1. URMAN Advisory Group Membership

During 2018-19 the URMAN Advisory Group membership increased from 7 to 9 members and currently comprises: Antonella Ferrecchia*, Will Fitzmaurice, Rosemarie Gannon*, Aidan McElwaine*, Ciara O'Connor*, Justin Synnott*, Colleen Thomas*, Caroline Treacey (Chair), and Irene Ward. Aileen Doyle, assigned by UCD Research to provide Secretariat support to the Group, is also an important participant, and this support is very much appreciated.

The increase in the Advisory Group (AG) membership includes 6 new members (denoted with an *) who were elected to the Advisory Group. The invitation for new members to join the Group and the subsequent election process undertaken showed a high level of engagement from URMAN members, and the great interest and energy that there is within URMAN.

The change in membership also reflects that 4 members stepped down from the AG prior to / during the year, some because they had completed their term as set out in the AG Terms of Reference and some on account of other work commitments. They include Ricki Schoen, Peter Scott, Gemma Watts and Jennifer Craig. We thank each of them for their important contribution to URMAN AG over their years of service, including that Gemma and Jennifer each held the role of Chair at different stages.

In April 2019 Caroline Treacey was nominated as the new URMAN AG Chair and agreed to undertake the role of Chair for nine months to end of December 2019. Mindful of the time commitment the role of Chairperson involves and to encourage a turnover and succession planning, the Advisory Group propose to rotate the role of Chair every 9 months – this is within the maximum term possible of 24 months for the role of Chair set out in the current Terms of Reference for the URMAN AG (Appendix 1).   The Advisory Group meet on the first Wednesday of every month, and Working Group meetings typically also take place once a month, or as frequently as required.

2. URMAN Working Groups

Within the AG there are 6 Working Groups each focusing on specific URMAN initiatives and activities. Four of the Working Groups were newly set up in Spring / Summer 2019. Three of the new Groups are set up to address recommendations in the URMAN Report on Career Development that was issued in Autumn 2019 (see also section 5 below) and will focus on **Training Provisions** (including Mentoring), **Induction**, and the **Communities of Practice** model of networking and knowledge sharing.   The other new Working Group on **Events** focuses on planning and organising URMAN Events that are held regularly to support career development, training and knowledge sharing for URMAN Members. The terms of reference for all of the 6 URMAN Working Groups and the membership of each – including the **Membership & Communications** and the **Research Area Communities** working groups - are presented in Appendix 2.   Membership is inclusive and some of the Working Groups include URMAN members outside of the Advisory Group.

3. URMAN Membership

As set out in the URMAN AG Terms of Reference (Appendix 1), membership to the network is by self-selection by eligible employee, including all personnel providing services to the research community in UCD. There are currently over 160 members in URMAN, and this level of membership has been at a steady state for the past number of years. An on-going challenge for URMAN is to ensure that new Research Managers and Administrators are made aware of the network when they start working in UCD,

and that they have the opportunity to join it. The new URMAN Website (see next section 4) will help facilitate this. The URMAN Induction Working Group is also in discussions with UCD HR to explore ways in which new staff can be informed of URMAN perhaps in their starter packs and the university's induction programme.

4. **URMAN Website**

A new URMAN logo and URMAN Website were set up by the URMAN Membership & Communications Working Group and launched on 28 January 2019. Development of the website has continued throughout the year. A new Resources tab was added which currently provides links to the new UCD Researcher Portal and video.   It will also be used to share updates on other initiatives and Horizon Europe as details of the European funding programme become available. A new Project tab is also being developed with links to research projects that URMAN members support and work on, and this facilitates URMAN's knowledge sharing about specific funding sponsors. The website is also an important resource for URMAN members to keep informed of and register for forthcoming URMAN events, and to submit suggestions for future URMAN events. URMAN welcomes the opportunity to establish a link between the URMAN website and the UCD Research website.

5. **Career Development Report**

During the Summer 2018 the URMAN Careers Development Working Group issued a *'Report on skills, competency and professional development needs of UCD's research administrator and manager community'* (attached for your reference). The Report was circulated and discussed with URMAN Members, PI's (those interviewed as part of the Report),   the VPRII and Director for Research in UCD Research, and UCD HR.   Arising from the recommendations in the Report, the URMAN AG has prioritised a number of areas / initiatives to progress over the coming year, ideally in collaboration with the relevant UCD units, and have set up Working Groups accordingly:

- To identify gaps in current training provisions in UCD, and also to explore requirements and appetite within URMAN for a Mentoring Programme.
- To design and deliver induction supports for new research managers and administrators in UCD.
- Enhance the visibility of URMAN and to demonstrate its' value to the University, including holding an inaugural (annual) URMAN Keynote Event with an invited high-profile guest speaker.

6. **URMAN Events**

Six URMAN Events were held during 2018-19 and each were very well attended (some with upto ~30 attendees). Events cover topics from across the research project life-cycle / researcher journey and aim to compliment, and to address gaps, in the current training and development provisions that are offered in the university. URMAN events are designed / tailored to specifically meet URMAN member needs and those held during the year included:

- URMAN Plesk Workshop (UCD Web Hosting & Design)
- URMAN Research Careers Report and update on URMAN Working Group activities
- The Wonders of the UCD Research Portal
- Upcoming Funding Calls and Supports, and Funding Landscape Overview
- Research Professional Training
- Work Station Assessment
- 14 Research Area Communities meetings

7. New initiatives 2019-20

It is an exciting and ambitious time for URMAN - members are highly engaged with the network and each of our Working Groups are developing and progressing many new initiatives to continue to support the professional development of its member and to benefit the university:

- The **Training Provisions Group**, through its working in identifying Gaps in Current Training Provisions in UCD, can help inform the university of training required to support the core and functional competencies for the Research Management Job Family.
- The **Induction Group** is developing an URMAN Induction for new research managers and administrators in UCD, to support them as they take up new research management and administration roles within the university.
- The **Communities of Practice Group** is planning new initiatives to demonstrate the value of URMAN to the University, including participating in UCD Work Smarter Together activities and also holding an inaugural (annual) URMAN Keynote Event with an invited high-profile guest speaker. We are also interested to explore the potential for URMAN to collaborate with equivalent networks in universities in Northern Ireland to support 'All-Ireland' interaction post-Brexit.
- The **Membership & Communications Group** will continue to develop the URMAN website and social media to support existing URMAN members and help them to connect and share knowledge and experience with each other. The group will also reach out to new staff when they join UCD to make them aware of URMAN. The Group will also survey URMAN members in Autumn 2019 to help map the research expertise available across the university and identify career development priorities of URMAN members.
- The **Events Group** will continue to plan and organise valuable URMAN Events, that are tailored specifically to support career development, training, and knowledge sharing for URMAN members. Plans already underway for URMAN Events to take place during Autumn 2019 include sessions on: Maximising Research Overheads; Retention Schedules for Research Project Records; Protecting Intellectual Property.
- The **Research Area Communities** model, initially established in the Environment research area and with a new group launched in Health and Agricultural Science in June 2019, will be extended during the coming year to two further Research Thematic Areas.

The URMAN Advisory Group look forward to progressing these initiatives and continuing the work of URMAN over the coming year.

URMAN Advisory Group August 2019

Appendix 1 - Terms of Reference: UCD Research Managers and Administrators Network (URMAN)

Title	UCD Research Managers and Administrators Network (URMAN)
Purpose	To provide a network within UCD for Research Managers and Administrators to deliver benefits to the University and those individuals working within the research management and administration space.
Objectives	Improved recognition and identity for the profession of research administration and management Improved opportunities to share knowledge and best practice with a view to developing standardised processes and procedures where appropriate. To provide a "voice" to the groups in terms of lobbying and influencing UCD policies and practices as they pertain to research activities To identify common training and professional development requirements for the group and ensure delivery of same. To provide a forum for engagement with outside parties – e.g. funders, NCPs, IUA, EUA etc.
Authority / Champion	VP for Research, Innovation and Impact
Secretariat	To be provided by UCD Research
Membership	Self-Selection to the Network by eligible employees as follows: All personnel providing services to the research community in UCD
Advisory Group (AG)	The advisory group will provide oversight to URMAN. This group will have 8-9 members drawn from URMAN members. Appointment to the AG will be by self-nomination. If more than 8 members volunteer initially then an election will take place. Annually 3 members of the group should step down to allow for new members within the AG. No member can serve on the AG for more than 5 consecutive years. The group will have a rotating chair (selected by the AG members). The chair should rotate at least every twenty-four months. UCD Research will provide the secretariat. The purpose of the group is to strive towards the achievement of the objectives outlined above.
Quorum	The advisory group will have a quorum of 5 members. In the absence of the Chair the advisory group members present will appoint a Chair.
Sub-groups	From time to time it may be necessary to set up sub-groups to look into specific projects. Each sub-group should have at least one member of the advisory group to act as a communications link between the sub-group and the advisory group.
Established	September 2013
Reviewed & amended	Reviewed May 2018. Amended April 2019 to increase AG membership from 6-8 members to 9 members, and to increase quorum from 4 members to 5 members.
Next review date	May 2020

Appendix 2 – URMAN Working Groups: Terms of Reference and Membership

1. **Training Provisions Working Group:** There are 2 strands to this Working Group:
   - *Identify Gaps in Current Training Provisions in UCD:* Drawing on the mapping of training provisions carried out by the URMAN Careers Development Working Group (Report appendix 3.1) identify where there are gaps in the training provisions offered in UCD and where new training provisions (including on-line provisions) are required to support URMAN members. In collaboration with HR this will help inform the university of training required to support the core and functional competencies for the Research Management Job Family.
   - *Mentoring Programme:* Explore requirements and appetite within URMAN for a Mentoring Programme to support knowledge exchange and career development for URMAN members. This should be carried out in collaboration with UCD HR and draw on the expertise, training and resources that UCD HR provides to support the roll out of Mentoring in the University.

2. **Induction:** To design and deliver an Induction Session for new research managers and administrators in UCD. The session should draw on induction templates and toolkits provided by HR and compliment the other induction programmes that are already provided for new staff within the university. The key purpose of the URMAN induction is to support URMAN membership and knowledge exchange.

3. **Communities of Practice:** Discussions with UCD Agile confirm that URMAN is effectively the first and most established Community of Practice (CoP) in UCD. Explore and plan CoP type initiatives to enhance the visibility of URMAN and to demonstrate its' value to the University, including holding an inaugural (annual) URMAN Keynote Event with an invited high-profile guest speaker. Establish and track metrics and testimonials that demonstrate and showcase the effectiveness and benefit of URMAN. Link with URMAN Events Working Group re URMAN CoP events. Link up with other UCD CoP(s) and UCD Agile if / where relevant to support URMAN initiatives.

4. **Membership & Communications Working Group:** Manage the URMAN Membership registrations, particularly liaising with the Induction Working Group to identify and include new members. Maintain the URMAN website and social media accounts, including URMAN LinkedIn and Twitter. Advise on and co-ordinate all URMAN EXEC communications to URMAN members, and to other units within the university as required. Carry out URMAN surveys with the URMAN membership every 2-3 years, and liaise with UCD units such as HR on same as relevant.

5. **Events Working Group:** The Events Working Group plan and organise regular URMAN Events to support career development, training, and knowledge sharing for URMAN members. URMAN Events compliment, and address gaps, in the current training and development provisions that are offered in the university; and add value by designing / tailoring the URMAN Events to specifically meet URMAN member needs. Events typically cover topics from across the entire research project life-cycle / researcher journey. Suggestions and requests for URMAN Events are submitted from URMAN members through various channels including the URMAN Advisory Group, the URMAN Website, and URMAN Survey, and are also informed by needs identified through the work of other URMAN Working Groups.

6. **Research Area Communities Working Group:** The Research Area Communities Working Group supports local fora of Research Managers and Administrators in UCD who work in the specific research areas to meet up informally once a month and exchange information with each other about funding, new opportunities, and other relevant developments . The Group aims to develop a sense of

community amongst research support staff who work in the same thematic area, and links also with the URMAN Induction Working Group as it welcomes and supports new staff working in the area. The Working Group has supported the establishment of two local communities in Environmental research and research aligned to the College of Health and Agricultural Sciences. URMAN will seek to extend and support this model to two other of UCD's Research Thematic Areas in the coming year.

URMAN Advisory Group and Working Group Members as at June 2019

URMAN Advisory Group	Caroline Treacey (Chair), Aileen Doyle (Secretary) Antonella Ferrecchia, Will Fitzmaurice, Rosemarie Gannon, Aidan McElwaine, Ciara O'Connor, Justin Synnott, Colleen Thomas, Irene Ward.
Training Provisions Working Group	Justin Synnott (Chair), Conor McDermott, Ciara O'Connor, Rosemaire Gannon.
Induction Working Group	Ciara O'Connor (Chair), Aidan McElwaine, Rosemarie Gannon, Irene Ward.
Communities of Practice Working Group	Aidan McElwaine (Chair), Will Fitzmaurice, Caroline Treacey.
Membership & Communications Working Group	Irene Ward (Chair), Valerie Norton, Cathy Quinn.
Events Working Group	Colleen Thomas and Antonella Ferrecchia (Co-Chairs), Sinead McGinley, Erin Finnerty, Yvonne Smith.
Research Area Communities Working Group	Will Fitzmaurice (Chair)