

INORMS 2018 Experience – Carolyn Paterson, The University of Western Ontario

Attending the 2018 INORMS conference in Edinburgh through the support of an ARMA Travel Award allowed me to gain skills and knowledge in areas including research policy development and strategy; researcher development; and research impact. In addition, the networking opportunities allowed me to connect with colleagues from around the world whom I would not otherwise have met.

Workshops I attended in the Research Policy & Strategy stream discussed the life cycle of policy formation, considerations when choosing between potential paths to a desired outcome, issues that may occur in policy implementation and how to design an effective implementation strategy, as well as analysis of existing policies and vulnerabilities. This will provide me with important tools and skills to participate in policy analysis, development, and implementation within my unit and as I progress in my career.

Sessions focused on metrics provided valuable insights and key questions which I can bring back to my institution regarding how university rankings and metrics should be utilized. These sessions also highlighted resources such as reports from expert groups which I will be able to share within our research office and our institution to encourage a better understanding of responsible use of metrics.

A workshop in the Future Shape of Work stream discussed issues related to how research offices will deal with the increasing complexity of the research landscape, such as through increased relationship building, assisting researchers in navigating this complex environment, and increasing cross-training within research offices. I will be able to use this information to help inform initiatives in my own institution's research office, such as the cross-training initiatives which we have already begun.

A pecha kucha session on Researcher Development highlighted a broad range of initiatives from a number of institutions around the world. Part of my role in our Research Development team is to develop resources for researchers, particularly those to assist them in applying for research grants, and the initiatives and good practices presented in this session will provide ideas to help me work towards this goal, and potential pitfalls and challenges to avoid.

I also valued the networking opportunities provided by the INORMS conference. I had many interesting discussions with international colleagues, comparing opportunities and challenges and the various research and administrative environments in which we work in our respective countries. For example, it was interesting to hear perspectives on assessing research impact, such as the REF in the UK, and on government funding priorities with respect to research.

Overall, I learned a great deal from my experience at INORMS which will benefit my work, my career progression, and my broader unit at Western, and I look forward to attending another INORMS conference in the future.

INORMS Travel Award Report

Danielle Connell

July 19, 2018

What an amazing conference!!!! Thanks to this ARMA funding, I was able to participate in a truly world-class event, where I gathered valuable materials and knowledge that I am now disseminating with my administrative colleagues and the researchers I work to support.

As soon as I visited the poster display I knew that I was being offered an opportunity to better equip myself for a very large, if not the largest ever, research project at my institution. Several colleagues at other institutions in my province have been working with me like mad to pull together a very large inter-institutional, interdisciplinary, international, long-term research collaboration about cannabis research. I therefore plan to contact the authors of the following posters, requesting their permission to print high-res copies of their posters to be displayed during our team meetings and ideally in the Innovation Campus we're hoping to build:

- How to develop, evaluate and sustain international research partnerships
- Hands across the sea: supporting international collaboration
- Harnessing the impact of multidisciplinary collaborations in the postgraduate research arena
- University profile building on multidisciplinary research strengths
- Challenge-led Interdisciplinary research programs
- Research clusters
- Enhancing research impact through stakeholder commitment
- Adding value in research: shaping research questions, delivering research efficiently, publishing accessible unbiased evidence
- Rapid culture change in public engagement: the quick wins and don't bothers
- Doing more with less: the Cohort Approach
- Supporting inter-disciplinarity in a changing funding landscape

Second, many of the presentations I participated in not only apply to the project mentioned above, but I also gleaned valuable information about ethics, integrity, risk, data management, grant writing and grant management. Specifically, I especially enjoyed *Research Centres in Higher Education Institutions* and *The impact of culture*. The morning keynotes were unexpectedly exciting, and what a great way to start our days with such animated talks!

Visiting Scotland was an incredible experience (even having my wallet stolen turned out to be a surprisingly pain-free experience) and I am so grateful that I received financial support to attend the conference. Otherwise, this would not have been possible. I look forward to attending future ARMA events and wish to congratulate the organizers on a job well done.

Best wishes,

Danielle Connell

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INORMS 2018 Travel Grant report
Deryn Evans, Cranfield University, ARMA Member.

I work in a pre-award role, aligned to several of the university's departments, providing support to researchers developing ideas and funding applications for public sector funders including the Research Councils, Learned Societies, EU and charities. In addition to my day to day responsibilities, I am also lead and specialist on ODA eligible applications, which means I am the expert point of contact (for Newton Fund and GCRF applications predominantly), providing support across the university for ODA related applications to ensure compliance and quality.

I wanted to attend INORMS as I believed it would provide me with a unique opportunity to network and make new links with colleagues from outside of the UK, and to learn more about the local support set ups, cultures and procedures and best practice from other regions which would particularly benefit the international aspects of my current role.

I attended many informative sessions, but there were three of the workshop sessions in particular that have really stuck with me and I feel have contributed to my personal development and why I wanted to attend congress.

On Tuesday, my first day of congress, I attended the session titled "the Great Global Challenge Master-Chef", past experience has taught me that sessions with intriguing titles can go one of two ways, be all title and no substance or be fantastic. This session fell in to the latter category, and was actually my favourite and most productive session of the whole congress. The presenters from the Liverpool School of Tropical Medicine, were engaging, knowledgeable and their programme of workshop activities, was really educational and interactive, a format I find personally really helps me to learn. I have also put several items learned during this session into practice, when it comes to project management and governance on complex international grant applications. I was also able to meet my equivalents from several other organisations and got talking with some many of them after the session had ended, I almost missed lunch being served!

During the rest of congress I attended two different sessions that focused on the internationalisation of research management or research in general, run by Monash University/Radbord University and the University of Liverpool. Both sessions were different in their set ups, the second from Liverpool was more interactive, again offering a great opportunity to meet, talk with and learn directly from colleagues. Both sessions really gave me food for thought when it came to looking at how our team is organised and our strategy, the approach to different countries and international funders and to really be more aware of cultural and communication differences. There were several learning outcomes I have taken home with me and will put into practice with the pre-award side of the work I do and also to incorporate some of the tips they provided into the training materials that I deliver to our own researchers on the topic of international collaborations.

These sessions coupled with the final inspirational plenary on the art of being brilliant, (which was a fantastic way to close congress), have served to reenergise me in my work. I networked, met and shared knowledge and experience with colleagues from the UK, India, South Africa, Australia and the USA to name a few. I came back feeling like I had learned so much, and that I was making a real difference with the work that I do, but there was still room to develop and improve myself and my support to my researchers.

Thank you again for the travel grant that helped to make this possible.

INORMS 2018 REPORT

Edinburgh Conference Centre

Edinburgh, Scotland

4-7 June 2018

My attendance at INORMS 2018 was made possible by generous support of ARMA UK and also the Faculty of Science at the University of Auckland. Not only was this my first INORMS conference but it was also the first time I was to present. Being a newbie to INORMS I attended the introduction to INORMS welcome session on the afternoon/evening of 4th June 2018. I found this to be highly valuable with great tips on how to get the best out of INORMS and also how to survive a conference of this size and scope.

Being an indigenous visitor from New Zealand to Scotland for the first time, it was great to experience the culture on display from the opening ceremony of the conference. I particularly found the opportunity to listen to and get ideas on the concept of impact and what this means for researchers, institutions and also funders was invaluable. In New Zealand the impact agenda is still in its development stages and the ability to hear from experts at INORMS was valuable. In addition to the streams I was able to enrol in some lunch-time workshops. One of particular interest was the writing workshop hosted by Think Write. Providing support and advice to researchers when developing their proposals is a core responsibility of research management professionals. The tools/tips learnt at this workshop I have adapted in my work to aid researchers with their proposal development.

As is at all conferences the opportunity to network with your peers is always a focus. Sharing experiences and ideas with like-minded colleagues allowed me to build my network and develop relationships with not only colleagues from New Zealand but also colleagues further abroad. As a result of the INORMS conference I had an opportunity to talk with David Phipps one of the plenary speakers. As a result of INORMS David advised he will be visiting New Zealand and I extended an invitation which David has accepted. The University of Auckland will be hosting David when he visits at the end of July. David's impending visit brings with him his knowledge in impact and knowledge mobilization. David's experience and advice will be shared amongst my colleagues within the University's strategy office but also amongst my fellow research managers.

The opportunity to present at a highly regarded international conference is beyond words. The chance to present on the topic of indigenous engagement was quite an honour. My presentation was different to those present throughout the conference but is a topic that is that Research Professionals navigate within New Zealand, Australia and Canada. From the conference attendees list there were a considerable number of colleagues from these countries present.

I intend to submit an abstract again for INORMS 2020 in Hiroshima, Japan presenting on the work undertaken on indigenous engagement within The University of Auckland. I look forward to connecting once again in two years' time in Japan.

Once again I would like to sincerely thank the ARMA Board for your selecting me as a recipient of your travel award. It was also great to introduce myself to the team during INORMS and say thanks in personal.

Nga mihi mahana (warmest regards)

Jaylene Wehipeihana
Research Programme Manager
Faculty of Science
The University of Auckland

ARMA Travel Award Report
iNorms 2018
J. Calliou
17 July 2018

INORMS 2018 was the largest conference I have ever attended, both in number of attendees and venue, and so it was a little overwhelming at the start but the welcoming and informative conference staff made easing into the event, effortless. The iNORMS 2018 mobile app design and functionality were awesome – it was such a great help to find sessions and rooms in such a large venue and helped me to plan my days beforehand.

I appreciated being given the opportunity to network with and learn from peers from all over the world – exchanging ideas, practices and processes - was invaluable. I also appreciated the opportunity to connect directly with so many vendor representatives to find out them and their products.

The conference objectives were clearly met as the Congress covered key research management topics, exploring the theme of promoting global research management and global research challenges. Presentations were very useful and provided with me with a lot of new and great information to take back to my office to share with my office mates. I thought there was a good balance between instruction and discussion in all the sessions I attended.

The catering was unlike any other I've experienced in both set up and menu options. The conferences I have attended in the past have had buffet style meals with attendees sitting at tables (round of 8-10) to enjoy the meal and chat with table mates. It is a very good way to meet a variety of people and engage in conversation about their institutions, research offices and their processes or hang out with the same folks over and over again to discuss the different sessions, as a kind of debrief. I found that the way iNorms was set up, that it was not really conducive to networking at meal times. I found that it was more awkward and intimidating to approach people to start conversations when everyone was standing around trying to balance their plate, or sitting on the floor holding their plates on their laps. I would highly recommend having the attendees sit at tables to enjoy their meals and the company they are seated with. I made all of my connections with the people sitting around me before, during and after the sessions I attended – not at the meal and refreshment breaks.

Although a lot of the discussion was far beyond me at this point, it gave me a good picture of what is happening at a global level as opposed to national and regional levels. There's nothing like being in a room with like-minded individuals and individuals who are in the same field who are willing to take time away from the office to learn something new – thank you for the opportunity to participate in this well-planned, well-executed event!

The event left me with meaningful connections, a few of which I have already followed up on. The Social events were a nice touch – my husband and I really enjoyed the Ghost Tour Walk!

See you in Hiroshima in 2020!

Jillian Calliou
Athabasca University
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INORMS 2018 Travel Award Report

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The Highlands, bagpipers, Power Points, and REF. What do these things have in common?

INORMS 2018 of course!

Edinburgh, the capital city of Scotland hosted the 2018 INORMS conference which was attended by over 1,100 research leaders, managers and administrators from all over the world.

Thanks to the 2018 ARMA-INORMS 2018 Travel Award¹ I could fund my transport-related costs from Liverpool to Edinburgh and attend the first day at the conference where I presented a 90 min. workshop-style session on global health research challenges (Figure 1.).

The Workshop session entitled “*The Great Global Challenge MasterChef – what are the key ingredients?*” was organised around a cooking analogy and we engaged delegates to take part to three interactive activities: (1) project governance jigsaw, (2) communication utensils and (3) proposal development meeting agenda. More than 80 people from across Africa, Europe, North America, and Asia joined our session. This great diversity made the discussion incredibly fruitful as people shared their own experience and expertise with colleagues.

In addition to presenting the above session, I also attended (1) the opening Plenary which was extremely inspiring and gave us a boost of energy (especially thanks to a surprise bagpipe performance, Figure 2), (2) a session on “Research Integrity & Ethics”, and (3) a session on “Managing Research Projects” which included hybrid project management and negotiations for compliance and compromise.

As a result of attending the INORMS 2018, I’ve learnt a lot about the importance of gathering evidence, thinking carefully about the context we work in, and invest time in facilitation. Many speakers also reminded us how crucial early stakeholders’ engagement is and invited us to move from *lip service to action* in order to achieve real impact. I’m applying these learnings to my day-to-day work and interactions with colleagues have already improved.

Finally, attending INORMS 2018 was great from the networking point of view, I met new people but also old friends and colleagues.

Thanks to impeccable organisation and great speakers, this was a truly remarkable conference, in a truly extraordinary city!

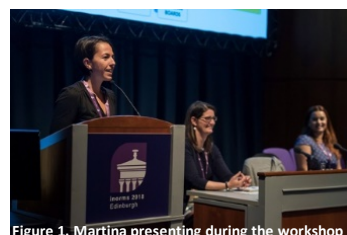


Figure 1. Martina presenting during the workshop



Figure 2. Bagpipers performing at the Plenary



Figure 3. A sunny break outside the EICC



Figure 4. Attendees at workshop

¹ The Department of Clinical Sciences at LSTM supported registration fees and the NIHR GHR Unit on Lung Health and TB in Africa “IMPALA” (grant 16/136/35) supported subsistence and provided much of the contents for my presentation.

ARMA / INORMS Travel Award Bursary Report
Reagan Brown
Research Officer
York University, Toronto, Canada

Thank you for the travel support to attend the INORMS 2019 Congress. This was my first time attending and it was a fantastic experience. I found the conference to be well-organized, insightful and the venue was great. I also appreciate having the opportunity to visit Edinburgh, which is a truly extraordinary city.

I found the all the sessions I attended to be very informative. My work is generally pre-award, so I focussed on the Developing Research Proposal and Research Development streams. I picked up some great tips and was surprised to discover how much our research administration worlds overlap, despite working in different cultural contexts. Our problems and victories are surprisingly similar.

Perhaps my only critique would be that I often had to choose between two sessions that occurred at the same time. The diverse offerings made for some difficult decisions and I missed a few sessions that I think I would have found useful.

A particularly pleasant surprise for me was the poster exhibition. I was not expecting much (or maybe just didn't know what to expect) and I ended up taking pictures of half the posters, talking to many of the presenters and learning a ton of new information. There were some particular posters on research review processes from which I am now drawing inspiration to update my own office's processes.

Finally, as a rather introverted person who is not particularly good at networking, I ended up chatting to lots of colleagues, exchanging some contact information and generally, enjoying the company of my international peers. The Ceilidh was also so much fun and was a great event to open up and bond with colleagues.

I was expecting to learn a lot at INORMS Congress and my expectations were exceeding. I was able to bring home some great information to apply to my own Canadian context and I thoroughly enjoyed connecting with new colleagues. I am hoping to attend the next Congress in Hiroshima in 2020 and have already started to think about a potential poster I could develop and present there – a first for me!

Thank you once again for your support to assist me in attending this fantastic conference.

20 July 2018

INORMS 2018 - ARMA-INORMS Travel Award Report

Monday, 4th June 2018 - As I emerged from a sleepless 25-hour journey and was greeted by grey skies and so-called summer temperatures equivalent to a Melbourne winter's day, I did not get a favourable first impression of Edinburgh. As the week wore on, however, my first impression proved to be entirely premature and wide of the mark.

Early Tuesday morning, I made my way to the conference venue, ready for my inaugural attendance at an international research management conference. Banners proclaiming "Welcome to INORMS 2018" flapped in the breeze, and delegates streamed from all directions into the foyer of the EICC. Registration was quick and seamless, and soon it was time for the Welcome Ceremony. And what a welcome! Bagpipes and drums heralded the beginning of what was soon to prove to be an amazing conference.

A key theme throughout the conference related to impact. In Australia, the focus on research impact is steadily growing – for example, the Australian Research Council administers the Excellence in Research in Australia (ERA) framework that aims to give government, industry, the wider community and business assurance of the excellence of research conducted in Australian institutions – however, it was eye-opening to learn how much work the UK is putting into impact assessment. I met more impact consultants and officers in a week than I've met in my few years in research management in Australia.

A similar theme was that of engagement, arguably a necessary precursor to impact. This mobilisation of knowledge out of universities into the public (including communities, businesses, industry and governments) is crucial to making economic and societal impact – not simply academic impact. The highly informative sessions on research engagement and impact were food for thought – how can we as research administrators and research managers facilitate the public's uptake of information so that we can help translate research outputs to outcomes that create true impact?

Giving a talk at my first international research management conference was one of the challenges I had set myself earlier this year. My presentation on cultural diversity in research was generally well received, and opened up conversations with other delegates about similar issues faced in their workplaces. The experience has spurred me on to continue pushing for diversity beyond gender not just at my institute but for the wider research and research management community. This will likely be a long and challenging project, but through feedback received from INORMS 2018 I am confident in the ability to make some change, however small.

Overall INORMS 2018 was an incredible conference that deepened my understanding of the issues and challenges faced globally by research management professionals. I made valuable connections through the experience, and look forward to engaging with this community for many years to come. Many thanks to ARMA UK for providing me with the travel support to attend this event all the way from Melbourne, Australia.

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