



University Administration Support Program

Fellowships in Research Management Program Application

Deadline: 26 August, 2016

1. Overview of the IREX University Administration Support Program

With primary support from the Carnegie Corporation of New York, IREX has designed the University Administration Support Program (UASP) to contribute to improving administration in a selected number of public universities in the following countries: Armenia, Belarus, Georgia, Ghana, Kenya, Moldova, Nigeria, South Africa and Ukraine. This year, the program focuses on improving research management capabilities. Program elements include:

- **Fellowships in Research Management.** IREX provides competitively awarded short-term fellowships for mid- and senior-level university administrators and ministry representatives to spend approximately four weeks with counterparts at respected U.S. public universities to analyze and to observe research management operations in their assigned U.S. institution. This is bookended by two weeks of intensive training and facilitated reflection in Washington DC.
- **Development of Research Management Implementation Plan.** While in the U.S., and on return to their home country, fellows are required to prepare an Implementation Plan on the research management issues addressed in their fellowship. The fellows will be given time to develop a toolkit, guide, or work plan in preparation for implementing sustainable management reform at their home institutions.
- **Grants and Post-Fellowship Engagement.** Fellows in university research management will be eligible to compete for grants to support follow on activity, to attend relevant national and international conferences or to provide a research grant to a faculty member from their home institution. IREX also facilitates alumni engagement through online forum, scheduled webinars and events.

2. Eligibility Requirements for the Fellowships in Research Management

Applicants must:

- Be a citizen of and reside in Armenia, Belarus, Georgia, Ghana, Kenya, Moldova, Nigeria, South Africa, Uganda, and Ukraine at the time of application and participation in the program;
- Submit a complete application with all required documents by the application deadline;
- Have a level of proficiency in written and spoken English sufficient to work independently in the United States and engage colleagues;
- Be able to receive and maintain a J-1 visa. Please note, your passport should be valid at least 6 months after the J1 visa expiration date;
- Be able to participate in fellowships for approximately eight weeks in Winter 2017;
- Be committed to producing a case study on a topic of research management while in the United States; and
- Hold a full-time position with the title of Vice-Rector, Vice-Chancellor, Dean, Vice-Dean, Department Chair, or equivalent at one of the eligible universities or working in an equivalent position focusing on research management and higher education reform in the Ministry of Education. Please see section 8 for the list of eligible universities.

Applications not meeting the above eligibility requirements will not be forwarded to the selection committee.

Current IREX employees and consultants and their immediate family members (spouses, parents, children, and siblings) are not eligible to compete in any IREX-administered grant programs, either as individuals or as the responsible party representing an institutional applicant.

3. Program Dates

- August 26, 2016: Application deadline
- September – October 2016: Application review and selection
- February - March 2017: Cohort II Fellowship in the United States

4. Selection Criteria

Submitted applications for the University Administration Support Program will be reviewed against the following criteria:

1. Extent to which applicant is equipped with the background, authority and institutional support to fully benefit from the program (demonstrated through applicant's position in the university/Ministry and letters of support and/or other means of clear institutional commitment);
2. Dedication to creating or expanding systems to support their university's growth as a recognized and respected research university;
3. Commitment to serving as resources in the field of university research management for peers and colleagues in their academic and administrative communities.
4. Thoroughness and relevance of applicant's' answers to application questions;
5. Ability to converse independently in English.

Finalists and semi-finalists may be called for a telephone or in-person interview.

5. Financial and Professional Provisions of the Grant

The program provides the following:

- J1 visa support for the period of the program;
- Roundtrip travel from fellows' home cities to the U.S. host institutions;
- Accident and sickness insurance;
- Housing and \$50/day daily allowance for meals and incidentals;
- Professional development allowance of \$500 for educational materials, professional conferences and membership in U.S. professional associations;
- Opening and closing workshops in Washington, DC.

6. U.S. Host Institution Affiliation

Fellows will be affiliated with research management departments of U.S. public universities across the United States appropriate to their research objectives. They will be matched with a mentor who will introduce them to the system of research management at their university. IREX will identify an appropriate U.S. institution based on the fellows' background and their institution's research focus, and recommendations of senior specialists and scholars in the United States. All final host affiliations will be decided by IREX, based on the information provided in the application.

7. Instructions for Applying to the Fellowships in University Administration

Read all instructions and information carefully before filling out the application form. All sections of the application form and accompanying documents must be completed and submitted together to uasp@irex.org.

A. Important Information

Basic Information (Section 1): Write your full, legal name, family name (surname) first. The spelling of your name should be as it appears in your international passport. This is the spelling that will be used throughout the length of the program. Do not translate your name into English. For example, Maria should be written as such and not translated to Mary.

Home Address and Contact Information (Section 2): Write your current mailing address using the **Latin alphabet**. Do not translate street or city names into English, only into the English alphabet. For example, "Prospekt Mira" should be written as such and not translated to "Peace Avenue." Be sure to include your postal index.

Native Language Contact Information (Section 3): Please provide your name and contact information in your native language using the corresponding alphabet. If your native language is English, you may disregard this section.

Employment Information (Section 4): Please complete this section as completely as possible with information that is current at the date of application. Under the section marked *Direct Supervisor*, please provide the name of the next highest person in the university administrative structure to whom you directly report about your work.

Research Management Focus (Section 5): Select the area(s) of research management that you plan to focus on during your fellowship. See section 9 for suggested topics.

Placement Information (Section 6): The information in this section is used by IREX to place you at an institution that is as close in size and scope to your home university as possible. We will also use this information to find a host advisor that is in a similar position to you, which will make your placement more successful.

B. Additional Required Documents

1. Curriculum Vitae (CV)

A curriculum vitae (CV), or resume, must be submitted with the application. The documents must be in English and include the most current data on the applicant's education and training, work and research management experience. Please use the attached template (see section 10) as a guide for both formatting and content of your CV. Please limit your CV to two pages, containing only the most relevant information. Please do not include any academic publications that are not related to your selected research management field(s).

2. Letter of Support from your Institution

All university applicants must include a letter of support to conduct their projects from their head of institution (e.g. Rector, President, Vice-Chancellor). This must indicate their support of and interest in the fellow's research management focus and show that the fellow will have the opportunity to create reforms in this area. All Ministry applicants must provide a letter of support from the Permanent Secretary or head of the organization, which indicates their support of and interest in the fellow's research management focus.

3. Organization Chart of your Institution's Administrative Structure

All university applicants must provide a chart which depicts their institution's administrative structure, including the academic faculties/schools, administrative offices and committees. The chart should clearly indicate where research management activities take place. All Ministry applicants must provide an organizational chart of their organization which clearly indicates where activity relating to university research management takes place.

C. Submission Guidelines

The deadline for applications is **Friday, August 26, 2016**.

All sections of the application form and accompanying documents must be completed and submitted together to uasp@irex.org by the application deadline. Incomplete applications will not be considered.

IREX reserves the right to verify all of the information indicated in the application. In the event that there is a discrepancy, or information is found to be false, the application will immediately be declared invalid and the applicant ineligible.

If you have questions about the fellowship opportunity or application submission, please contact UASP program staff directly at uasp@irex.org.

8. Eligible Institutions

ARMENIA

Armenian State Pedagogical University
Gavar State University
Gyumri State Pedagogical Institute after Nalbandyan
Vanadzor State Pedagogical Institute after Tumanyan
Yerevan State Linguistic University after Bryusov
Yerevan State University

BELARUS

European Humanities University

GEORGIA

Akaki Tsereteli State University
Gori University
Ilia State University
Sokhumi University
Tbilisi Ivane Javakhishvili State University
Telavi Iakob Gogebashvili State University

GHANA

University of Ghana at Legon

KENYA

University of Nairobi

NIGERIA

University of Lagos
University of Ibadan
Obafemi Awolowo University

MOLDOVA

Moldova State University Technical University of Moldova
Chisinau "Ion Creangă" State Pedagogical University,
Comrat State University
Bogdan Petriceicu Hasdeu State University
"Nicolae Testemitanu" State University of Medicine and Pharmacy of the Republic of Moldova
Agriculture State University of Moldova Alecu Russo State University of Balti
Moldova Institute of International Relations (IRIM)

UGANDA

Makerere University

UKRAINE

Kharkiv National University
Ternopil National Pedagogical University
Zaporizhzhia National University
Horlivka State Pedagogical Institute of Foreign Languages
Kherson State University
Kremenchuk State University
Kirovohrad State Pedagogical University
South Ukrainian Pedagogical University named after Ushynskiy
Kyiv National University
Kyiv Mohyla Academy
Lviv National University
Uzhhorod National University
Volodymyr Dahl East Ukraine National University

SOUTH AFRICA

University of the Witwatersrand
University of Stellenbosch
Rhodes University
University of KwaZulu Natal
University of Pretoria
University of Cape Town

9. Explanation of Project Areas

The university conducts research management by: administering and awarding research grants from government and other sources, managing intellectual property and technology transfer, coordinating research support services, and providing information and access to a university's faculty and their fields of research. Through research management the university promotes research and technology development internally and externally, and facilitates the needs of researchers across the university. Also, the university comes up with norms and procedures for conducting research studies and for recognizing the research methodology. This encompasses a number of different activities.

INSTITUTIONAL RESEARCH STRATEGY AND SUPPORT

Leading universities dedicate significant resources to research administration and management with dedicated offices, committees and procedures to ensure that funding opportunities are recognized, grants and contracts properly managed and staff sufficiently trained and supported in their research endeavors. For institutions wishing to improve their global research standing, it is essential that research is adequately represented within the organization structures and guided by a coherent strategy.

RESEARCH CONTRACT MANAGEMENT

The vast majority of research funding comes from sources external to the university. Universities must be adept at identifying funding opportunities, responding appropriately with responsive and well written applications, and properly managing the grants and contracts it wins. Many externally funded projects will have stringent monitoring and reporting requirements and a grants or contracts office can assist staff in navigating this complex area of activity.

PUBLICATION

Sometimes talented researchers produce rigorous results but do not have the knowledge to publish this in internationally recognized publications. Providing staff with training on routes into publishing (e.g. chapter/books reviews, refereeing, journal editorial work, coauthoring etc.) and on key tips for successful publishing is an important first step which can be supplemented by the development of relevant networks and contacts. The world of publishing is also changing with open source publications carrying increasing weight in the market and institutions need to be aware of the challenges and opportunities this brings.

INCENTIVIZING RESEARCH

Universities can incentivize research in a number of ways such as providing recognition and rewards for research activities, providing protected time for research related activities, providing research training, developing research conferences, providing publication training and support, distributing surplus income and providing supplementary financial support. Incentives are likely to be most effective when transparently documented and communicated to staff and part of a coherent research management strategy.

RESEARCH METHODS TRAINING

Leading research universities must be underpinned by students and staff who have received a rigorous research methods training, and who are encouraged to continually update their skills over the course of their careers. Mentoring, personal development planning and the provision of research methods training are all effective strategies for developing capacity.

RESEARCH ETHICS

World class research must be conducted within a robust research ethics framework which encourages the responsible conduct of research. Typically this is detailed in a Code of Conduct which must be communicated to all students and staff actively engaged in research. It should play a formal role in the research approval process. Research ethics should also be an integral part of research methods training.

EXTERNAL RELATIONS AND TECHNOLOGY TRANSFER

Technology transfer is the process by which the university identifies and effectively shares research, skills and knowledge that has potential interest to government or private sector institutions. A university's Office of Technology Transfer is responsible for fostering joint ventures, creating partnerships, and managing licensing agreements for knowledge and processes that cannot be patented. It is also in the university's best interest to develop strong community, corporate and government relations to establish mutually beneficial collaborations, partnerships, and sponsorships at the local, national, and international level in areas as philanthropy, sponsored research, student recruitment, technology transfer, and continuing education.

RESEARCH COMMERCIALIZATION

In recent years, leading universities have supplemented their core teaching and research activities with commercially focused efforts aimed at bringing their research to market through licensing, partnership and spinout. This has been supplemented by the provision of contract research services and consultancy to business. In combination, these provide a potentially significant new revenue stream for universities.

POSTGRADUATE RESEARCH PROGRAMS

The development of graduate/postgraduate research programs are an important component of strengthening an institution's research capacity and standing. The characteristics of a postgraduate research degree differ significantly from taught undergraduate programs and require a robust framework of research methods training, academic and pastoral support, and procedures for progress and review. Typically a university will have a dedicated Graduate/Postgraduate Office to coordinate these activities across the institution.

10. CV Template

Name

Street Address

City

Country

Contact details (telephone, email, skype)

PERSONAL STATEMENT

[Include a brief statement outlining your suitability for the fellowship. It should summarize your work experience to date and your career ambition. Maximum 100 words.]

WORK EXPERIENCE

[In reverse chronological order, with the most recent employment first, provide details of your work experience. Be specific, providing details of tasks you were responsible for, actions you took, and results you achieved. Focus in particular on tasks, actions and results in relation to research and research management. For each employment, follow the format below.]

[Date From – To]

[Name of employer]

[Job Title]

- [Details of responsibilities, actions and results]
-

EDUCATION

[In reverse chronological order, with the most recent first, provide details of your education and qualifications. For each qualification, follow the format below.]

[Date From – To]

[Name of Institution]

- [Name and class of qualification]

CONTINUING PROFESSIONAL DEVELOPMENT

[Provide details of any short term training you have undertaken since you completed your formal education]

SKILLS

[List the skills you have developed as part of your work experience, education and training to date]

CONFERENCES AND PUBLICATIONS

[List any publications or conferences, relevant to research management, that you have contributed to.]