

## **Workshop Title**

Strategic Research Management in a Changing Environment

*NOTE – Applicants must register for both the morning and afternoon sessions to attend this workshop*

## **Workshop Overview**

How do institutions determine and evolve their research strategy? How do they implement it and monitor performance? Strategy development and delivery is both black art and hard grind. This two-part workshop will provide participants with the opportunity to develop an institution's research strategy and the knock-on effect on other strategies (HR, infrastructure etc.) and develop an implementation plan for the growth of its research. The approach is hands-on where hard choices will have to be made.

## **Workshop structure**

The workshop is based around a case study of a university, supported by comprehensive institutional research performance data, infused with short topic presentations, and with group working towards a presentation at the end. Whilst a university is used for the case, the principles will apply to other types of research organization where there is a range of activities. Participants will use this data set to develop a research strategy for this institution with attention given to practical implementation activities. The workshop will be facilitated by individuals from three continents, bringing a range of dilemmas and different political and cultural insights.

The topics to be covered will include:

- Use of research performance data, provided to all participants, in objectively analysing institutional research performance
- Development of strategies to grow institutional research performance recognizing that "not one size fits all," i.e. different units will have different research capacity and differing strategies will be needed for different elements of the institution
- The balance of fundamental, applied and strategic research with dissemination, translation and societal exploitation of the results of research
- The purpose, development and use of partnerships, with both academic collaborators and user / customer organisations.
- How the Research Office can contribute to effective implementation of research strategies
- The need for alignment of research strategies with overall institutional strategies, performance planning and monitoring, and support mechanisms.

Each topic will be presented, with plenary discussion. Group working will draw on these topics to apply the knowledge to resolve the issues faced by the case study institution.

## **Experience level/ target audience**

Attendees are likely to be in leadership positions, or be realistically aspiring to such a position as their next move.

## **Learning objectives:**

1. To learn the elements essential in an effective research strategy
2. To learn, via exposure to a case study, how to implement strategies to drive institutional research performance
3. To learn how to be an effective research manager as an important stakeholder in driving institutional research strategy

## **Workshop presenters**

**Please re-write with no more than 3-4 lines for each presenter. Underline presenters names**

Dr Ian Carter, Director of Research and Enterprise, University of Sussex, responsible for the research and KE portfolio, including all aspects of the research lifecycle. He was Chair of ARMA for 7 years and has served on national committees, boards and working groups on topics such as full economic costing, grant management systems, open access, research careers, research assessment, and research information management.

Mark Hochman, Senior Advisor Research Policy and Strategy, University of Tasmania. Mark Hochman has been in research management for more than 25 years and was awarded the inaugural ARMS Janet Dibb Leigh Award for Distinguished Contributions to Research Management (2014) . He is a past president of ARMS and currently an At-Large Board member of SRA International.

Dr Elliott Kulakowski, CEO of the Society of Research Administrators International (SRAI), has over 30 years of experience in research and research management. He worked for the US National Institutes of Health and leading research intensive Universities and affiliated hospitals. Dr Kulakowski is co-author of the book ***“Research Administration and Management.”***

Mr John Westensee, Director of Research Support and External Relations, Aarhus University. John is president of SRA International and also the first president (and founding member) of DARMA . He was the convenor of the INORMS 2012 conference in Copenhagen and has been a regular presenter on research management at e.g. DARMA, ARMA, SRAI, EARMA and INORMS conferences.