also because it is highly relevant in the current international context. As the Managing Director of the European Association of Research Management and Administration (EARMA), I know the European context best and this book could not be more timely. Research Management and Administration has an amazing momentum across Europe, and in my view also across the world. With the awareness of RMA increasing around the globe, there is a need for three elements to advance the (emerging) research management and administration profession. Firstly, there is a need to understand the current situation better, both at the national level and the supra-national level. Secondly, there is a need to reach a better understanding of what research management and administration is, and what its role is within the (global) research and innovation ecosystem. Thirdly, it is of crucial importance that a much larger and more convincing evidence base is formed to allow all stakeholders, but especially policy makers, to take action and unlock the huge potential of research management and administration. This book advances all three aspects simultaneously while allowing the reader to understand differences across the world allowing them to take a step back from the national or organisational contexts and viewpoints. This will allow the reader to understand the complicated world of research management and administration better. Such understanding is crucial for the RMA community to move towards a mature profession.

Therefore, I regard this work not only as the next step in the state of the art of research into research management and administration but also a strong building block in the evidence base needed to create a better and stronger research management and administration community across the world. This is essential to allow for better research and innovation to take place and address the large challenges of our time. I salute and congratulate the editors, their regional editors, and the many authors for taking on this project and delivering such an impressive result.

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We would like to extend a special thanks to the various editors and reviewers of the Emerald Publishing who have provided valuable feedback and guidance throughout the development of this book. Charlotte Maiorana believed in our daunting mission to invite authors from around the world and assisted us with the initial onboarding process with helpful guidance and feedback. Kimberley Chadwick provided valuable advice based on her expertise with the field of social science. Kirsty Woods came on board and guided us as the chapters culminated into the final product. Pavithra Muthu provided various technical guidance with our queries regarding manuscript submission. Rajachitra's flexible and accommodating support through the copyediting, typesetting, proofreading, and indexing phases of the project was amazing – and the book is so much the better for it. Thomas Creighton skillfully incorporated our wild design wishes (as avid dog lovers) and created the book cover that we adore.

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¹<https://earma.org/>

²<https://armanl.eu/>

³<https://darma.dk/>

⁴<https://fortrama.net/>



**Danish Association of Research
Managers and Administrators**



We would also like to acknowledge the many colleagues, friends, and family members who have provided support, encouragement, and inspiration along the way. Although we are unable to mention everyone by name due to space constraints, we would like to mention a few.

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⁵<https://www.ncura.edu/MembershipVolunteering/Programs/NCURAResearchProgram.aspx>

⁶<https://inorms.net/activities/raaap-taskforce/>; <https://bit.ly/raaap/>

Susi's warm thanks go to inspirational figures at Unibo: Ines Fabbro, Alice Trentini, Giuseppe Colpani, Daniela Taccone, Viviana Zanon, Elena Zaccheroni, Alessia Pollice, Barbara Neri, Michele Toschi, Elisabetta Chiusoli, Silvia Samoggia, and to all the colleagues in the Education division for their curiosity in exploring selves in the higher education (HE) management. Her peers nurtured her perseverance and opened up new frontiers of investigation and professional training for her. Warm thanks also go to the colleagues who offered a review of the drafts: Lucy Kerstens, Patricia Ruiz Noppinger, Patrizia Rampioni, José Santos, Denise Florean, Karina Koesler, Valentina Romano, Marco Berzano, and Adele Del Bello. Special thanks to her mentor Pam Denicolo and to her supervisor Celia Whitchurch. She also remembers with gratitude the mentorship of late Gareth Williams and David Watson. This book is dedicated to her dad, Ruy, who passed away during the pre-final stage of reviewing this book. Ruy believed that this world can easily be a 'woman's place', which propelled Susi's commitment to women's leadership in the highly gendered HE sector. Lastly, her warmest thanks go to Jo and Andrea, her family team, for their unconditional support throughout the lifecycle of this book-project.

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

Finally, we would like to thank our readers for their interest in this book. We hope that this work will provide useful insights that will enable you to delve deeper into the emerging topics and inspire you to engage in meaningful discussions that can help shape the field of research management and administration.



Thank you all for your contributions, support, and dedicated efforts to this project. We are proud to have worked with such a talented and committed group of individuals.



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Introduction and Structure

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Introduction

Over the past decades, scholars and practitioners around the world have observed the emergence of professionals who actively engage in supporting research and related activities as research managers and administrators (RMAs). Research projects are becoming increasingly interdisciplinary, involving multiple institutions and often requiring large teams of researchers with different areas of expertise. There is also an increasing focus on research integrity and the need to provide guidance and support on issues such as research ethics, data management, and research governance. In addition, researchers are faced with increasing pressure to demonstrate the impact of their work. RMAs can provide support to ensure that research is conducted efficiently, ethically, and with impact, both in terms of academic outputs and broader societal effects.

Despite the surging interest in the profession and the developments in the field, there has been little effort to investigate RMAs in a comparative manner. An initiative was thus launched to put together observations from around the globe and across disciplines to provide a cross-regional and cross-cultural account of the professionals who actively engage in research support as RMAs. 127 authors contributed their observations on over 50 countries that reside across 7 regions: Africa, North America, South America, Asia, Australasia, Eastern Europe, Western Europe, and the Middle East.

Capturing wide ranging topics to communicate with varying audiences, the book is designed to serve multiple purposes. It is a handbook for individuals who are considering a career in research management and administration (RMA). It also serves as a reference text for those concerned with developing policies to support research.

The Emerald Handbook of Research Management and Administration Around the World, 1–6

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The handbook also provides knowledge for students who are otherwise unfamiliar with RMA as an occupation. Ultimately, the volume aims to offer evidence-based discussion as a foundation to promote not only the visibility and recognition of RMAs, but also social awareness about the profession.

The book was edited by three individuals who have come from diverse backgrounds while sharing a mutual interest in studying the emerging global trends in the field of RMA. Simon Kerridge (University of Kent) has been actively leading the field as principal investigator of the RAAAP surveys, while Susi Poli (Bologna University) has been researching RMAs utilising vast knowledge and experience on the subject. Mariko Yang-Yoshihara (Stanford University) brings in a critical perspective to provide cross-discipline, cross-cultural voices to the project. The Editors have been responsible for instilling and executing the book's overall vision, creating and providing guidelines for authors, and ensuring intellectual consistency over separate sections that involved both academic and practical knowledge.

The scope and scale of the book necessitated the involvement of 'Regional Editors' to assist in author identification and management, assist in the country-specific chapters and chapters within their expertise. Jan Andersen, Melinda Fischer, Mark Hochman, Fernanda Oliveira, Makiko Takahashi, Therina Theron, and Virág Zsár served as the Regional Editors, liaising with authors and keeping them accountable for their contribution to align with the book's vision.

Structure of the Book

The book is structured in two parts. Part 1 presents the chapters by researchers and practitioners with a goal to provide frameworks to help address the challenges and opportunities that RMA are faced with. We hope that these works will inform future research and help develop the best practices in the field. Part 2 brings together descriptions of the current state of research management and administration across countries. There are over 50 states and regions represented in these chapters, offering a comprehensive global overview of the RMA landscape. Authors from more than 40 countries, primarily practitioners with some scholars, have shared their observations and insights. Typically, the first part is more theoretical and 'academic' in nature, while the second part is more discursive and 'practitioner' focussed.

The book does not intend to provide a comprehensive understanding of the tasks and responsibilities of an RMA. Instead, it delves into the broader issues of the formation and evolution of these professional groups, which has become an essential part of the research ecosystem. Its focus is on explaining the reasons behind their existence and the significance of their roles in the increasingly globalised research landscape. The rationale, structure, and content of the book are as follows. For those seeking detailed technical information and practical guidance on research management and administration, it is recommended to explore the numerous RMA associations, many of which are discussed in this book, or visit the membership page of the International Network of Research Management Organisations (INORMS, n.d.). Additionally, there are print-based resources available, such as Kulakowski and Chronister (2011), which has a US focus, and Andersen et al. (2017), which centres on Europe. Moreover, there are four academic journals dedicated to RMA: the *Journal of Research Administration*,¹ the *Research Management Review*,² the *Journal of Research Management and Governance*,³ and the *Journal of Research Management and Administration*.⁴

¹ <https://www.srainternational.org/resources/journal>

² <https://www.ncura.edu/Publications/ResearchManagementReview.aspx>

³ <https://jrmg.um.edu.my/>

⁴ <https://publications.coventry.ac.uk/index.php/jorma/index>

Structure and Rationale

Part 1 is organised into four sections. Section 1 includes seven chapters covering the ***History*** of the development of RMA in different parts of the world. Section 2 has eight chapters focusing on the ***Context*** in which research management and administration operates. Section 3 comprises seven chapters, exploring the ***Identity*** of RMAs, while Section 4 delves into the ***Professionalism*** of RMAs. For a more detailed overview of Part 1 and guidance on how to navigate it, please refer to Chapter 1 (Yang-Yoshihara & Poli, 2023). Part 2 consists of a single section with 42 chapters, each offering a practitioner's perspective on the state of research management and administration in a specific geographic region. This section includes an introduction (Kerridge, 2023c, Chapter 5.1) outlining the chapter order, and a concluding chapter featuring contributions from all the Regional Editors (Kerridge, Andersen, et al., 2023, Chapter 5.44), which highlights both commonalities and differences among regions. Finally, Section 6 has a single entry (Yang-Yoshihara, Kerridge, et al., 2023, Chapter 6) featuring the Editors' reflection of the project and discussion of the key findings presented throughout this book.

Research Management and Administration

As in any other emerging fields, acronyms abound in the domain of RMA. To assist readers, we have provided a Glossary section that covers many country- and region-specific terms, as well as international expressions. However, some terms pose challenges, including the word 'RMA' itself. In this book, we employ 'Research Management and Administration' to refer to the field or domain, and 'Research Manager and Administrator' to denote an individual practitioner in the field. It is important to clarify that RMA is by no means an internationally agreed-upon term. For example, in North America, 'Research Administrator' is predominant, while in South America and Africa, 'Research and Innovation Manager' is more popularly used. In a recent survey (Kerridge, Dutta, et al., 2022), those identifying as working in the RMA field were asked to select their preferred title. Across 26 countries with at least 10 respondents totaling $n = 2,075$, no consensus emerged on a single term for the profession; all but two countries used seven or more of the provided terms. This underscores that, while there may be a shared understanding of the role of RMAs, there is no unified identity regarding the terminology used to describe them. This topic is explored in various chapters in Part 1.

Practicalities of the Book

This book is fully Open Access and available online, free of charge to a broader audience. Readers should note that each chapter consists of several parts, each beginning with an abstract to guide them. We intended each chapter to be self-contained, allowing readers to extract and read them as standalone articles. As such, there may be some recurring themes and inevitable repetition of ideas across chapters. Every chapter is provided with its own DOI (Digital Object Identifier), and we have utilized standard author-name citations to facilitate future retrieval. While the entire book boasts a comprehensive reference list with over 1,000 entries, each chapter also includes its own list of references. In general, we have encouraged citations from a variety of sources beyond academic articles, reserving footnotes primarily for straightforward web references. This means that documents from websites or specific web pages would normally be cited, while a website homepage would receive only a footnote.



Fig. 0.1 Author Group Photo, EARMA Conference, 25 April 2023, Prague, Czechia.

Left to right: Olaf Svenningsen, Research Lighthouse; Susi Poli, Alma Mater Studiorum University of Bologna; Virág Zsár, HÉTFA Research Institute; Patrizia Rampioni, Erasmus University of Rotterdam (NL); Makiko Takahashi, Kanazawa Institute of Technology; Francesca Mura, University of Padua; Sandra Mereu, Université Paris Cité; Zsuzsanna Angyal, Leiden University; Mirella Collini, Università degli Studi di Trento; Cristina Borrás, Agency for Management of University and Research Grants; John Donovan, Technological University Dublin; Susie Cullinane, South East Technological University; Jakob Feldtfo Christensen, DIVERSIunity; Aurelija Povilaikė, Research Council of Lithuania; Zygmunt Krasieński, Institute of Fundamental Technological Research, Polish Academy of Sciences; Eleonora Zuolo, Sorbonne Université; Jan Andersen, University of Southern Denmark; Doris Alexander, Trinity College Dublin; Anna Groeninx van Zoelen, Retired; Kris Monahan, Providence College; Simon Kerridge, University of Kent; Kathleen Larmett, NCURA; Jaroslav Sip, Czech Technical University; Evelina Brännvall, Universities in South, Lund University; Edwin Kanters, Utrecht University; Lachlan Smith, Cloud Chamber; Andri Charalambous, The Cyprus Institute; Primož Petek, Slovenian Forestry Institute; Mark Hochman, Research Management Resources Pty Ltd; Hege Nedberg, The Norwegian Mapping Authority; Vanda Baloh, ZRC SAZU; Bruno Woeran, PMU Innovations Ltd; Tania Tambiah, Swinburne University of Technology; Nichole Elgueta Silva, University of Agder; Elisabeth Denk, University of Natural Resources; José Santos, Instituto Politécnico de Bragança; Teresa Costa, Universidade NOVA de Lisboa; Carolina Varela, European University Association; Valentina Romano, Politecnico di Torino; Emma Lythgoe, Instituto de Nanociencia y Materiales de Aragón.



Fig. 0.2 Author Group Photo, INORMS Conference, 31 May 2023, Durban, South Africa.

Standing, left to right: Maryke Hunter-Hüsselmann, Stellenbosch University; Cristina Oliveira, NOVA University Lisbon; Madhuri Dutta, George Institute India; Therina Theron, Stellenbosch University; Evelina Brännvall, Universities in South Sweden; Bruno Woeran, Paracelsus Private Medical University; John Kirkland, Retired; Elliott Kulakowski, Research Administration and Management Strategy Group; Jan Andersen, University of Southern Denmark; Les Labuschagne, University of South Africa; Silke Blohm, 4Sciences Group Ltd; Tania Tambiah, Swinburne University of Technology; Paul Winkler, FORTRAMA; Carol Wangui Hunja, South Eastern Kenya University; Patrizia Rampioni, Erasmus University of Rotterdam; Mu Rongping, Chinese Association for Science of Science and S&T Policy; Tan Hsiao Wei, Universiti Malaya; Savita Ayyar, Jaquaranda Tree Consulting; Karin Dyason, SARIMA.

And seated, left to right: Changu Batisani, Botswana Open University; Vanda Baloh, ZRC SAZU; Pamisha Pillay, Wits Commercial Enterprise; Virág Zsár, HÉTFA Research Institute; Mariko Yang-Yoshihara, Stanford University; Susi Poli, Alma Mater Studiorum University of Bologna; Simon Kerridge, University of Kent; Melinda Fischer, Clemson University; Shaliza Ibrahim, Universiti Malaya; Makiko Takahashi, Kanazawa Institute of Technology.

Last but not least, we have adopted the CRediT taxonomy for author contributions to chapters, you can discern which authors contributed to specific aspects of the chapter. Additionally, authors have included their Orcid identifiers where available, enabling you to access more information about them and explore their other works, beyond what they've provided in their mini biographies.

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Jan Andersen – Western Europe
Melinda Fischer – North America
Mark Hochman – Australasia, and the Middle East
Fernanda Stringassi de Oliveira – South America
Makiko Takahashi – Asia
Therina Theron – Africa
Virág Zsár – Eastern and Central Europe



During the production phase of the book, we had the opportunity to meet with several Regional Editors and other authors at the EARMA and INORMS conferences in 2023.



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Introduction to Part 1

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The field of research management and administration (RMA) is an evolving domain. With research endeavors spanning multiple disciplines and often involving various institutions and diverse teams of experts, there is an increasing focus on research governance. Researchers are now expected to demonstrate the impact of their work, going beyond academic achievements to encompass broader societal significance. RMAs play a crucial role in ensuring that research is carried out efficiently, ethically, and with a substantial societal impact, aligning with evolving funding priorities, changing policy requirements, and the rapid advancement of technologies.

As RMAs' roles and responsibilities continue to expand, more researchers and scholars are turning their attention to this domain for investigation. However, the theoretical foundations of RMA activities have been relatively unexplored. To address this gap, Part 1 of this handbook comprises a comprehensive collection of chapters covering various topics, offering frameworks to inform and guide future research on RMAs. These theoretical frameworks assist in addressing the numerous challenges and opportunities that this evolving field encounters and serve as a basis for developing best practices. The contributions from leading experts and practitioners in the field provide valuable resources for researchers, practitioners, policymakers, and students looking to deepen their understanding of this emerging profession.

Part 1 consists of four sections with distinct themes: History, Context, Identity, and Professionalism. We present a succinct overview of each chapter by dividing the discussion into four sections.

Section 1: History

Section 1 provides the historical context to lay the foundation of the subsequent discussions on the RMA profession. How and when did RMA emerge as a profession

The Emerald Handbook of Research Management and Administration Around the World, 7–13



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in different parts of the world? How were professional associations for RMAs set up and organised in different regions? **Chapter 1.1** (Kirkland, 2023) presents a comprehensive overview of the progress of research management in Africa over the past two decades, particularly through the growth of various professional associations including Southern African Research and Innovation Management Association, SARIMA. The chapter aims to offer a critical assessment of the role of international support in building research management structures on the African continent. **Chapter 1.2** (Monahan et al., 2023) offers a thorough chronology of how the profession has evolved in the United States and Canada, with distinct specialisations over the years, resulting in the development of professional societies in both countries. It also touches on Mexico, where no formal research administration infrastructure has been established yet.

Chapter 1.3 (Takahashi, 2023) focusses on Asia by highlighting the increasing need and the resultant development of RMA since the 2010s by covering China, India, Japan, Malaysia, Singapore, and Vietnam. The comparative analysis also reveals a variation among the countries in the region in the way they address these professions. In **Chapter 1.4** (Hochman et al., 2023), the authors trace the origins of the RMA profession in Australasia, charting its growth over the past 35 years. They show how the RMA profession in Australasia has gained widespread recognition within the higher education sector and among government agencies, through the establishment of a well-regarded accreditation program.

Chapter 1.5 (Zsár, 2023a) demonstrates the close relationship between the development of RMA in Europe and the science and technology policy emerged from discussions among the European Union member states, the European Commission, and Parliament. The author traces its origins to the 1980s, depicting how a network among a small group of financial professionals has evolved over time, with uneven growth across regions. **Chapter 1.6** (Groeninx van Zoelen, 2023) provides a brief overview of the state of RMA in Central and Eastern European countries, where the profession is relatively new given the history, size, and economy of the region. Highlighting examples of progress and challenges within the profession, the author maintains that only a few have leveraged regional or European funding opportunities.

The last chapter of Section 1, **Chapter 1.7** (Kulakowski, 2023) provides a detailed historical account of the origins and evolution of INORMS, the International Network of Research Management Societies, and summarises the factors that led to its formation. Established 20 years ago, INORMS has grown its membership base by successfully addressing the need for cross-national understanding of research regulations and promoting collaborations among member societies.

Section 2: Context

Section 2 is dedicated to exploring the contextual aspects of RMAs, including their professional qualifications, skill sets, and common career trajectories. Through detailed discussions on definitions, this section aims to promote our understanding of the field.¹

¹As stated in the previous chapter (Kerridge et al., 2023, Introduction and Structure), this book focusses on issues such as formation, evolution, and significance of the professional roles in the broader research ecosystem. For in-depth understanding of the tasks and responsibilities of RMAs, Kulakowski and Chronister (2006) provides a detailed description of the day-to-day tasks involved in the profession, which could be of interest to readers who are considering becoming an RMA.