THE CHANGING FACE OF RESEARCH MANAGEMENT

Elliott Kulakowski, PhD, MBA
Chief Executive Officer

4 March 2014
Changing Face of Research Management

DECADE

- **Pre 1960** — Research Administration Practically Non-Existent
- **1960** — Fiscal Compliance Focus
- **1970 - 1990** — Regulatory Compliance Focus Increasing
- **2000** — Role of University in Economic Development
- **2010** — Decreased Research Funding International Collaboration International Focus on Research
Ivory Tower
Changing Paradigm of Faculty
Changing Face of Biomedical Research Spending

<table>
<thead>
<tr>
<th>Country</th>
<th>Change From 2011 – 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>+20%</td>
</tr>
<tr>
<td>India</td>
<td>+20%</td>
</tr>
<tr>
<td>Brazil</td>
<td>+10%</td>
</tr>
<tr>
<td>South Korea</td>
<td>+10%</td>
</tr>
<tr>
<td>Japan</td>
<td>+10%</td>
</tr>
<tr>
<td>Germany</td>
<td>+9%</td>
</tr>
<tr>
<td>U.S.</td>
<td>-5%</td>
</tr>
</tbody>
</table>

Source: NIH
Impact of Reduced US Funding

- Negative Impact
  - Grants
  - Faculty
  - Graduate Students
New Research Opportunities for U.S. Institutions

- New International Funding Initiatives
- More International Collaborations
- International Graduate Students and Postdocs who are funded
Collaborative Research

“The scale and complexity of today’s research problems increasingly demand that scientists move beyond the confines of their own discipline and explore new organizational models for team science.”

NIH Roadmap for Research
International Research

- We are looking to change from an oil based economy to a knowledge based economy.

  **Middle East**

- We want a University in the top 100 in the world in the next 5 years.

  **Russia**

- We need to establish research management to be more competitive in international research.

  **Japan**
Horizon 2020

Budget € 77 billion = $106.25 billion

- Support for "Excellent Science" —
  - Marie Skodowska-Curie Fellowships
- Support for research to tackle "societal challenges"

http://srainternational.org/horizon-2020
Which One is Different?

a)  
b)  
c)  
d)  
e)
The Sponsor Sets the Rules

THE GOLDEN RULE:
Those with the most gold make the rules.
Collaborative International Research

International partners may have a different set of infrastructure issues to manage!
Research Managers **AT ALL LEVELS** must:

- **Maintain awareness of international trends and issues**
  - Develop and maintain the infrastructure to engage in international research
  - Identify international research funding opportunities
  - Know and meet application and award requirements of the sponsor
  - Be aware of differing financial issues
  - Be aware of changing ethical standards
  - Understand differing international Intellectual Property issues
  - Keep up with best practices

- **SRA International is your source for this information**
SRA International is the Premier Research Management Society Across the Globe

Members from 48 Countries

Outreach to 98 Countries
- 30 Pre-meeting workshops
- 135 Sessions
- 7 Tracks
  - Professional Development
  - Sponsored Programs Planning, Development and Deliveries
  - Management and Operations
  - Financial Management
  - Research Law
  - Research Ethics
  - Sponsors and Agency
Educational Opportunities

- Section/Chapter Meetings
- Networking
- Journal of Research Administration
- SRA Catalyst
- Social Media
- Website
- Exhibitors
- On-Site Operational Planning and Evaluation
- Capacity Building
No one ever said “I want to grow up to be a Research Manager”