

EMERALDHANDBOOKS

THE EMERALD HANDBOOK OF RESEARCH MANAGEMENT AND ADMINISTRATION AROUND THE WORLD

EDITED BY

SIMON **KERRIDGE**

SUSI **POLI**

MARIKO **YANG-YOSHIHARA**

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BOOK



**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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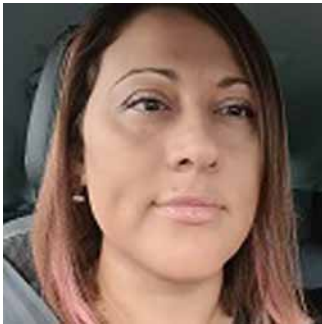
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Anna Groeninx van Zoelen has retired after working as Senior Pre-ward EU Research Consultant and Policy Officer at the universities of Utrecht, Amsterdam and Leiden. She supported researchers in developing strategic pathways for funding, contributed to research policies, and represented the university in national and European networks. She was involved in the founding of EARMA (1995), advised the European Commission on ‘Mobstacles’ of Marie Curie (2001), co-created the European Research Professionals community within LERU (2004), and helped establish EUPMAN in the Netherlands.



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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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¹<https://earma.org/>

²<https://armanl.eu/>

³<https://darma.dk/>

⁴<https://fortrama.net/>



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Managers and Administrators**



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

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

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