



2019 ANNUAL MEETING

OCTOBER 19 - 23

Is Your Research Support Office Ready For The Future?

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Content

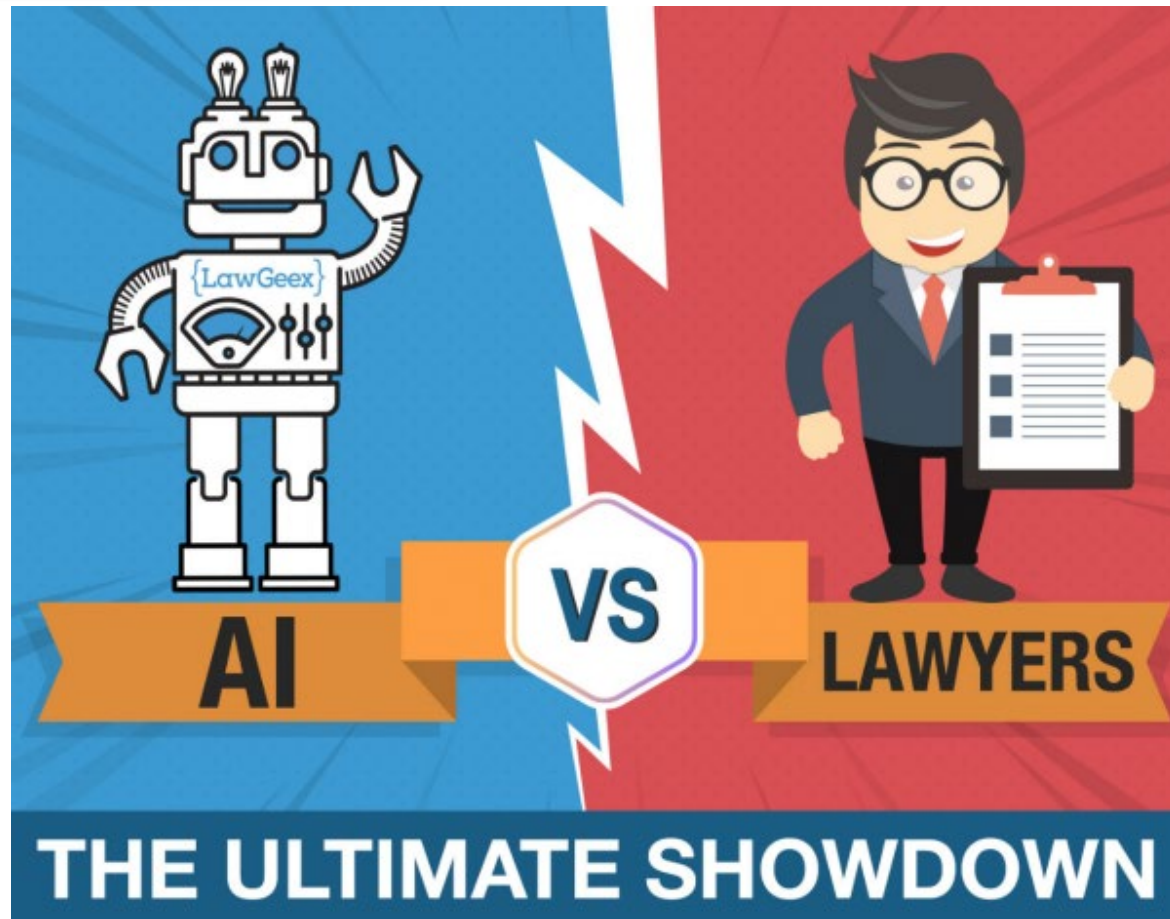
- On the horizon
 - Artificial Intelligence/Robotics
- Leadership demands
- "Training for the future" project
- Discussion
 - inspired by 6 statements/questions

On the horizon

- DISRUPTION/INNOVATION
 - Artificial Intelligence - Intelligent Automation
 - Richard and Daniel Susskind: The Future of The Professions - How Technology Will Transform The Work Of Human Experts



Example



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Reviewing NDAs

- 20 lawyers reviewing 5 NDAs
- AI accuracy: 94% (highest 100%)
- Lawyer accuracy: 85% (highest 97%)
- AI duration: 26 seconds
- Lawyer duration: 92 minutes (51-156 minutes)
- Done beginning of 2018

SRAI-ARMS this Spring

- Disruptive Trends in Global Research Management
 - Introducing robotic process automation into our grants office: benefits and lessons learned
 - Proactively supporting our research - not just a tag line
 - Challenging Disruption Through Empowering our People
 - Think outside the "box", head in the "cloud" - Research Administration without physical space
 - Process automation/AI in research administration? It's a reality!

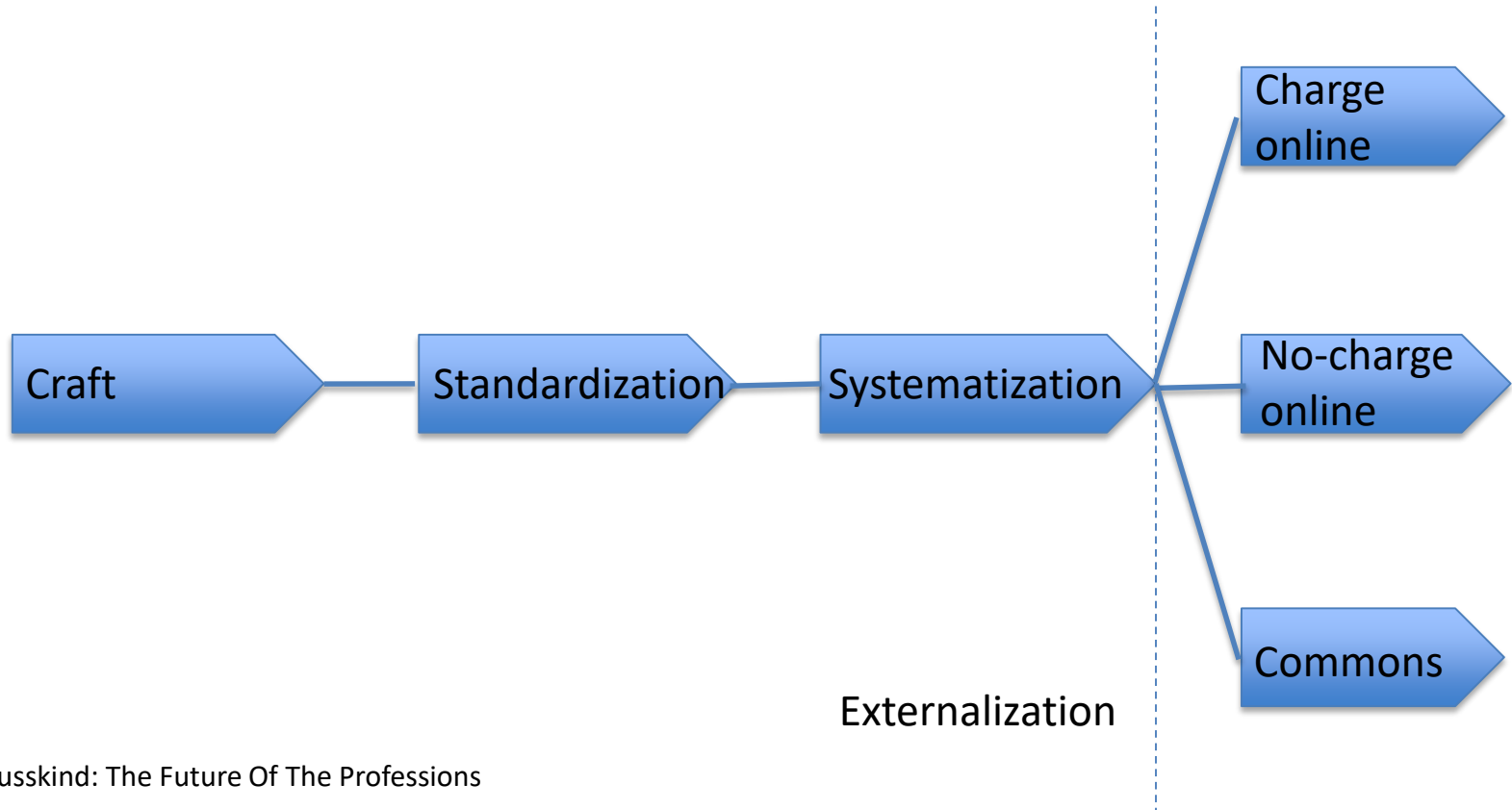
Our role

- Co-existence with machines
 - sharing work
 - freeing up time for better service/more complex tasks
 - chatbots and simple robotics
 - HAPPENING NOW
- Total disruption/innovation
 - loss of functions
 - not a job but portfolio of tasks
 - OVER THE NEXT 10-20 YEARS

Susskind: The future.....

- Overall challenge: not enough professionals working traditionally to cover needs and in timely manner
- Systems and machines are becoming increasingly capable
 - no longer confined to grunt work/back office
- Decomposition of professional work
 - splitting work up in different tasks, processes and activities
 - find the most efficient ways of executing tasks

Evolution



Susskind: The Future Of The Professions

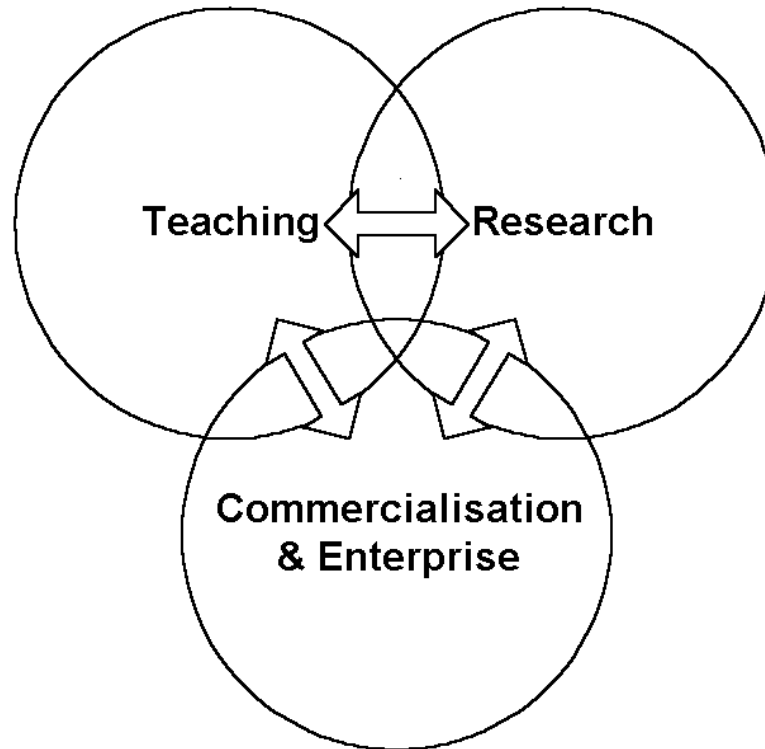
Production and distribution of expertise

- The traditional model
- The networked experts model
- The para-professional model
- The knowledge engineering model
- The communities of experience model
- The embedded knowledge model
- The machine-generated model

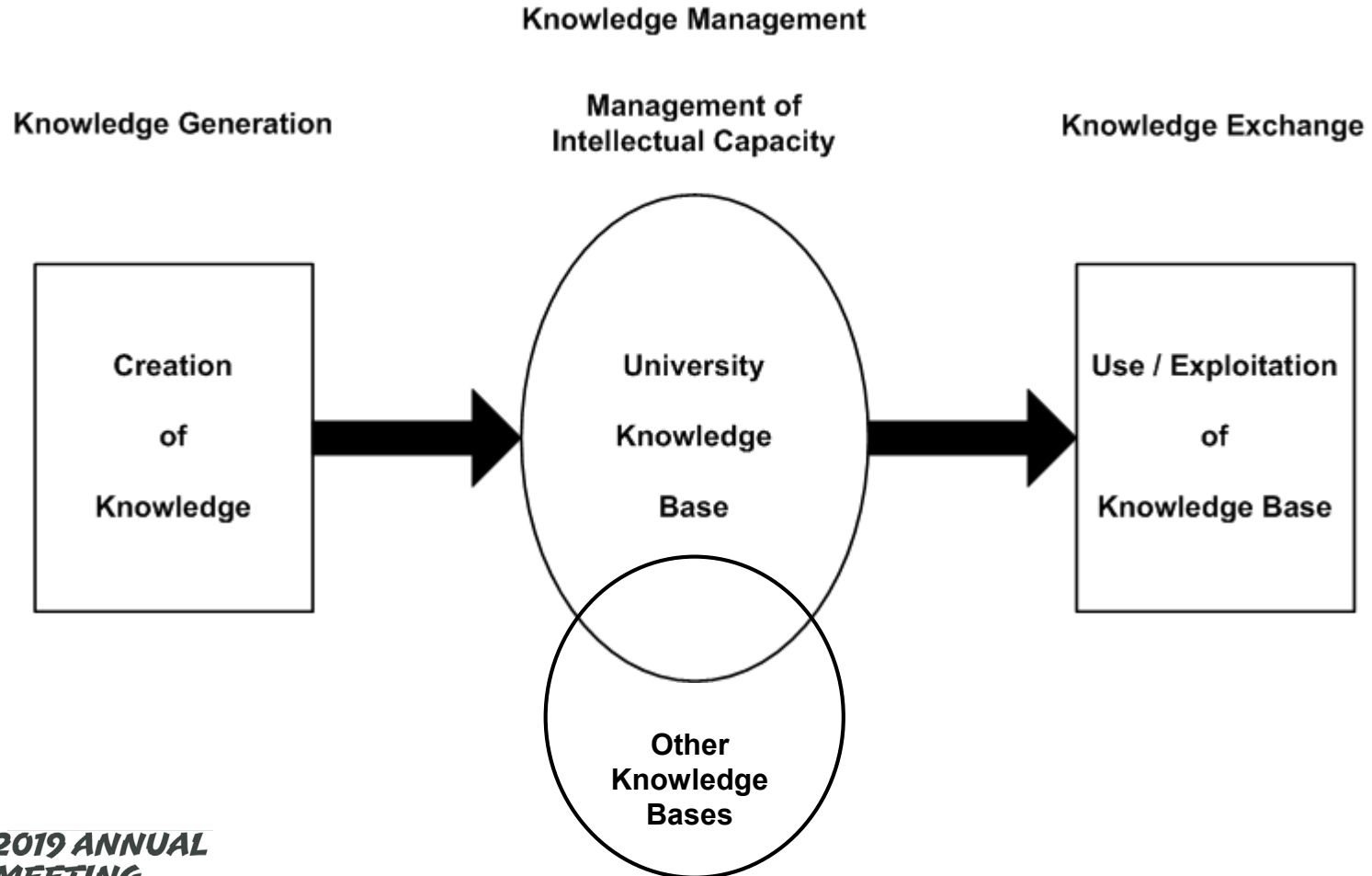
Competences

- Craftspeople
- Assistants
- Para-professionals
- R&D workers
- Knowledge engineers
- Process analysts
- Moderators
- Designers
- System providers
- Data scientists
- Systems engineers

Overlapping and Interacting Activities



The Knowledge Model



The Leadership Demands

- Articulating vision and strategy
- Creating the environment
- Keeping on top of regulation
- Dealing with competition
- Enabling collaboration

Leadership and Research Priorities Academic vs Non-Academic

Major Academic University:

- Research is automatic / central
- VP Research (many other VPs)
- Research Directors based on Subject Matter Expertise
- Emphasis on ?
- Limited focus on research operations

Non-Academic Systems:

- Research is ancillary
- Oversight assigned to Leadership
- Research Director is general Subject Matter Expert
- Emphasis on research roles for Institution and PIs
- Tremendous focus on research operations

Does Size Matter?

Larger Institution

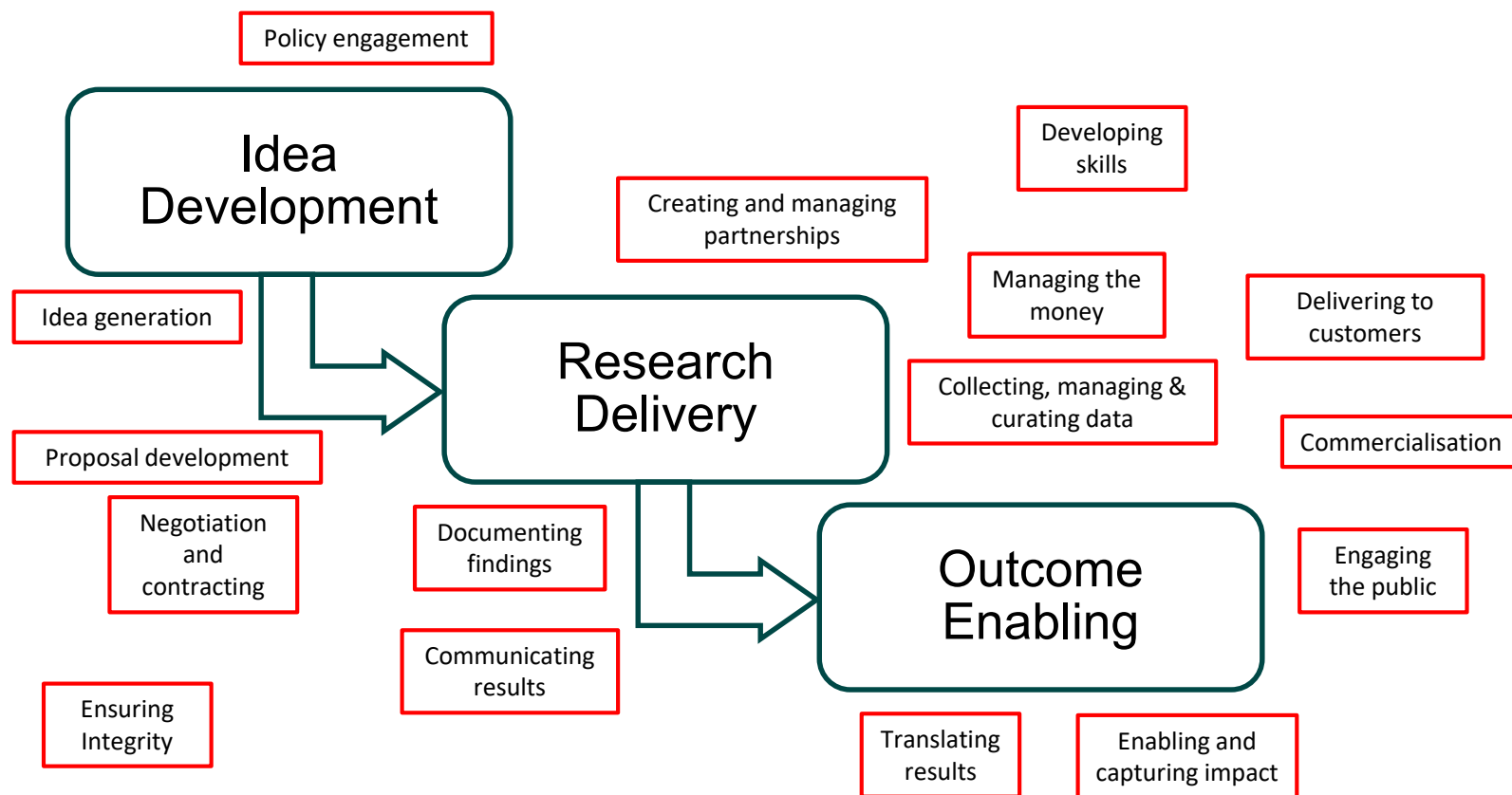
- Volume to process
- Internal networks to manage
- Range of topics
- Integration of (separate) functions

Smaller Institution

- Capacity to respond
- External links
- Niche / relevance
- Ability to influence

- Automation / self-service
- Lifecycle integration and analytics
- Engagement of multi-professionals

Research and KE Lifecycle



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The RMA Role

- Adding value, not just processing transactions
- Building relationships and collaborating
- Understanding funders and customers
- Managing portfolios and removing barriers
- Reacting to requirements, demands, changes
- Identifying opportunities and creating demand
- Enabling compliance, governance, integrity

"Training for the Future" Project

- Changing **culture** of staff to be relevant for the future



Challenges

- Very little change in service for many years
- Lack of adaptation to new challenges:
 - innovation and research
 - impact
 - new political focus
 - broader span of service wanted
 - volume of work out of sync with no. of staff
- **Local investments in staff at dept. level**

Project goal

- Build stronger relations with PIs
- Become better at understanding where they come from
- Put your own tasks in perspective
- Become part of team not part of problem
- Go from reactive to pro-active
- Focus on practical application

Structure

- Activities spread over 1 year
- 100 participants
- Kick-off event
- 4 half-day courses focusing on training
- 4 inspirational talks by experts/PIs
- Learning groups between half-day courses
- Separate program for management
- Total price: USD 65,000 plus time invested

4 half-day courses

- Communication/human interaction
 - Professional questioning techniques
 - Professional control of dialogue - incl. domain theory
 - Choice of
 - Feedback
 - Building and maintaining relations
 - How to say no
 - Negotiation
 - How to handle simultaneous pressure from multiple sources

Project results

- Very mixed
- Lack of realistic self perception
- Individual reactions
- Be very concrete - make it relevant for each staff
- Change in lingo a sign of subtle change
- Slow change, constant focus, rephrasing
- Changing culture is sooooooooooooo slow
- QUALITY OF EXPERTS/CONSULTANTS

Discussion

- How do you provide value and not just compliance?
- What kind of other skill sets do we need?
- Will funders promote or hinder change?
- Quality service vs quantity: where does your priority lie?
- What are you going to stop doing?
- Ideas for new technology: chatbots, lifecycle analytics, TDM,

Add title of the slide here

Questions?

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