IREX University Administration Support Program

IREX'S UASP FELLOWSHIPS IN RESEARCH MANAGEMENT – funded by the Carnegie Corporation of New York – improve the research management skills of mid- to senior level university faculty and administrators to enable them to improve their institutions' ability to compete and collaborate internationally, win international research funding, and transfer knowledge and technology to their communities. IREX has implemented the UASP Fellowship since 2002.

Fellowship Model

	Research Management Training	2 weeks of intensive training and peer-to-peer learning in Washington, DC
	US Host University Placement (with Host Mentor)	4-week placement observing and analyzing research management operations at a respected public US university. Fellows' placements are assigned according to requested focus area(s) which are priorities of their home institution.
	Implementation Plan or Comparative Case Study	Application of learning from the host placement to make recommendations for research management reform at the home institution.
	Virtual Learning Environment	An online platform enables fellows to engage with UASP trainers, peers, and alumni prior to, during, and after the fellowship.
	Post-program Grants and Engagement	Post-program small grants competition to put learning into action (e.g. to kickstart a reform at the home institution), take research management courses, and/or attend relevant conferences.

HOW SUSTAINABLE CHANGE HAPPENS

BUILD ➤ **APPLY** ➤ **SPREAD** ➤ **CHANGE**

IREX builds capacity of individual fellows

100%

2018-18 Fellows who agreed they:

- Improved their understanding of research management
- Gained clear ideas for institutional reform
- Built their capacity to effectively lead change

Fellows apply new capacities to their practice

91%

Surveyed alumni (2002-2017) who agreed they changed their own behavior as a result of the UASP

Fellows spread new skills and knowledge to others

96%

Surveyed alumni who report sharing information learned from the UASP to faculty, administrators, or students at their institution

Institutional systems change happens

72%

Surveyed alumni who report they changed a behavior at their institution, such as introducing a new unit, curriculum, policy, process, external relationship, or training program

IMPACT AND REACH SINCE 2002

212 Fellows trained

19 Countries

84 Universities

175 secondary beneficiaries reached per fellow (on average)

UASP target countries

New units and services launched by UASP Fellows include

Training for faculty, staff & students

Sponsored research offices

IT infrastucture to manage research

Technology transfer units

WHAT INSTITUTIONAL REFORM LOOKS LIKE

John Ayisi
Deputy Director, Research at Ministry of Higher Education, Science & Technology, Kenya

From the UASP, he noted "[US institutions] exposed their faculty to funding agencies like NSF and NIH so there was capacity building on exactly what the funders look for, and how good quality proposals look…" Since participating, he has promoted proposal writing skills among faculty at institutions in every region of Kenya. After a grant writing training he offered to 30 participants from across the country, 20 submitted proposals to Kenya's National Research Fund and early reviews suggest quality has improved substantially.

John also promotes research among undergraduates to encourage a researcher pipeline; Kenyan institutions report they are now incorporating this in their curriculum.

Katerina Sirinyok-Dolgaryova
Vice Dean, International Affairs, Journalism Department, Zaporizhzhya National University, Ukraine

Reforms in Ukrainian higher education now require students to publish in peer-reviewed journals in order to obtain their PhDs, yet Katerina says many faculty "don't have any idea how to publish in these journals."

She introduced an undergraduate research methods course and a PhD-level research management course, and also provided a research methods training for social sciences faculty across Ukraine. Katerina's curriculum draws upon the UASP workshops and faculty training observed at her US host university, adapting content for the Ukrainian context.

Olufemi Hodefe
Research and Sponsored Programs Administrator, College of Medicine University of Lagos, Nigeria

Olufemi worked with the central Research Management Office to publish policies online, opening university access to apply for many international grants.

He revamped the institutional Review Board process to cut backlogs for proposal review, enabling greater university research productivity.

Olufemi also revised training to faculty on writing competitive proposals; faculty have won 3-4x more international grants since his recommendations.

Akindele Abiodun Tunde
Principal Assistant Registrar, University of Ibadan, Nigeria

Akindele mobilized University of Ibadan DVCs, directors, and faculty to jointly develop and publish a central research integrity and compliance policy.

Before the UASP we had a policy in place, but it was not as robust as some policies in the global north...We have now added those checklists to our process.

Hryhoriy Dmytriv
Dean, Faculty of Chemistry, Ivan Franko National University of Lviv, Ukraine

Hryhoriy engaged with the city council and local biotech and pharma companies to launch the Liviv Open Lab, a laboratory for high school students to get hands on experience with scientific research.

The same multi-sector collaboration plans to open a lab for postgraduates to develop advanced research skills valued by partnering biotech and pharmaceutical companies.