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COLLABORATE ON CAMPUS PROFILE

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1. What are your responsibilities in global research management? What are the most challenging and/or most rewarding aspects of those responsibilities?

Our office takes care of the entire life cycle of a grant: from idea check to closure, organizing workshops for “beginners” as well as coaching courses for successful grant holders. At the same time we are also involved in drafting possible options when it comes to future strategic decisions concerning internationalization and research promotion.

As the emergence of a global, knowledge-driven economy is pushed by a new system for creating wealth that depends upon the creation and application of new knowledge and hence upon advanced education, research, innovation and entrepreneurial activities, we constantly need to question the status quo. In higher education globalization is sensed through the increasing mobility of students and faculty and the rapid growth in international partnerships among universities. We have noted an increased need and willingness to define a public purpose in terms of global needs such as public health, environmental sustainability, and international development. Market forces driven by global competition have reshaped many aspects of higher education as businesses. Nothing provides clearer evidence of global competition in higher education than the popularity of worldwide rankings of universities.

Part of global research management – and this is both challenging and when successful also rewarding – has to be to make sure that our universities are able to adapt to the rapidly changing, highly entrepreneurial, and competitive nature of the global economy while not forgetting about our university’s role as critic of society and sustaining our regional cultures.

2. How and why did you take on global research management? Was it part of your institution’s strategic plan, or was it faculty-driven, or other reasons?

When I joined the mutual office of International Research Programmes of ETH Zurich and the University of Zurich we were already involved in international research management, being its main activity in supporting researchers with grants applications to the European Commission. Switzerland is a small country, international collaborations are crucial. In addition we strongly believe that the University in the 21st century has to be innovative, international and pro-active. Globalization and developments in science and technology, coupled with a highly competitive

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environment are generating a swift and profound transformation which no one can escape. Universities must innovate to remain at the forefront in the courses they provide, the research they undertake and the services they provide, they must become international, work with the best staff and students to improve continuously to develop a top-level academic culture.

It is a challenging and very exciting task to work towards this goal on a daily basis.

3. What does NCURA currently provide that is the most helpful to you in fulfilling your global research management responsibilities? What would you like NCURA to provide to be even more helpful to you and other research administrators with global research management responsibilities?

For us here in Europe US grants were and still are the exception, not the rule, though they are becoming more frequent nowadays. For the past five years NCURA has provided our office with adhoc support and advice independent from time and location, thanks to *Collaborate*. The NCURA events and meetings have given us access to outstanding professional development, information and an excellent network that is exceptional, welcoming and generous.

Global research management has to look into funding opportunities world-wide and it is the task of the NCURA International Region to make sure that these aspects will be provided to the entire NCURA Community on a regular basis: NCURA Global is strongly supporting our endeavors in this area.

With our colleagues from the US we recently discussed the possibility of matching research administrators' needs globally on a one-to-one basis, and we are also looking into strategies to mutually enhance our knowledge on global research management via Wikipedia. So once we have a more concrete concept for these approaches we of course would need the support of NCURA and the entire NCURA Community.

4. What are some examples of strong global research collaboration at your institution?

Strong global research collaborations take on very different forms and shapes at our institution: For example, there has been one spin-off working in the pharmaceutical area that moved to the US, collaborated there with industry and here with the researchers at our institution. This spin-off has now reached a size and an impact that allows it to move back to Switzerland to establish an even closed collaboration with the local research divisions.

On the other hand there are long-standing bilateral relationships between professors that have been the basis for research facilities and endeavors abroad, supported by the hosting country and us. And not to forget about the internationally recruited faculty: they are interested in continuing their relationships with their collaborators abroad. Hence more than once they have confronted us with funding opportunities, which we have not yet been familiar with and where we have been challenged to find sometimes matching funds.

5. What are the key issues and differences that an institution from a different country should be aware of when collaborating with your institution for the first time?

Be aware of the different terminologies, rules and regulations. Be aware that the content of contracts and/or agreements is likely to be very different. Issues concerning IPRs and ethics can



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be very complicated and might cause delays, so involve the appropriate people in the process as early as possible and clearly communicate the differences also to the researchers.

6. For a U.S. research administrator who is taking on new global research management responsibilities, what are the key pieces of advice that you would provide?

Ideally, know more than your researchers – which is sometimes impossible. However, it is important to know where to turn to for advice. It is important that you familiarize yourself with the foreign funding mechanisms, rules and regulations and use *Collaborate* extensively to get answers when you need them before drowning in complicated manuals.

7. What do you see are the upcoming challenges in global research administration over the next 5 years?

If I would know that I would open an agency myself and charge you for.

I assume that global collaboration will grow in the face of global challenges around the world which no country can solve for itself. However, we are living in a time of increasing nationalism and this might be a more serious challenge than we currently anticipate. In other words: we need to find a balance between global challenges and national worries, between globalization and individual fears. But then again: I might be wrong.

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