

# REVIEW OF SECTION 6 OF THE EMERALD HANDBOOK OF RESEARCH MANAGEMENT AND ADMINISTRATION AROUND THE WORLD: EMERGING TRENDS AND INSIGHTS IN RESEARCH MANAGEMENT AND ADMINISTRATION

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The final chapter of *The Emerald Handbook of Research Management and Administration Around the World*, Section 6, "Emerging Trends and Insights in Research Management and Administration" (Yang-Yoshihara, M., Kerridge, S. and Poli, S., 2023), primarily discusses the four main themes that the co-editors teased out from the prior chapters. I find this chapter to be intriguing because it provides introspection and reflection to the reader, prompting further thought on the part of the reader.

The first key finding dealt with the growth of the Research Management and Administration (RMA) profession. There has been an increase in status and recognition of the important roles that RMAs serve in the global sponsored research ecosystem, points that I have also seen in my thirty-plus years within the profession. Certainly, I have seen a marked improvement in the past 15 years. However, the co-editors note that in some parts of the world, such as Africa, RMAs and the RMA profession remain largely invisible. There is a distinct lack of recognition of RMA professionals and understanding of the RMA role. The co-editors rightly note that more visibility is needed to continue growth within the profession and to properly serve their institutions and countries as RMA becomes more complex.

The second key finding addresses the crucial contributions of professional associations in advancing the RMA profession and their members. In advancing the RMA profession, the professional associations need to ensure that RMA leadership grows with equity and inclusiveness. Several additional points are made with respect to this key finding, which need repeating here: the importance of ensuring mental health and wellness among RMA professionals, and the need for greater association partnerships between the Global North and the Global South. The latter playing "catch up" with the former.

The next key finding was the continuing importance of soft skills in the RMA profession and the continuing promotion of DEI (diversity, equity, and inclusion). In summarizing this theme, the co-editors rightly emphasize that soft skills (or interpersonal skills as I call them in our CUNY Research Administration and Compliance Program) will remain critically important in addition to technical skills that are also a bedrock in RMA. An

important point they make is that these soft skills in communication, collaboration, etc. are especially important in the international research collaboration space and the growth of new technologies such as AI. I concur heartily with the co-editors on this finding based on my own experience.

Lastly, the final key finding focuses on the pressing need for continual professional development and professional development offerings in the RMA profession. These areas of RMA have grown greatly over the past fifteen years and are vastly different than the profession I entered over thirty years ago. Much growth has occurred, but much more needs to be done. This great need is in areas of the world where professional associations and their offerings are not as developed as in North America, Western Europe, and Australia, i.e. Central and Eastern Europe, Middle East, some parts of Africa and Asia, and Central and South America. There is a gap between the resource-rich and resource-poor regions on the planet, and that gap must continue to be narrowed if the research gap is also to be narrowed.

In closing the chapter, the co-editors rightly note that the RMA profession is constantly evolving, and RMAs must meet the challenge of that evolution through professional development (or upskilling, if you want to call it that). The real world can be a rude party crasher to the best laid plans, however. One current example is the practices of the current American president and his administration and how they are "addressing" research and the research support infrastructure. These continual changes are impacting American and non-American RMAs, and it is hard to predict what the future years will mean for the RMA profession. It will be a wild ride, which is for certain.

The co-editors have done a strong job of teasing out the key findings in the book and have laid the foundation for future research and professional development. They are to be congratulated for their efforts.

## REFERENCE

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[Yang-Yoshihara, M.](#), [Kerridge, S.](#) and [Poli, S.](#) (2023), "Emerging Trends and Insights in Research Management and Administration", [Kerridge, S.](#), [Poli, S.](#) and [Yang-Yoshihara, M.](#) (Ed.) *The Emerald Handbook of Research Management and Administration Around the World*, Emerald Publishing Limited, Leeds, pp. 809-817. <https://doi.org/10.1108/978-1-80382-701-820231080>

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James Casey, JD, MPA, MA, CPP is the academic community leader and a founding adjunct associate professor in the City University of New York (CUNY) M.S. in Research Administration and Compliance Program (<https://sps.cuny.edu/academics/graduate/master-science-research-administration-and-compliance>). He has taught graduate level research management and administration for the past eleven years and collectively has over twenty-eight years undergraduate and graduate teaching experience in-class and online. In addition, James has worked in the RMA field for over thirty years, from the pre-award to AVP

levels, and consults in areas of RMA, particularly research contracting and research law. He is also a certified privacy practitioner (CPP) for the EU-GDPR DPO role, awarded by the City of Glasgow College. Over the past eight years he has taken master classes and training in data protection, privacy, and AI through the London School of Economics and Political Science and RHITE.

James is a long-time member of NCURA, EARMA, and AAAS, and is a current member of the Government-University-Industry-Philanthropy Research Roundtable (GUIPRR) within the National Academies of Sciences, Engineering, and Medicine in Washington, D.C. He has been involved in GUIRR/GUIPRR going back to 2008. He is a 2009 recipient of the NCURA Distinguished Service Award and among his many NCURA contributions include serving as the founding senior editor of the *NCURA Magazine* and editor of the *Research Management Review*. He has over 80 conference presentations and 80 publications to his credit. He was the first American mentor in the inaugural EARMA mentoring scheme, a richly rewarding experience.

A licensed attorney since 1990, James is a member of the U.S. Supreme Court and Wisconsin Bars. He has served in leadership roles in the American Bar Association and the State Bar of Wisconsin. He is currently an ABA representative in the National Conference of Lawyers and Scientists, a standing ABA-AAAS working group, and a former State Bar of Wisconsin delegate in the ABA House of Delegates. He is a past president of the State Bar of Wisconsin Nonresident Lawyers Division.

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