

Development of joint Japan/UK URA Professional Development activities

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A bit about me – my journey

- Director of Research & Enterprise Development at University of Bristol, 8 years ('Chief URA')
- August 2014: appointed as Professor in URA at Cardiff Business School to develop the first Master's degree programme in URA in UK
- Worked with URAs in Kyoto University and British Council, Japan. Hosted URA visit to Bristol in July, 2014
- Previously, Director of Research Services at Imperial College London – led a major restructuring of URA; 5000 sponsored research grants
- Also worked at UK Medical Research Council and industry
- Interested in professionalisation, internationalisation and scholarship of URA; led a national UK study of URA
- Executive leadership workshops for senior Faculty and URAs
- SRA Distinguished Faculty; Winner of inaugural Carter Award for Excellence in URA
- PhD Neuropharmacology
- Fulbright Scholar, post doctoral research at NIH



And a bit about my journey

- Director of RED, and Head of Research Development at University of Bristol, UK
 - develop high level strategic direction of research at the University and facilitate its growth and development
 - leadership and direction for the professional team of Research Development Managers
 - support inter-disciplinary research applications and initiatives and identify new 'high priority' funding opportunities
- Previously Divisional Manager (Medicine) at Imperial College London, Senior Programme Manager (International Research Office, Imperial College London) and Scientific Programme Manager at the UK Medical Research Council
- PhD in Neuroscience, post doctoral research at Baylor College of Medicine and Tufts University School of Medicine.



- Bristol University has a special relationship with Kyoto University, both research intensive institutions
- Collaboration was initiated, developed and led by each RED/SACI (**URA**)
- Approved and supported by each University President
- 1st BU-KU Symposium, Bristol 2013: 90 Kyoto Professors came to Bristol
- **Continued URA involvement in ongoing relationship management** and development, identifying areas for research collaboration and organising events, visits, secondments, tech transfer



URAs have an important role in helping build international relationships

Research Management and Administration (URA)

- Arose from the need to manage growth in the number and complexity of funding schemes and research awards over the last fifty years, but particularly the last 5-10 years
- Researchers no longer able to manage all aspects of research programmes or funding, nor is it the best use of their skills or time
- URA is an expert activity and 'profession' that continues to **develop and mature** globally, in universities, research institutes, clinical centres, industry, charities, funding bodies, Govt.

Research and Funding

- more competitive and larger in scale (importance of Grand Challenges)
- favouring excellence with critical mass - 'size matters'
- infrastructure, facilities and investment needed is often expensive
- more multi-disciplinary, -partner, -institution and -country
- subject to more risk, governance, audit, bureaucracy and complexity of management
- requirement to demonstrate knowledge/ economic impact, wealth and jobs/ benefits/ value for money to society and Govt (Treasury)

Global Challenges in 21st Century

(Sir John Beddington)



↑ Urbanisation



↑ Population



Food security



Alleviating poverty



↑ Energy demand



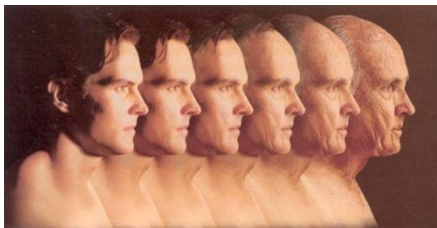
Counter-terrorism



Climate Change



↑ Water demand



Ageing population



Non-infectious diseases



Infectious diseases



Biodiversity

What does this mean for us ?

- Research and its funding is increasingly focusing on big questions and challenges that affect society and the planet – to help identify solutions now
- Best fundamental research is driven by curiosity but we have to think what this means to the public at large, funders and to Govts
- Single research groups, single universities, or even single nations, do not have sufficient critical mass, expertise or resources to address these major societal challenges – collaboration is essential
- Role of URAs is important in helping manage this complexity and change

Functions of URA for us

- Research strategy development; strategic management planning
- Horizon scanning for research opportunities and funding
- Translate external environment and drivers, e.g. impact, metrics and statutory reporting ; policy consultations
- Expert knowledge about funders and funding calls
- Research development and facilitation; helping build new collaborations and communities
- Pre-award activities and costing methodologies; bid preparation and supporting applications
- Specialist knowledge about academic disciplines and academics
- Interdisciplinary research
- Understanding and supporting collaboration, incl cross sectoral interaction and partnerships

More functions of URA

- Research Integrity: governance, ethics, good practice and misconduct, clinical trials
- Contract negotiation (legal)
- Project management of large contracts, bids and awards
- Post-award management/milestones incl finance, HR expertise
- Audit, compliance and risk management
- Institutional portfolio management, analysis and reporting
- Knowledge Exchange, IP, and commercialisation
- Impact development, capture and articulation
- Public Engagement and Communication
- Networking and relationship management with collaborators, funders, Government (national and local), industry, other Universities and URAs

Even more functions of URA

- Spin outs/spin in, new business support, social enterprise
- Student enterprise skills and entrepreneurship
- Regional agenda and partnerships
- Business development and supporting corporate alliances
- Consultancy
- European funding
- Event management
- Research information systems and reporting
- Postgraduate students, doctoral training
- Training (academics, research staff, students, departmental administrators, URAs)
- Internationalisation
- Open Access and Research Data Management
- Others....?

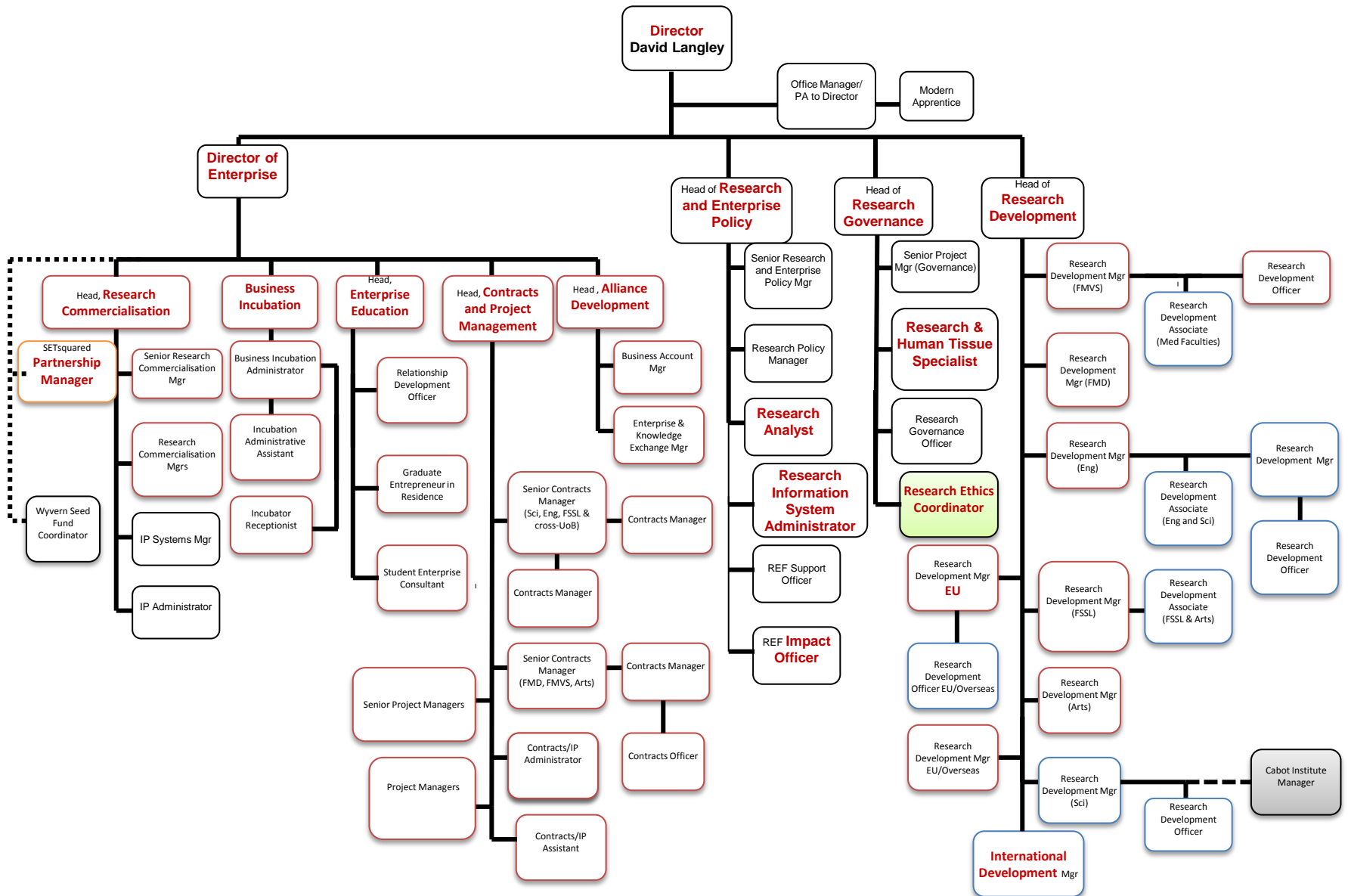
The Outcome ...



The Multi-Disciplinary
Multi-Dimensional
Increasingly expert
Professional
URA



Research & Enterprise Development at University of Bristol



URA function: Research Development

- University of Bristol has a URA team to do what we call Research Development
 - Strategy
 - Bid development and support
 - Training
- Teams work with Faculties (Arts, Science, Social Sciences, Engineering, Medical Sciences)
- Plus EU/International grant specialists

Strategy

- Relationship management with our key external research funders
- Develop research strategy for University (eg Biomedical review, theme strategy development)
- Work closely to support and advise Vice President (Research)

Bid support

- Find external funding opportunities
- Read the instructions and note deadlines
- Make sure the proposal fits the call
- Liaise with the funder (phone them)
- Advise on costing the bid and justify the costs
- Other sections (eg project management, risk register, governance structure, impact plan)
- Be a critical friend (is it well written? does it address the call question? Does it have clear objectives?)
- Make sure all sections on the form are complete and appropriate
- Make sure there is time to get it through any University approval process prior to submission

- How to write a proposal
- Grant craftsmanship
- Lunchtime “surgeries”
- Funder study days/mock panels
- Mock interviews for grants and fellowships

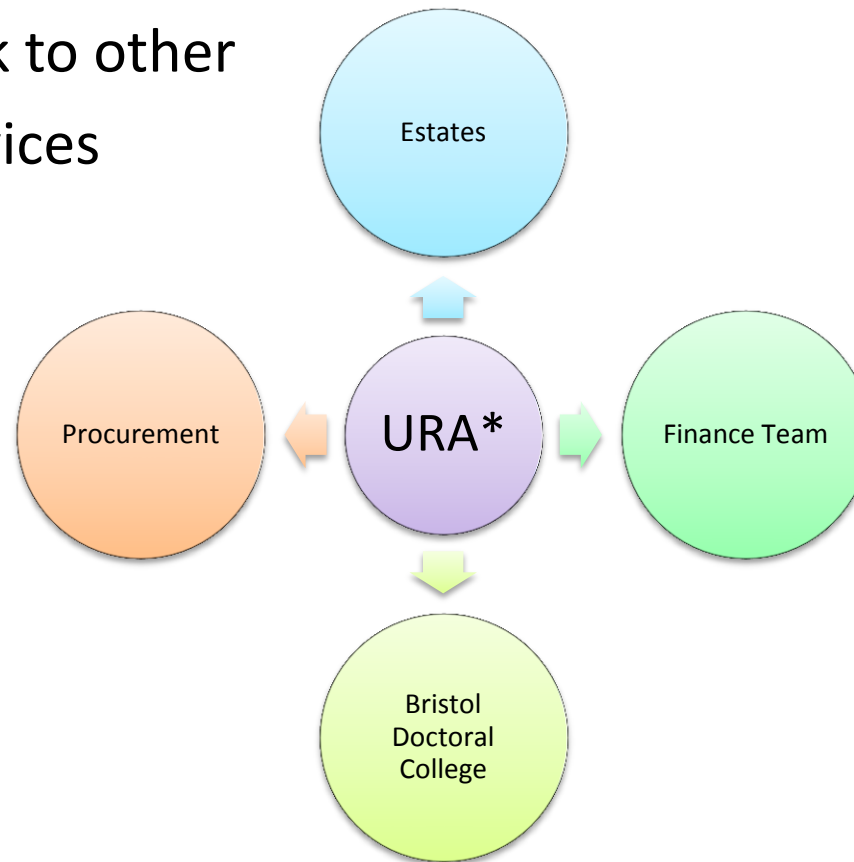
Case study

EPSRC 2013 Call for Centres in Doctoral Training (PhDs)

- Through relationship with funder (EPSRC) have prior intelligence on nature of call
- Community primed and ready to respond
- Process agreed with senior members of University
- 2 stage competition
 - internal review of outlines for quality and to restrict numbers
 - Initial assessment of cost to the University

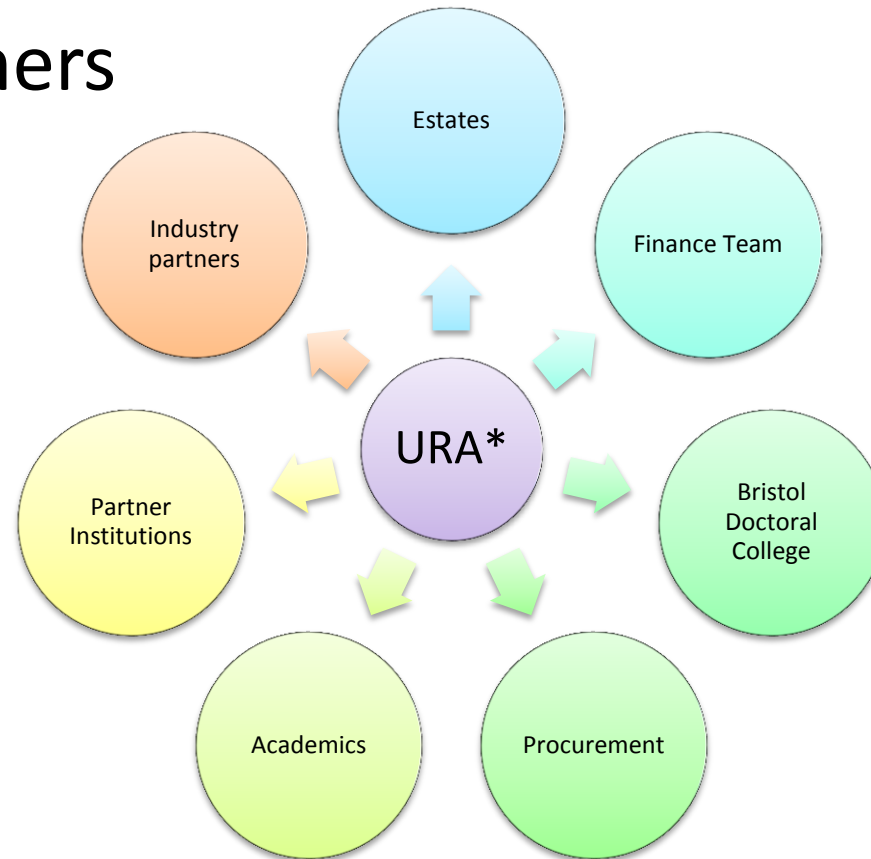
Case study continued

- URA is key link to other Professional services



Case study continued

- And to others



Case study continued

- URA role
 - Provided costing template
 - Worked with finance on cost and contributions
 - Project managed
 - Critical friend
 - Provided consistency across bids
 - Draft and advise on letter of support
 - Mock interviews for each team

Case study outcome

Outcome

- First round 7 awarded, subsequently 2 further awarded = 2nd in UK ranking
- Total value = £8m (plus £3m in partner bids)
- Success rate = 70% from outline stage.

URA widely acknowledged as critical to success

Proposal and Ambition

Proposal and Ambition

- Joint Japan/UK URA development programme (of visits, secondments, study tours and workshops and scholarship)
- Shared capacity building, skills development, learning and professionalisation routes, **including at Master's degree** (powerfully innovative!)
- = increased effectiveness, relationships and networks, growth and development between UK/Japan URAs – these links and understanding are critical
- Funding is important ? ¥, £, €
 - MEXT, JST, JSPS, British Council, Universities have a key role

Why Japan and UK?

- Both have a tradition and reputation of excellent, high quality leading universities and research/innovation, valued by our Govts
- Global economic recession: research and innovation part of the solution
- Higher education is international and we're dealing with growth (threat) from BRIC nations
- Cooperation/collaboration is key and UK and Japan are close allies in many ways and have existing relationship and understanding

UK–Japan Joint Statement: A dynamic strategic partnership for the 21st century



Prime Minister David Cameron and Prime Minister Shinzo Abe, May 2014, London.

“The UK and Japan reaffirm the dynamic strategic partnership between our two countries, based on shared values of democracy, rule of law, human rights and open and transparent markets. It is a relationship with a long history, while firmly oriented to the future.

We have decided to reinforce our collaboration in the areas of: global peace and security; global growth and prosperity; and science, technology, innovation, education and culture.”

Why Japan and UK?

- UK model of URA is well developed and emphasis is on professionalised expert activities, not compliance
- Lorna and I are passionate leaders in URA and love working with Japanese URAs = a genuine opportunity to do something together
- ARMA (UK) is highly successful organisation and keen to work with us to promote UK and Japan collaboration
 - developed certificate programmes in URA skills
 - 2000+ membership in UK

Benefits

- Jointly improve the effectiveness, skills, cultural understanding and networks of our URAs, universities, collaborations and support for researchers – and create new relationships
- Help to facilitate interdisciplinary and Japan/UK research and innovation, impact and public engagement
- Act as a platform or gateway to ‘reach out’ to other regions and countries, especially Asia and Europe since URA is global...

Final thought

“ The best time to plant a tree is twenty years ago. The second best time is now.”



African Proverb