

# Development of joint Japan/UK URA Professional Development activities

Professor David Langley

Dr Lorna Colquhoun

Research and Enterprise Development (RED)

University of Bristol

# 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
- 1<sup>st</sup> 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



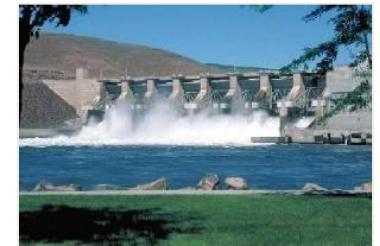
↑ Energy demand



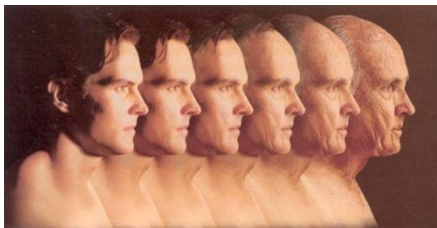
Counter-terrorism



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....?

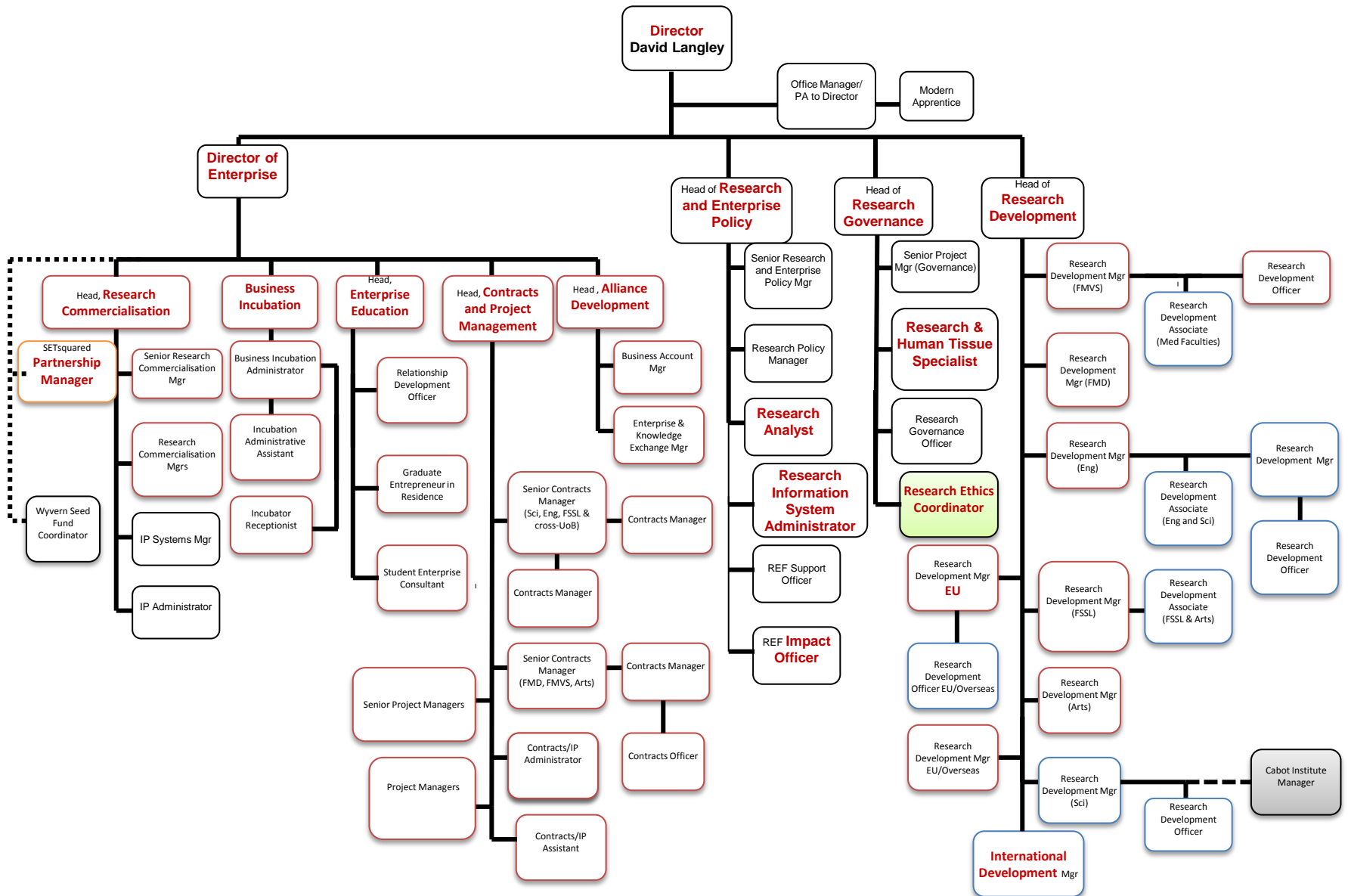
# The Outcome ...



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

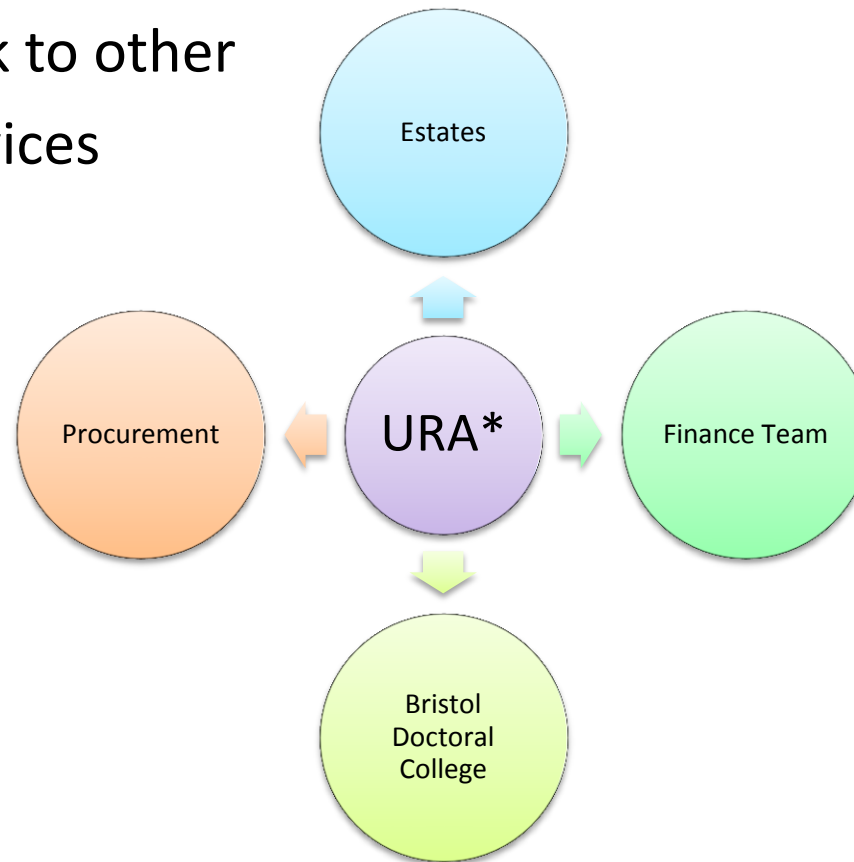
# Case study

# 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

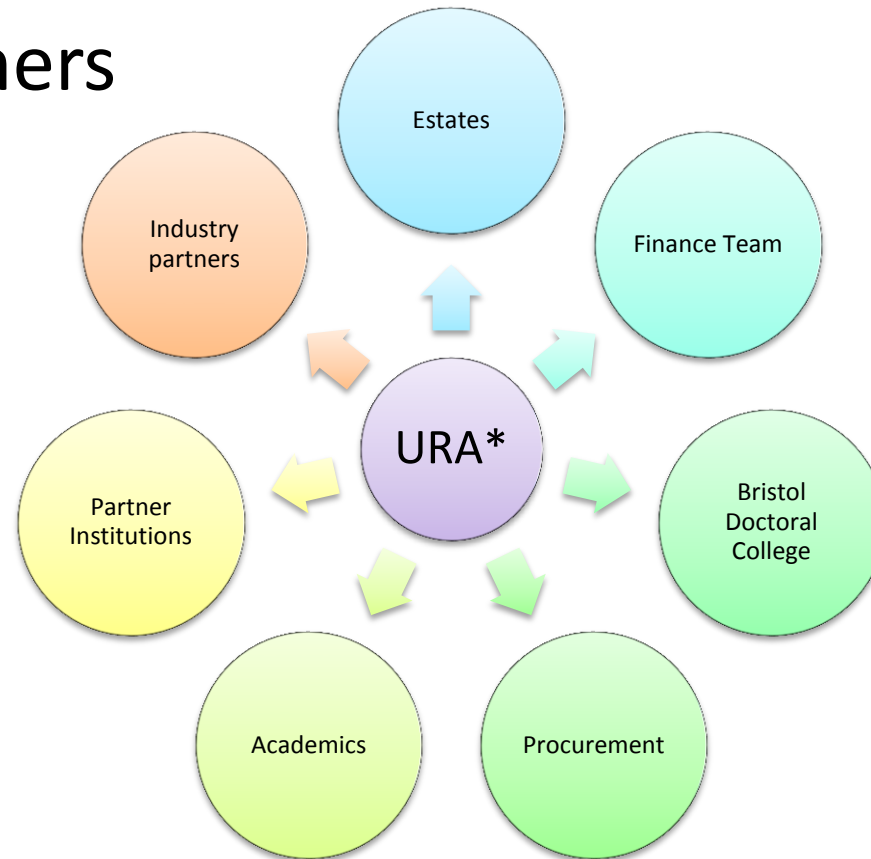
# Case study continued

- 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 = 2<sup>nd</sup> 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

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# Proposal and Ambition

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- 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

# 京都大学-ブリストル大学のURA協働事例 英国URA視察訪問からの学び、発見

京都大学学術研究支援室

武藤誠太郎

# 1. The Link between Kyoto and Bristol



京都大学  
KYOTO UNIVERSITY



University of  
BRISTOL

## 2. UK URA Study Tour

# History

**2008** | Departmental agreement for industry-government-academia collaboration

2011 | General Memorandum for Academic Cooperation and Exchange

**2011** | **The Bristol–Kyoto Symposium was first proposed.**

**KURA**

2012 | Bristol University's successful funding application to EPSRC



**Jan. 2013** | **The 1st Bristol-Kyoto Symposium**

2013 | Kyoto University's successful funding application to Mext



**Jan. 2014** | **The 2nd Kyoto-Bristol Symposium**



# International Symposium



## Aims

- Raise International Presence
- Exchange Personnel
- Promote international collaborative research

**New International Strategy**  
**The 2x 2020 Initiative**  
**Kyoto University**

### **Bristol-Kyoto Symposium, Jan., 2013**

Swiss-Kyoto Symposium, Nov., 2013

Nat'l Taiwan Univ.-Kyoto Symposium, Dec., 2013

### **Kyoto-Bristol Symposium, Jan., 2014**

Bordeaux-Kyoto Symposium, May, 2014

Kyoto-Nat'l Taiwan Univ. Symposium, Sep., 2014

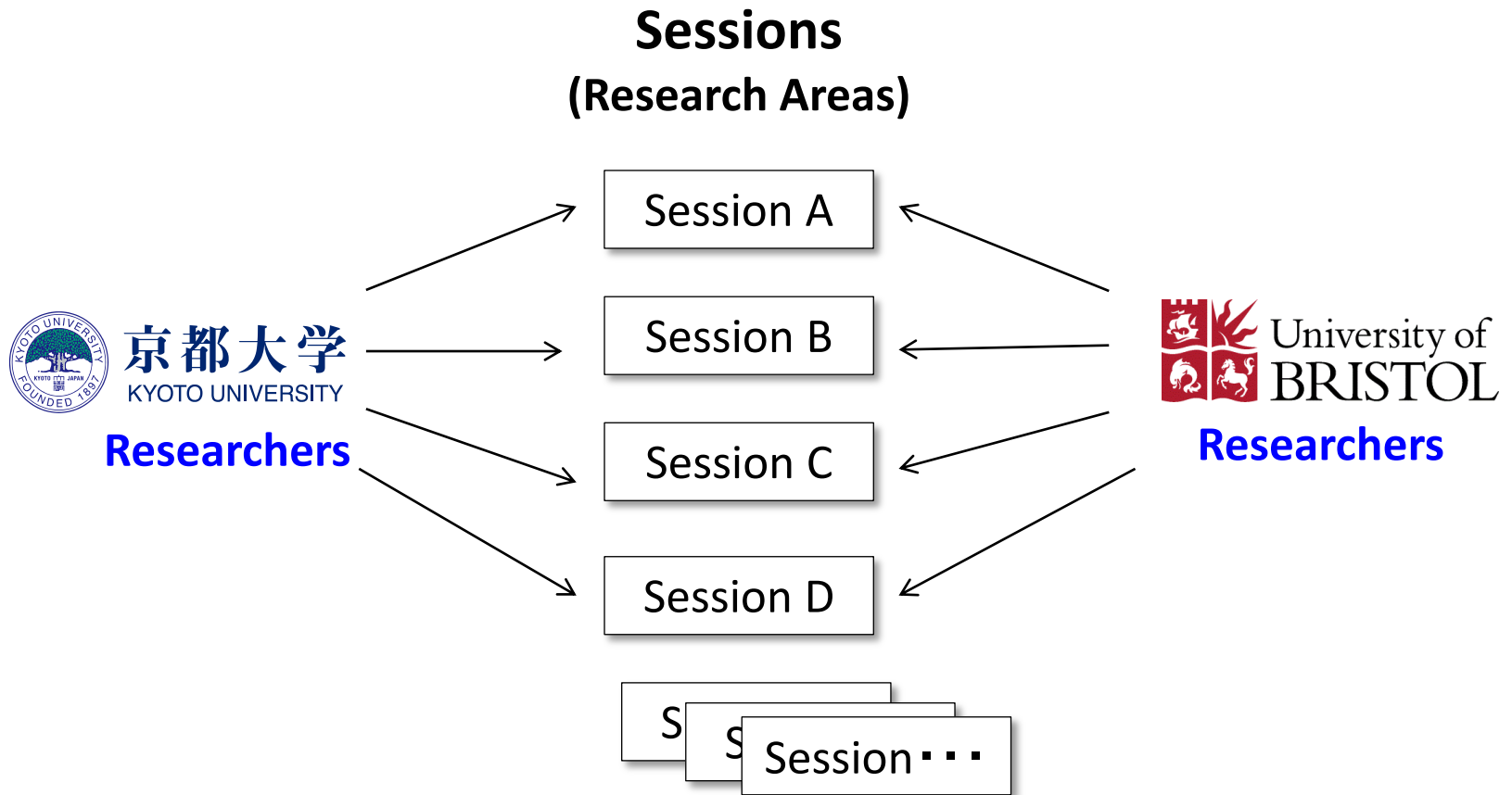
Sweden-Kyoto Symposium, Sep., 2014

**Good guide for the following symposia**

# International Symposium

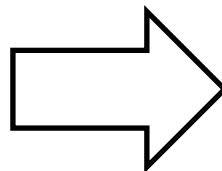
- Large scale
- A wide range of research areas

## Arranged Marriage



# Role of URA in building the link

**The 1st** Bristol-Kyoto Symposium



**The 2nd** Kyoto-Bristol Symposium

Organic/Inorganic Chemistry  
Nano-technology/Stem Cell Biology,  
Novel Quantum Phases of Condensed Matter  
Energy  
Design of Human-Robotics  
Retinal Imaging/Translational Re  
Risk and Natural Hazards/ Ecolog  
and sustainable humanosph  
Mathematics  
Academic-Industry Partnerships  
Psychology  
English Literature/Asian International History  
Economic Theory  
Social Science and Law

Physical Chemistry and Materials Chemistry  
Nano-science  
Nuclear Material

**New Sessions**  
**New Participants**  
**New Research Links**

an Machine Interaction  
Public Sphere  
ation in Southeast Asia

/ Colonialism / Philosophy • Logic

Natural Hazards and Risks

Nano-photonics  
Plant Sciences  
Neuroscience

Technology Transfer and Innovation



Participants : 240 (90 from Kyoto)



Participants : 240 (60 from Bristol) 6/20

# Role of URA in building the link

## Supporting Programs

Cross-disciplinary  
International



### SPIRITS — International Type

(Supporting Program for Interaction-based Initiative Team Studies)

**URA**



### Bristol Kyoto Strategic Fund

Funds are provided to help establish or develop sustainable research partnerships across all university faculties, and provide opportunities for postgraduates and researchers to develop their skills and international profile.



# Personnel Exchange

## Kyoto University International URA Symposium (Feb 4, 2013)

文部科学省補助事業  
「リサーチ・アドミニストレーターを育成・確保するシステムの整備」(リサーチ・アドミニストレーションシステムの整備)

### 京都大学 国際URAシンポジウム

Kyoto University International URA Symposium

URA: University Research Administrator

2013年 **2月4日**(月)  
10:00-17:00

於 **京都大学** 百周年時計台記念館 国際交流ホール

**参加費無料・定員150人**  
※懇親会 2000円(予定)

参加申込 **Webで申し込み**  
<http://goo.gl/p2Fm7>

締切 **1月25日(金)**  
(定員に達し次第、締め切らせて頂きます)

問い合わせ **E-mail [contact@kura.kyoto-u.ac.jp](mailto:contact@kura.kyoto-u.ac.jp)**  
**Tel 075-753-5108**

Keynote Lecture ①  
**David Langley, Ph.D.**  
Director,  
Research & Enterprise Development  
University of Bristol

Keynote Lecture ②  
**David Richardson**  
Associate Vice President for Research  
Director, Office of Sponsored Programs  
Pennsylvania State University  
2014RNCURA President

【主催】京都大学術研究支援室 <http://www.kura.kyoto-u.ac.jp/>

## URA Workshop (Feb 5, 2013)



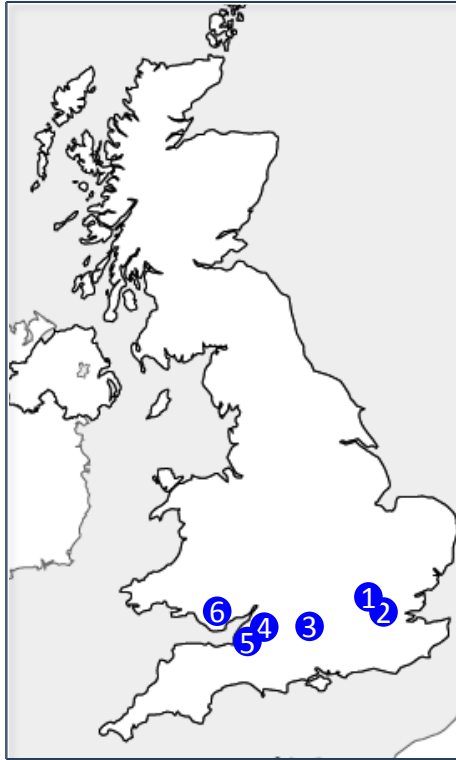
## Short term visit (Feb, 2014)



1. The Link between the two universities

**2. UK URA Study Tour**

# UK URA Study Tour



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July 15    ① University College London  
                  ② Imperial College London

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July 16    ③ Research Councils UK  
                  ④ University of Bristol

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July 17    ⑤ National Coordinating Centre  
                  for Public Engagement  
                  (NCCPE)

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July 18    ⑥ Cardiff University

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- The UK Government's Science and Innovation Strategy
- Research Funders' Strategy
- Universities' Research Strategies

# Addressing Global Challenges



**Global Challenges**

**Cross-disciplinary  
Innovation**

The Government's Science and Innovation Strategy

**to maximize the societal and economic benefits**

Research Funders

Universities

Society

# UCL – Grand Challenge Program

## University College London

- Innovation
- Radical, liberal, utilitarian tradition
- London location
- Global perspective

## UCL's Research Strategy

- Leadership
- **Cross-disciplinarity**
- **Impact**

## Global Challenges

(Energy, Aging, Climate ...)



## Grand Challenge Program

Global Health  
Sustainable Cities  
Intercultural Interaction  
Human Wellbeing

## Grand Challenge Mechanisms

- A small grants scheme: people from across the university could bid
- Lancet Commissions
- Cross-disciplinary seminars and workshops
- Various themed events

Research funders have shifted slightly to favor “**directed-mode**” research, with a particular focus on cross-disciplinary projects to address societal challenges

**REF 2014**

**URA**

REF : Research Excellence Framework

## Assessment of the quality of research

- Undertaken by the Research Funders
- January 2008 ~ December 2013
- All types of output (journal articles, books, artwork and buildings etc.)

## REF provides

- Accountability for public funding of research
- Benchmarks and reputational yardsticks, demonstrating who is better than whom
- Quality-related funding

## The overall profile is weighed

65% for Outputs

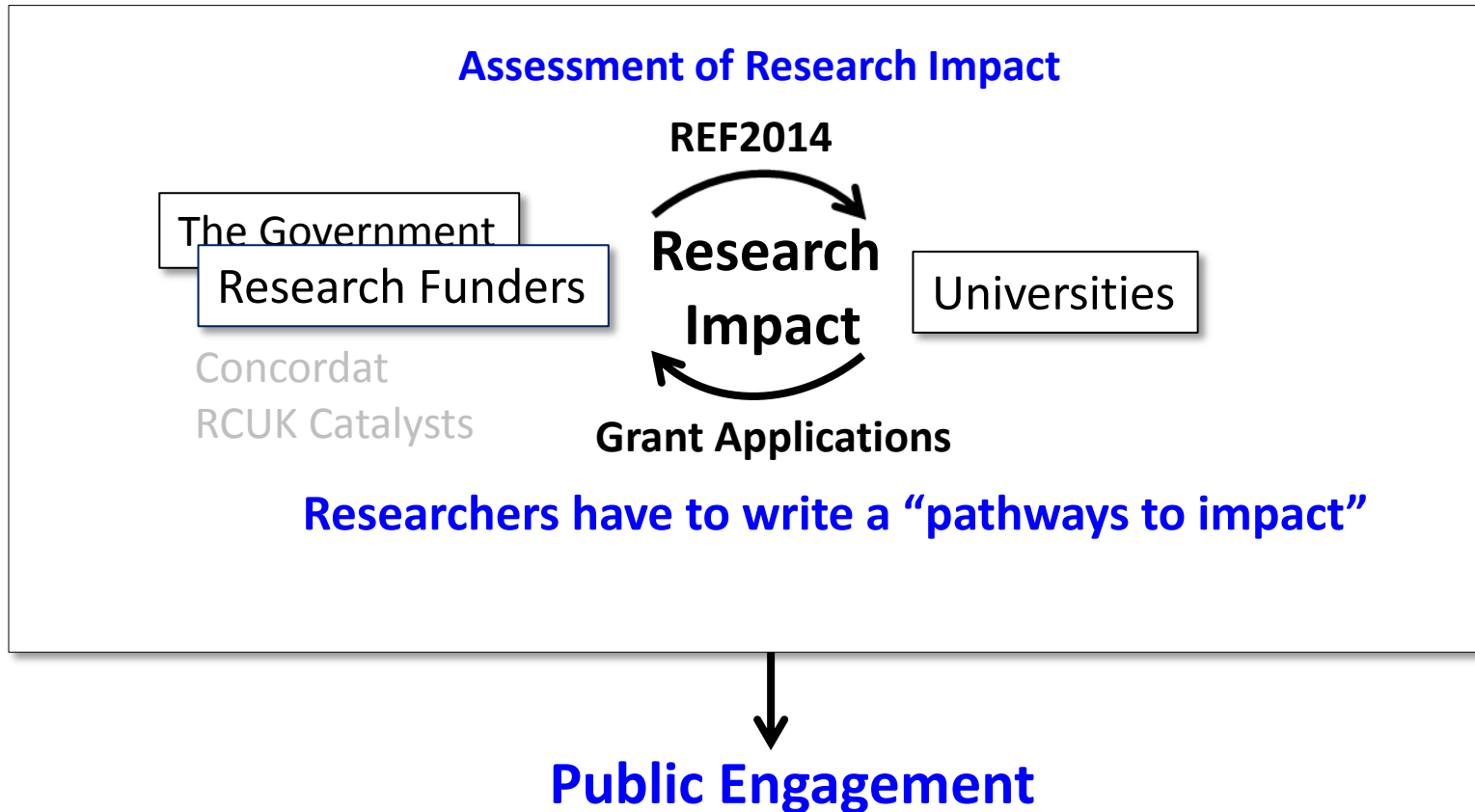
**20% for Impact**

15% for Environment

# Research Impact – Public Engagement

## Research Impact

An effect on change or benefit to the economy, society, public policy or services, health, the environment or quality of life **beyond academia**





# NCCPE - Public Engagement

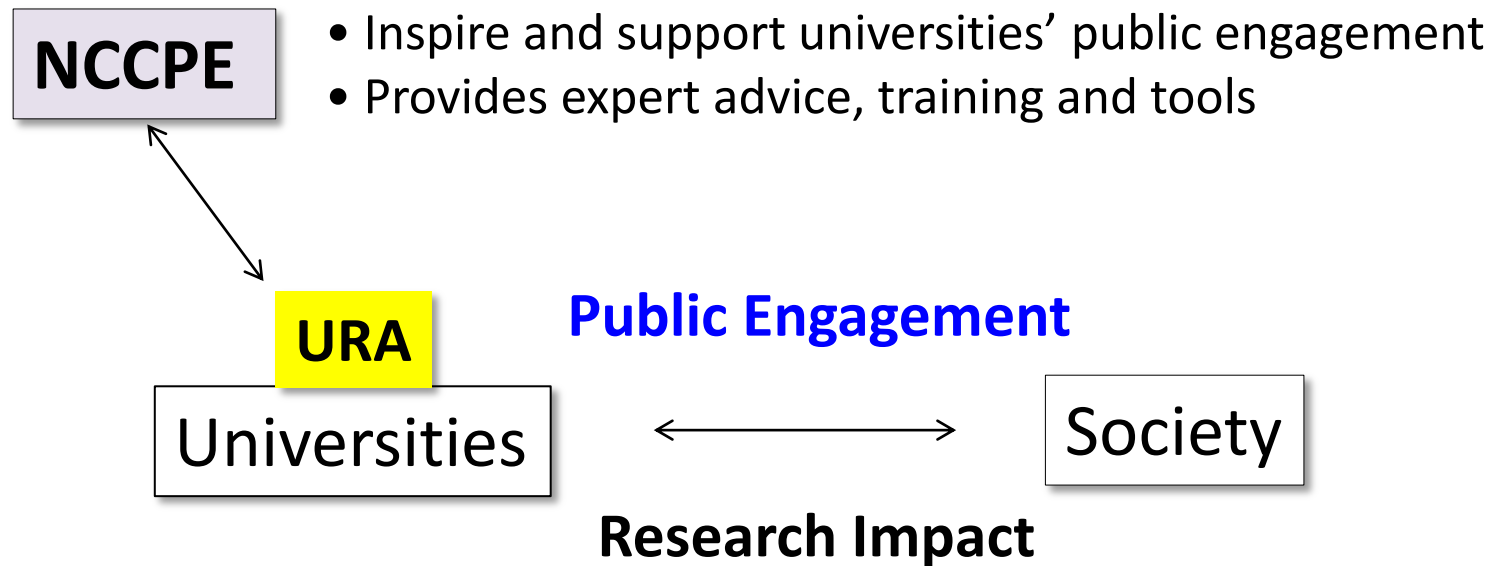
## NCCPE (National Coordinating Centre for Public Engagement)

- Established in 2008
- Funded by the Research Funders
- Inspire and support universities' public engagement
- Provides expert advice, training and tools

## Public Engagement - NCCPE Definition

- The activity and benefits of higher education and research can be **shared with the public**.
- **A two-way process**, involving **interaction and listening** , with the goal of generating mutual benefit

# NCCPE - Public Engagement

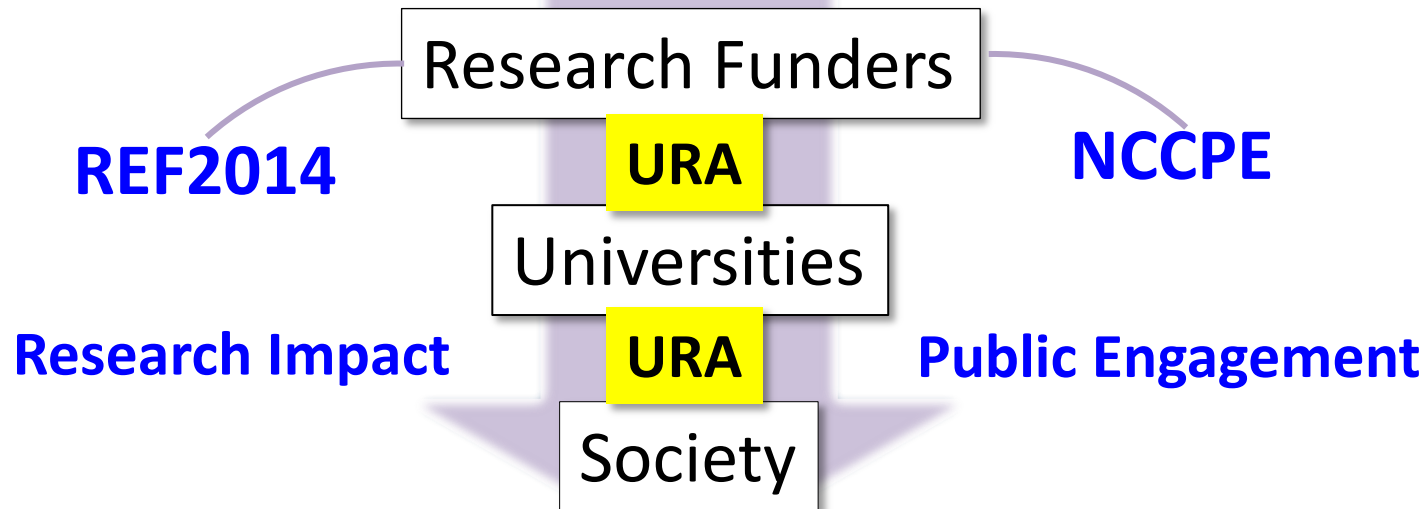


# Role of URA in building the links



## Global Challenges

The Government's Science and Innovation Strategy



## Potential Avenue of Collaboration and Exchanges

- Research Collaboration
- Cross-disciplinary research
- Research Impact
- Public Engagement
- Professional Development

End of File