



**NANYANG
TECHNOLOGICAL
UNIVERSITY**
SINGAPORE

ARMS-Singapore Symposium 2024

*Current Challenges faced by Research Management
Professionals*

ARMS

Australasian Research Management Society



Kah Leong LIM

A Researcher & Administrator?
An Administrator & Researcher?
A Research Administrator?



WHAT HAD TRANSPIRED

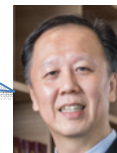


“Would you be able to speak on any topic that resonates with you to enrich our local research admin professionals? Topics could range from the latest trends and challenges in life sciences, to data management, to AI, etc”

Thursday, March 21, 2024 7:27 PM

Thank you for the invitation. I am happy to participate, although I would need to be guided on topics that resonate with research admin professionals

Thursday, March 21, 2024 9:37 PM
(Hmmm...May is still far away lah)



In real life: After submitting my NRF-CRP grant report to our research admin last Friday...



ALAMAK! ARMS!
What am I going to talk about? What is ARMS*?!

*Australian Research Management Society

IGMS <helpdesk@researchgrant.gov.sg>
To: Ong Tan Ching (Dr); Valerie Loh Wai Kuan; Yao Wei (Dr); Yennie Kadarusman; Foo Jia Fang; Gan Pei Pei (Dr); Anna Chan Hei (Dr); Ong Hui Chen; Chan Kei Nin; Lim Poon Khai; +10 others
Cc: Lim Kah Leong (Prof); Chin Chin Yein
Fri 5/17/2024 7:40 PM

[Alert: Non-NTU Email] Be cautious before clicking any link or attachment.

Dear ORES,

A/An Annual Progress Report has been submitted for your verification.

Award Number	Project ID	Project Title	Lead PI	Progress Report ID
NRF-CRP21-2018-0008	NRF-000055-00	HUMAN UMBILICAL CORD-LINING DERIVED INDUCED PLURIPOTENT STEM CELLS (CLIPS) AS A UNIVERSAL SOURCE OF CELLS FOR REGENERATIVE THERAPY FOR NEUROSENSORY DISORDERS	LIM KAH LEONG	NRFP-000000536

Please login to **IGMS** and verify this progress report.

If you have already completed the action required for this email, thank you for your timely cooperation and please ignore this notification.

IGMS
Integrated Grant Management System
Note:
-The character limit per section is 3000 characters.
The maximum size for each file is 4 MB.



MY 10-YEAR JOURNEY AS A RESEARCH ADMINISTRATOR...



Asst Research Director

Deputy Research Director

Head of Dept Physiology

Vice Dean Research



Assoc VP Research

Vice Dean Research

Assoc VP Research

Director LKCMed Neuroscience



2014

2016

2018

2019

2023

2024

202?

Research Admin Team of 3

- Centre Grant Management
- Animal Facility IACUC
- BioSafety Committee
- Waiver of Competition Workgroup
- Operations Committee
- Singhealth Research Staff Career Development Plan Working Committee
- Singhealth Research Promotion Review Panel
- Coordinator, Ministry of Health Holdings Group Internal Audit/Surprise Audit

Dept Admin Team of 5

- All department admin including research, education
- Admin (finance, purchasing etc)



Outstanding Administrator Award

Research Admin Team of >20

VPRO-associated admin support

More than 60 committees/advisory boards including

Research Data Access Committee
Principal Person In Charge (PPIC)

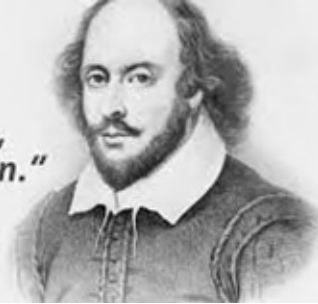
With excellent guidance/support from RASS (LKCMed), VPRO, RIEO, RIO, RSO, TRACS (NTU)



...PUNCTUATED BY THE PANDEMIC...

*"To be, or not to be,
that is the question."*

William Shakespeare



*To cull or not to cull,
that was the question!*



**The
Guardian**

**'It takes a toll': researchers struggle
with lockdown cull of lab mice**

Coronavirus restrictions on research made colonies of rodents surplus to requirements, leading to an 'emotionally overwhelming' mass killing

Science

**'It's heartbreaking.' Labs are euthanizing thousands
of mice in response to coronavirus pandemic**

BMC

Where should "Humans" be in "One Health"? Lessons from COVID-19 for One Health

**OVER
MY
DEAD
BODY**

BAPTISM OF FIRE



...AND WHAT HAVE I LEARNT?

TO MY
Daughter

I cannot do anything
without my staff!

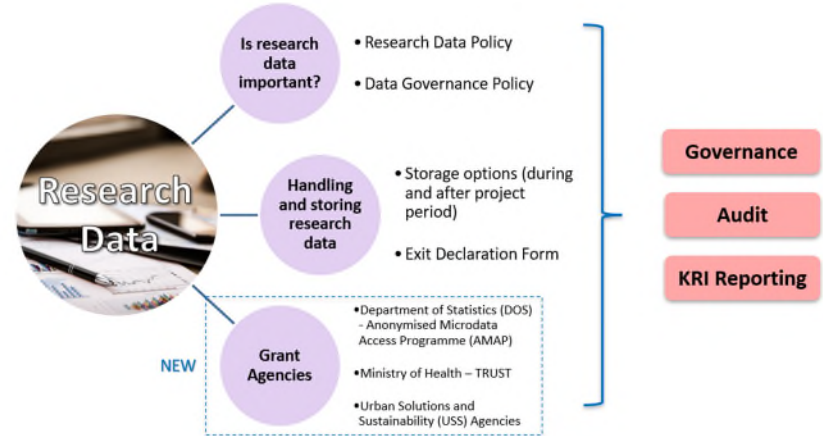


- If the people given control over an organization and have no idea how it works, it will be a disaster!
- Chief of staff who works are those focused on their role as the staff and not the chief.

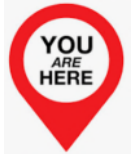


TO MY DAD

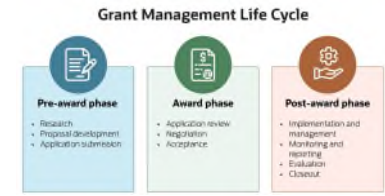
- Mission clarity
- Universities are becoming more complex
- Problems are getting more complex
 - Research Collaboration Agreement
 - Intellectual Property Ownership & Sharing
 - Research Data Access & Management
 - Storage Space for research data – what to store?
Cost of storage
 - Research Security (geopolitics)
- It takes a multidisciplinary team to manage issues and devise solutions
- Research administrators need to be endowed with multiple skill sets



A SAMPLE JOURNEY OF A RESEARCHER



Drafting a collaborative research agreement



- Where is my workspace?
- How do I hire my staff?
- What are the infrastructure available?
- Who can help me?
- What are the grants available?
- Why is the internal deadline always so pressing?!
- Why do I have to fill up so many forms?
- Who can help me?
- Why do I need an RCA, it's my longtime collaborator!
- Why does it take so long? I just want to get my research going!
- What are my liabilities?
- Who can help me?



Forms, forms and more forms!
Why do I need to fill in so many forms?!

Shorten Time to Execution for Multi-party Project Agreements (STEMPA)

How can we help?



CASES IN POINT – HOW TO MANAGE?

Institutional Review Board (IRB)



- Investigator **X** was asked to submit his approved IRB to be considered for access to dataset A associated with a particular agency. X submitted an IRB protocol that was approved for access to dataset B that is associated with another agency. **What should we do with this case?**

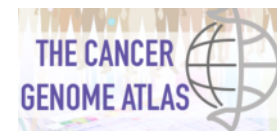
Institutional Review Board (IRB)



- Investigator **Y** put in an application for amendment of his existing IRB with half a dozen sub studies, albeit linked to his original study. These studies are different in nature, but yet related to different aspects of human health. **What should we do with this case?**

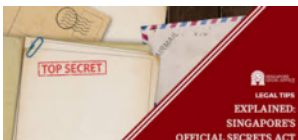


- How do we deal with data access that carries unlimited liability?



Former deputy lead of MOH data unit jailed for OSA offences by leaking Singapore's COVID-19 numbers

Source: <https://www.channelnewsasia.com/singapore/zhao-zheng-former-deputy-lead-moh-data-unit-jailed-osa-leak-covid-19-numbers-2512291>



RISK MITIGATION PLAN – EXAMPLES OF QUESTIONNAIRE

Awareness

- Is the PI aware of the nature of the dataset (Open, restricted, confidential, classified – OSA)?
- Is the PI aware of the ownership of the dataset?
- Is the PI aware of the data providers' requirements relating to storage requirements ?

Assurance

- PI's assurance that that the storage of the dataset complies with the data providers' requirements
- PI's assurance that he/she shall comply with DGP's and specified legal agreement requirements for destruction of the dataset
- PI's assurance that he/she will report incidents of data leakage to the institution and the data provider in accordance with legal agreement requirements

Undertaking

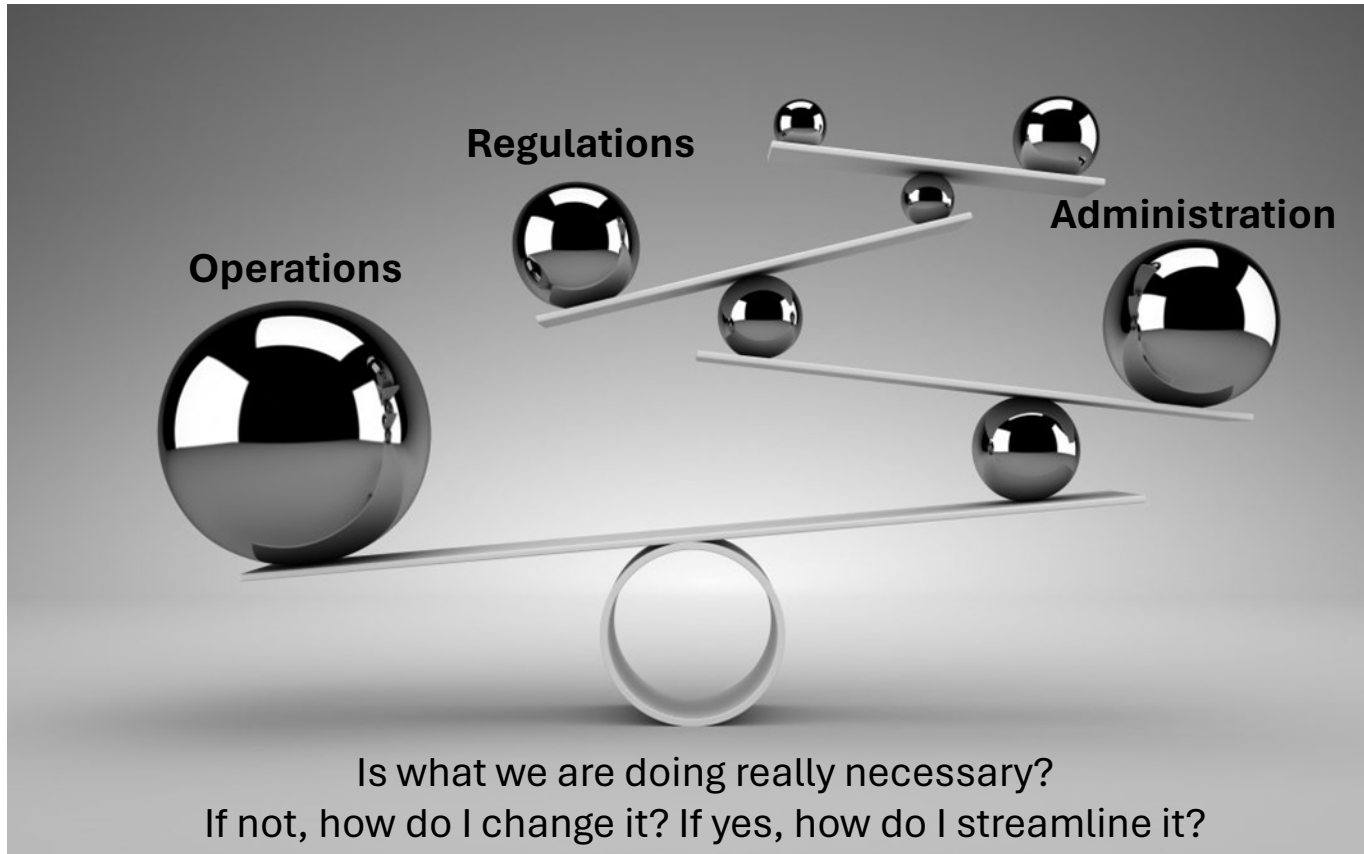


Source: <https://www.cascade.app/blog/risk-mitigation-strategies>

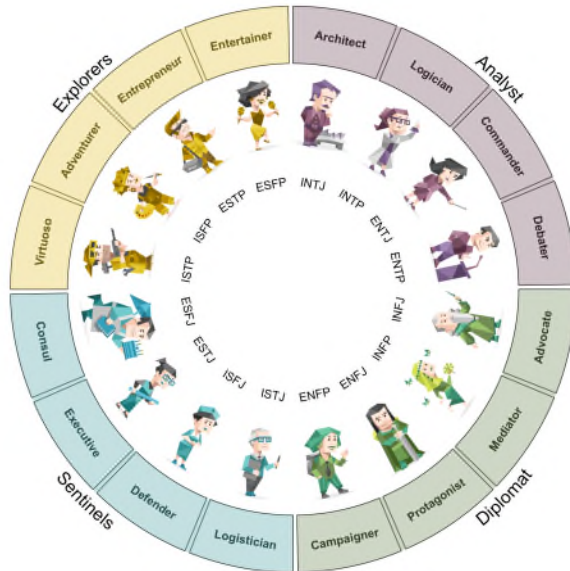
Prevention & Protection



THE ART OF BALANCE



WHAT ELSE HAVE I LEARNT?



- Clear information & thoughtful communication is key
- Most problems could be resolved by sitting people down and listening and talking with them
- Sometimes, we need to make bold decisions and stand by them!
- Task-oriented & people-oriented; Happiness & Productivity;

