参考資料1

海外調査にて使用した説明資料

「Briefing Packet on Research Visit on National University of Singapore」

Briefing Packet on Research Visit on National University of Singapore

February 2014

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Agenda

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2. Briefing of Purpose and Background of RU11 Visit
3. Briefing of administration and management system at National University of Singapore
4. Question-and-answer period

List of Delegates

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Research Universities 11(RU11)

- RU11 is a consortium of Japanese top 11 universities, established in 2009. : Hokkaido University, Tohoku University, Tsukuba University, the University of Tokyo, Waseda University, Keio University, Tokyo Institute of Technology, Nagoya University, Kyoto University, Osaka University and Kyushu University.

- Academic research and fostering new talent are reinforced at RU11.
- Presidents and vice presidents hold meetings regularly and discuss various issues on problems we face today.
- RU11 often delivers recommendations to the government and society.
  For example, relaxation of regulations, boost of research funding, and so on.

Purpose of the Research Visit

➢ Interview Research Administrators (RA) and Research Managers (RM) to obtain information and view on
    1. The role of RA/RM in Singapore
    2. The background and the career of RA/RM
    3. The policy and the way of research management
    4. The function of RA/RM vocational organization
    5. The effective way of fund management
    6. Japanese Skill Standard for RA/RM

➢ Enhance international networking for research administration between Singapore and Japan.

Background of the Visit

Why *Research Administrators* are to be *necessary*

Under the traditional role distinction between faculty and administrative staff in Japanese universities, administrative staff has typically dealt with issues other than education or research.

But

1) **Privatization of national universities (2000)**
2) **Increasing dependence on external competitive funds,**
3) **The burden of research management and grant application,**
4) **Decrease of average research hours of Japanese professors, and**
5) **Reduction of share of Japanese academic papers in the world**

created the need for a specialist in research administration and management.
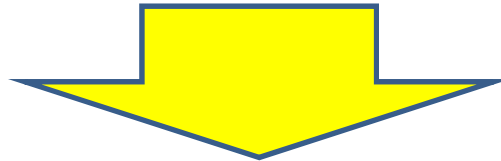
RU11 think over・・・And

The University *Research Administration System* in USA and some of EU countries seems to be very *effective*.

What is needed to introduce URAs into Japanese universities

Discussions and studies on the introduction of university research administrators (URAs) by RU11 started in July 2010

Basic understanding

- **Many staff playing similar role to research administrators are hired either as faculty or administrative staff**
- **But their scope of work is not established, nor their career paths are clear.**
- **Establishment of a scope of work and a supporting system should improve the research environment.**

- RU11 started to study on the scope of work and development of results and competence of URAs, which we call *skill standards*.
- And also, Ministry of Education, Culture, Sports, Science, and Technology started to support this RU11 joint project.

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The scope of skill standard of research administrators in Japan

Research Development

- Strategic Use of Information on Policy of Funding Agencies and the Government
- Enhance Research Infrastructure
- Establishment of Promotion System for R&D

Pre-award

- Proposal Development
- Locating Internal and External Sources of Funding
- Associate secretariats and administrative office
- Negotiate Research Agreements with the Concerned Parties
- Preparation for Successful Grant Proposal

Post-award

- Maintain Compliance with Sponsor Requirements
- Oversights of Budgets & Financial forecast
- Monitoring Projects
- Assistance towards Annual, Interim & Closeout External Evaluation
- Project Reporting

Other Skill Related Matters

- Support to University Education Reform Program
- International Linkages & Partnerships
- Collaborative Research Network with Industry & Government

- Intellectual Properties Management
- Highlights Strengths, Features & Specialties of Research University
- Public Relations

- Support & Promote Events
- Security Export Control
- Compliance Incorporating Animal, Welfare & Ethics

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Overview on URA Skill Standard Utilization

For URA:

- **Basic Criteria for URA**
  - Map out required skills and expertise
- **Support for Setting Career Goals**
  - Milestone in career progression

For Organization:

- **Responsible Conduct of URA**
- **Evaluating & Structuring URA**
  - Progress measurement after training courses
- **Job Requirement / Performance Evaluation**

Career Goals

Basic Criteria

Responsible Conduct

Evaluating & Structuring

Job Requirement

Questionnaire 1

1. Employment Condition of Research Administrators

- What is typical condition of employment for research administrators in your university?
- Is it different from that for other staffs, such as administrative staffs and faculty?
- How long is the term of employment likely to be?

2. Systems and Organizations related to Research Administrators

- To what kind of positions are research administrators allocated in your university?
- We made the scope of skill standard of research administrators in Japan (refer the last page). Does it cover all jobs of research administrators in your university? Are there any other jobs categorized as skill standard ?
- How does your university evaluate results and competence of research administrators? Is there any standard for evaluation?

Questionnaire 2

3. Situation of Human Resource for Research Administrators

- How does your university gather the talent for research administrators?

- What kind of background does your university expect the research administrators to have in general, and what kind of background do the research administrators tend to have actually?

4. Career and Development of Skills of Research Administrators

- Are the research administrators promoted to the higher position in the same university, or do they move to other university to get higher positions?

- What does your university do to develop or promote to develop the skills of the research administrators?

- What are the expected future careers for research administrators, generally?

Questionnaire 3

5. Finance to Support the Research Administration

- What is the resource of the budget to hire research administrators?

- Do the programs of sponsored researches allow universities to include it in the project cost?

6. Research Administrators' Relationship with Researchers and Other Stakeholders

- How do the researchers in your university evaluate the role of the research administration organizations and research administrators as the group of professionals?

- How do the stakeholders related to sponsored researches evaluate research administrators in general?

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