A Research Manager and Administrator’s Perspective:
From REF to Eternity

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Chair of ARMA
The UK Association of Research Managers and Administrators

@SimonRKerridge #rdmf12
To here

• *RMA… what’s that then?*
• The RMA perspective on RDM
• How does RD fit into the bigger picture
• Funders
• REF
• Eternity
• Funding
ARMA

• The professional Association of Research Managers and Administrators in the UK
• 2,200 members
• Training, Skills and Professional Development
• Networking and Peer Support
• Influencing the National Research Agenda
  ➢ Developing the profession of Research Management and Administration (RMA)
• Certificate in Research Administration (CRA); Certificate in Research Management (CRM); CRL in development to launch in 2015

www.arma.ac.uk
Research Management & Admin

- Information / Funding Opportunities
- Pre-award
- Post-award
- Development / Planning
- Strategy / Policy
- Assessment / Governance
- Metrics / Management Information
- Research Students (PGRs)
- Research Staff (PDRAs, PGRAs)
RMA: where

- Universities
  - central office, faculty office, research centre
- Research Institutes
- Other Research Performers
  - E.g. NHS, Companies, …
- Research Funders
  - E.g. Research Councils, Charities, Companies, Government, European Commission, …
- Worldwide
Accreditation

- 3 levels of certification:
  - Research Administration
  - Research Management
    - From 2015
  - Research Leadership
RMA perspective on RDM

- **Need to know that it is curated, managed, …**
- **Want to have curated data:**
  - Linked to publications
  - Linked to projects
  - Uniquely identified
  - Promoted
  - Used by others – want to know who and what for
The big picture

• **Institutions want Research Excellence**
  - Esteem
  - REF
  - Income
  - Sustainability

• **RMAs want to:**
  - Enable and support the best research
  - Have our research used by others (Impact)
  - Increase externally funded research income
  - Do so in a sustainable way (not the solid gold option?)
  - Enjoy a healthy work-life balance!
Components of a data management service: Digital Curation Centre

CRIS overlay with thanks to Anna Clements, St Andrews

Components of a data management service: Digital Curation Centre

http://www.dcc.ac.uk/resources/how-guides
Drivers for Research Data Management

- Increased efficiency and planning of resources
- Increased visibility (citations)
- Support collaborative sharing of active data
- Journal Policies
- Funders’ Policies (EPSRC May 2015)
- Data as a Public Good
- Valuable Institutional Asset

Drivers for Research Data Management:
Dr Nicola Cooper, Data Curator, University of Kent
Training Seminar
The Professional Association of Research Managers and Administrators
System Context: 2014

External Datasources
- Je-S eGAP, EPSS
- Researchfish
- External Datasources

Research Professional
- pFACT
- KAR (EPrints)
- University Websites

Academic Expertise
- Proposal Management
- Post-Award Management
- Outputs and Outcomes

Research
- Admin
- (New) HR System
- Agresso (Projects)
- PGR (tbr)

Box Key: Uni System RSS System New RSS System External System
The Professional Association of Research Managers and Administrators

Publications
- Publications
  - WoS, arXiv, PubMed, Scopus...
  - Bibtex, Refman
  - Manual Input

Activities
- Award/recognition
- Dissemination/Engagement

Impact
- Indicators
- Measures
  - HEI – Strategic Planning, Benchmarking
  - REF, RCUK, GtR
  - Public, Media Recognition / Impact
  - Collaborations Research Pools

Research Information System (PURE)
- Pulled In
- Fed Out
- Linked

- University Structure [HR]
- Staff Records [HR]
- Student Records [Registry]
- Projects, Grants, KT [Finance]
- Equipment & Facilities

Full Text Repository
- Open Access
- Research data sets (multiple locations and formats)

St Andrews Research Information system …from 2003 onwards

Slide thanks to Anna Clements, St Andrews
A bit more complicated than that…

- **Researcher**
  - Information: redirect to external repository where possible

- **Deposit metadata**

- **Data deposit interface**

- **Related Publications, Projects, activities etc in Pure**

- **External repository**

- **Metadata**

- **Data catalogue**

- **CRIS**

- **Data repository**
  - Validate metadata and apply access restrictions

- **Data librarian**

- **End user**

- **Open access data**

- **Access storage**

- **Archive storage**

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Jackie Proven, University of St Andrews

Slide thanks to Anna Clements, St Andrews
From an RMA perspective RDM

- **Makes us funder compliant**
- **Helps promote our research**
- **Is a way of supporting use of our research (impact)**
- **Increases citations**
  - Increases league table positions
  - Increases esteem
- **What’s not to like?**
  - It is difficult
  - Needs a culture change
  - Costs money… from where?

*until everyone does it… well*
Open Data

- Many funders (and publishers) require that underlying data in publications is made OA and discoverable
- Most funders require a RDM plan for projects
- In the UK EPSRC require an institutional RDM policy
### Funder policy summary

<table>
<thead>
<tr>
<th>Research Funders</th>
<th>Policy Coverage</th>
<th>Policy Stipulations</th>
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</tr>
<tr>
<td>Wellcome Trust</td>
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</tbody>
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Slide thanks to Anna Clements, St Andrews
EPSRC Open Data Policy

• Research organisations will promote internal awareness of these principles and expectations and ensure that their researchers and research students have a general awareness of the regulatory environment and of the available exemptions which may be used, should the need arise, to justify the withholding of research data;
EPSRC Open Data Policy

• Published research papers should include a short statement describing how and on what terms any supporting research data may be accessed.
EPSRC Open Data Policy

• Each research organisation will have specific policies and associated processes to maintain effective internal awareness of their publicly-funded research data holdings and of requests by third parties to access such data; all of their researchers or research students funded by EPSRC will be required to comply with research organisation policies in this area or, in exceptional circumstances, to provide justification of why this is not possible.
EPSRC Open Data Policy

• Publicly-funded research data that is not generated in digital format will be stored in a manner to facilitate it being shared in the event of a valid request for access to the data being received (this expectation could be satisfied by implementing a policy to convert and store such data in digital format in a timely manner);
EPSRC Open Data Policy

- Research organisations will ensure that appropriately structured metadata describing the research data they hold is published (normally within 12 months of the data being generated) and made freely accessible on the internet; in each case the metadata must be sufficient to allow others to understand what research data exists, why, when and how it was generated, and how to access it. Where the research data referred to in the metadata is a digital object it is expected that the metadata will include use of a robust digital object identifier (For example as available through the DataCite organisation - http://datacite.org).
EPSRC Open Data Policy

• Where access to the data is restricted the published metadata should also give the reason and summarise the conditions which must be satisfied for access to be granted. For example ‘commercially confidential’ data, in which a business organisation has a legitimate interest, might be made available to others subject to a suitable legally enforceable non-disclosure agreement.
EPSRC Open Data Policy

• Research organisations will ensure that effective data curation is provided throughout the full data lifecycle, with ‘data curation’ and ‘data lifecycle’ being as defined by the Digital Curation Centre. The full range of responsibilities associated with data curation over the data lifecycle will be clearly allocated within the research organisation, and where research data is subject to restricted access the research organisation will implement and manage appropriate security controls; research organisations will particularly ensure that the quality assurance of their data curation processes is a specifically assigned responsibility.

• http://www.dcc.ac.uk/
EPSRC Open Data Policy

• Research organisations will ensure adequate resources are provided to support the curation of publicly-funded research data; these resources will be allocated from within their existing public funding streams, whether received from Research Councils as direct or indirect support for specific projects or from higher education Funding Councils as block grants.
The ‘Impact’ Agenda

- CC-BY licence…
- In the UK the REF is used to allocate about £1.4bn of core research funding a year.
- Most is based on research quality, but 20%; ie about £280m is based on the ‘reach and significance’ of the impact of research.
  - 80% (~£225m) is based on Impact Case Studies
  - These link research outcomes to non-academic impacts
  - With evidence need to support the research → impact link
  - Use of research data is an important pathway
- 6975 submitted case studies
  - so an ‘average’ one is worth about £32k pa for 6 years
  - → ~£200k per case study
The ‘Worth’ of ‘Impact’

- ~£200k per average case study
- With all sorts of caveats about the distribution of impact sub-profiles, subject weightings, excellence weighting, etc this means that:
  - One 3* impact case study might be worth about £200k
  - Which means that a 4* one might be worth £600k

- Can good RDM practices help convert 3* impact into 4* impact… if so then that is worth ~£400k to you…
- … per impact case study. Kent submitted 80…
# OA policies

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<tr>
<th>Country</th>
<th>Funding Body</th>
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<th>Green</th>
<th>Date</th>
<th>Data?</th>
<th>OA Sanction</th>
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<tbody>
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<td>Block Grant</td>
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<td>Publication</td>
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<tr>
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<td>6 → EPMC</td>
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<td>10% retention and non inclusion in CV</td>
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<tr>
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<td>NASA</td>
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</table>

* But exceptions are allowed if documented with rationale
** OA compliance can be achieved post hoc
The ‘Worth’ in ‘Environment’

- The OA policy for the ‘next REF’ does not require open data, but says that doing more than the minimum on OA (includes Research Data?!) will be rewarded in the environment statement.
- But which part…? Infrastructure? typically worth about 3% of a whole submission. But how much of it? … would it get you from 2* to 3* or 3* to 4*… unlikely… maybe for 1 in 10 subject areas?
- So maybe worth 0.3% of the total?
- For a £10m QR that would be £30k pa
- ➔ plausibly? ~£200k over 6 years?
Issues for Collaboration

- Which policy applies (multi funder)
- Who pays for RDM, esp preservation
  - lead researcher, funded researcher, split (what proportions?), ...
- If not lead researcher, who manages the submission
- What are the implications for the other researchers
- ...?
- RDM – who, where, how, how long
  - Citations (eg DataCite), worth, re-use, credit, etc
  - As per OA but more complicated and less developed…!
Research Data Spring

- http://www.jisc.ac.uk/research/projects/research-data-spring
- 12th Jan 2015;

- WSIII Nov 2015  WSII Jun 2015
- £5k - £120k… what are you waiting for???
Summary

- *It’s complicated… a bit of a mess*
- *Differing National and Funder Policies*
- *A multitude of options, at all stages*

- *At least there is a single place to find comprehensive information: www.dcc.ac.uk*
- *But there are still plenty of unanswered questions*

- *Not least of which is… how long is 10 years?*