

### ● Lateral leading and learning strategies - Managing departmental developments from central offices and vice versa

As Research Managers, we are all aware that regulatory and compliance driven requirements related to research are becoming more and more demanding. The downstream effect of this to pull Researcher's attention away from the science to address these complex systems of compliance. Higher education and research institutions naturally tackle this challenge by investing and developing a professional body of Research Managers and Administrators with a parallel career path to scientific faculty in academic institutions. RMA is needed at both the central or institutional level as well as the local/department or lab level. Both groups strive to improve institutional conditions for researchers and need to work closely together and with those researchers to successfully manage these programs.

A coordinated approach to research management in an institution can be challenging, especially for leaders in central Research Administration offices of decentralized institutions with high departmental autonomy. As research compliance requirements increase, finding the right balance between central and local support becomes even more important to protect principles of scientific freedom while developing diligence around data protection, open data and/or export controls that could be perceived as impeding research and scientific knowledge.

In this collaborative learning session, we will present these challenges and discuss lateral leading and learning strategies from both the central and local perspectives. How can we best manage and influence departmental development that is key to both researcher and institutional success? What do central research managers need from their departmental colleagues? Similarly, what do departmental research managers require of an institutional office? The objective of this session is to learn from each other. The presenters will provide an introduction to the subject and facilitate the discussion amongst peers.

#### Presenters:

- Mr Nicolas Schulthess, Lucerne University of Applied Sciences and Arts (Switzerland)  
Nicolas Schulthess is Head of the Research Unit in the president's office of Lucerne University of Applied Sciences and Arts (HSLU). He joined HSLU as a Senior Advisor on Research and Innovation. Prior, Mr. Schulthess was as a Program Manager in the Management Cabinet of the Institute of Photonic Sciences in Barcelona, where he led the research compliance program and facilitated institution-wide developments in research management. He also worked as a Research Manager in the Grants Office of ETH and University of Zurich. Earlier, Nicolas Schulthess also served as Program Assistant with the Swiss Federal Department of Foreign affairs, where he was responsible for project cycle management in peace promotion. Nicolas Schulthess graduated in History and International Law from the University of Zurich. He also obtained a master's in management, Technology and Economics from ETH Zurich. Nicolas Schulthess is a member of National Council of University Research Administrators (NCURA), of the European Association of Research Managers and Administrators and of the Swiss Technology Transfer Association. Mr. Schulthess elected board member of NCURA's International Region where he served as treasurer. He was a member of NCURA's Select Committee on Global Affairs and now serves on the Professional Development Committee. In 2020, Nicolas Schulthess was also appointed to EARMA's Awards Committee.
- Ms Jennifer Ponting, University of Chicago (United States)  
Jennifer is the Associate Vice President of Research Administration and Director of University Research Administration. Most recently, Jennifer was the Executive Director, Sponsored Programs at URA. Prior to joining UChicago, Ms. Ponting was the Director, Pre-Award Services in the Office for Sponsored Programs at Harvard University. She also served as a Senior Contract Officer at Columbia Technology Ventures, the tech transfer and licensing office at Columbia University as well as the Export Control Officer and Contract Specialist for the Massachusetts Institute of Technology. Ms. Ponting received her B.S. from the University of New Hampshire and her Juris Doctor from Northeastern University School of Law.  
A rising leader in the field of Research Administration, Jennifer is a member of the Federal Demonstration Partnership (FDP), the Council on Governmental Relations (COGR), National Council of University Administrators (NCURA) and Association of University Export Control Officers (AUECO). She is currently chairing NCURA's Select Committee on Global Affairs and serves as member of COGR Board of Directors representing the Research Security & Intellectual Property Management committee.