



WORKING TOGETHER IN THE SHIFTING ARENA OF RESEARCH MANAGEMENT

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The Global Future of Research Management

- Universities are increasingly being encouraged to collaborate
- Growth in research consortia with international institutions
- Complex contractual arrangements, and agreement over regulations and rules
- All highlight the requirement to develop a global body of research managers
- Need to research and increase our understanding of research management

International funding calls

- **BBSRC** – Partnering awards in India, China, Japan and USA
- **British Council** - UK-Netherlands partnership in science; Britain-Israel research partnership
- **EPSRC** - UK-China research in carbon capture and storage technologies
- **ESRC** - British Academy/ESRC joint project grants with Chinese partner academics
- **MRC/DFID** - African research leader scheme
- **Royal Society** - International joint projects:
Taiwan

Research Findings

- Diversification of RM roles
- Diversity of job titles: Management or Administration
- Roles previously associated with academics
- New Job Market – PhDs, salaries
- Employment background
- Articulation of a new image

Bourdieu's Theory of Social Practice

- How individuals engage in practical situations
- Numerous social fields where people struggle to accumulate capital
- Dialectical relationship between an individual's thought and activity (habitus)
- And the objective world (field)
- Relationship is energised by social products of the field (capital)

Identification of RM field

- People and practices positioned relationally and in tension
- Inequality and also mutual dependency
- Some senior RMs, others remain RAs
- Different cultural capital (RM knowledge, work background, education biographies, social capital)
- Different values placed on cultural capital

Description of RM field

- Structured system of social relations, individuals or groupings
- Co-exist in structural relation to each other
- Each occupies different position
- Distinct occupational identity – job adverts
- Field constantly redrawn and struggled over
- Some identifiable conscious strategy planning
- Goals – obtain recognition, higher positions, symbolic capital, move field into new territories

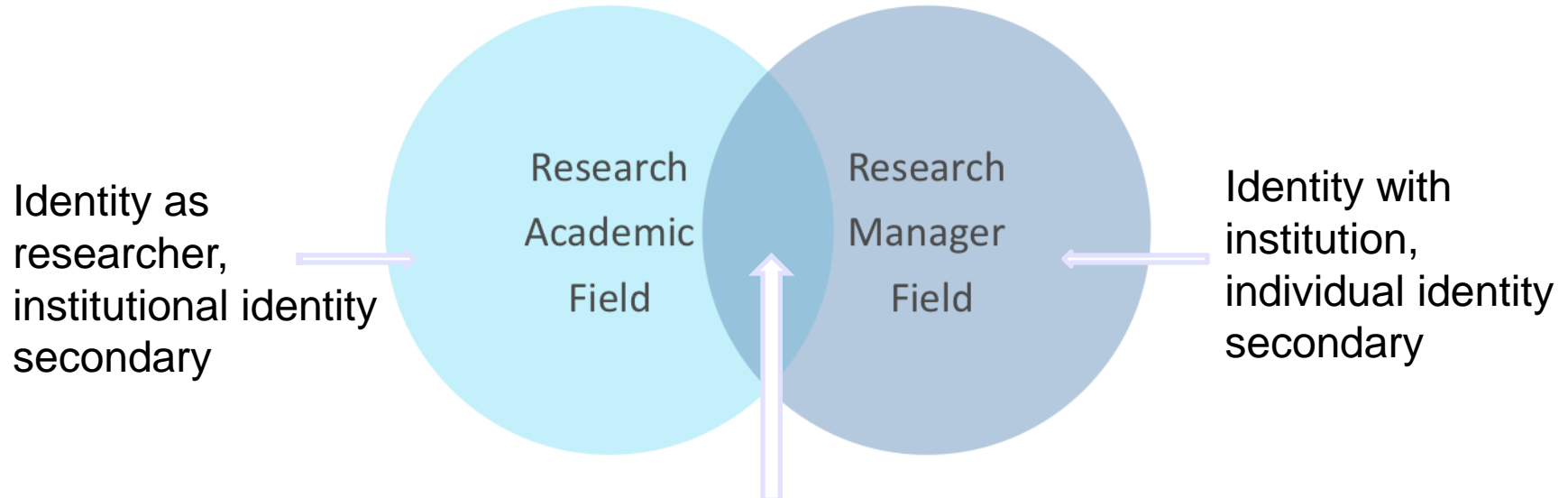
Capitals Valued in RM field

- Positions reflected capital held
- Research support capital not easy to define
- Pivots on recognition of power
- Accompanies managing process of research support
- Academics acknowledge added value of RMs
- Research support and research income – form of valued capital

RM field crosses Academic field

- Both shared highly prized research capital
- But via a different game
- RM interests bound up with HEI research identity (c/f academics research)
- Understood personhood as member of HEI rather than as individual RM (c/f academics – discipline)

Research as Cultural Capital – to some extent shared



Shared research as cultural capital:

- Research grant capture
- RAE involvement
- Management of research project
- Research bidding experience
- Writing research policy and strategy
- Networking with policy makers
- Membership of Research Council Boards

Misrecognition and Tensions

- Many RMs experience lack of recognition
- Senior RMs help lead research policies
- Junior RAs charged with finding out information and collecting data
- Both ask academics to do things for them
- Previously they responded reactively to academic request

Discussion

- Research as cultural capital which is to some extent shared
- Shifting arena – space of tension and struggles over who manages research
- Increased understanding of this space – develop new approaches of working together
- Help develop research management as a global profession



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