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(Former EARMA treasurer)

**1. Give us a brief overview of your professional career and how you ended up in your current position**

I am an electrotechnical engineer and I worked in the electronic maintenance, first in the textile industry and later in computer business. In 1992 I started managing projects in the Association of Municipalities. In 1999 the Board of the Gulbenkian Foundation asked Dr. António Coutinho to renew his Science Institute. I was chosen to be the adjunct to the Director to manage all nonscientific matters. I made several post-graduations in Finance, Technology and Management and became responsible for the management of all financial and accounting aspects of my Institution. In 2003 I was invited to present at the EARMA annual conference at Vila Moura. I became an EARMA member and in 2008 I was asked to apply for Treasurer. I was nominated in November in Brussels and elected in 2010 in Ljubljana where I presented the venue for the 2011 EARMA Annual Conference in Bragança, Portugal, where I also made my first studies. Now with the end of the EARMA Conference I closed a cycle and am leaving the EARMA Board and founding the ALIA Association Lusophone and International Administrators of Science. At the same time I was invited to be Chair of the newly formed NCURA international Region and to also be a member of the NCURA International Neighborhood Subcommittee.

**2. What are your current responsibilities and what are the most challenging aspect(s) of your current position?**

I have several responsibilities. The Instituto Gulbenkian de Ciência is a 50-year-old institution, and their renewal and maintenance demanded several skills in maintenance, support and rebuilding. It was necessary to adapt the ancient structure to readapt wings,

labs and support units, to renew equipment and installation, to hire new technicians and other specialists. The major challenging aspect is to make things work in the best way -- thereby guaranteeing that all the necessary conditions are achieved to allow scientists to focus only on their important job. It is also very exciting to share my work with a very young and talented community of researchers. I am very excited with my new roles of leading the ALIA Association and, especially, in chairing the NCURA International Region.

### **3. What are the key qualities required in your position?**

Versatility, availability and professionalism. We are big enough to have complex systems research but not so big to have many nonscientific specialists in all required fields. The specifics of the work in a Research Institute and the ongoing change created by the need of continuous evolution require a high degree of versatility. My Institution's work and development requires complete availability. The fact that the major financial support is based in public money requires complete transparency. The key to accomplish these goals is professionalism.

### **4. What are the similarities and differences of administering domestic and international programs?**

The similarities are the obvious: all the components of the project management must be totally committed to that project. All of them must contribute to the start, development, and achievement of the results and their finalization. The budget must be reasonable, the objectives must be realistic and theoretical obtained, the expenses must be supported properly and documented according to the accounting rules and the financial reports need to be clear and representative of the project costs and traceable/auditable.

The differences are also very notable! The first problem is that the management is made according to rules written in a foreign language and often based in specifics quite different from our accounting rules. Adapting the home accounting to different rules yet maintaining the native norms (mandatory not only by national authorities but also obliged by external founders) is not an easy task. Normally foreign financial support to projects, exclude any kind of taxes and this is great challenge to science managers. Most of the international projects are cooperative projects and the described problems are multiplied because it is necessary to adapt the final report not only to the financier rules but also accomplish all the requirements of all partners and respective national authorities.

The major thing on domestic programs is that we can contractually, execute and report in our native language. We can also discuss using very well known terms and we don't need to adapt our internal rules to accomplish the needs of the financial support agency. The major item on international programs is the possibility to meet different people, different methods, different rules and different methodologies and support philosophies.

### **5. What do you see are the upcoming challenges in the international research administration over next 5 years**

From my point of view the most important challenge in international research administration is based in the change of the administration paradigm. The actual administration, mainly the reporting, is completely based on the correction and support of the costs. We can classify a project as a good project if all expenses are correctly documented and totally paid independently of the real results. Of course without scientific results it is not possible to maintain the financial support but the opposite is not correct. If I have great results and I cannot justify with adequate accounting documents, the justification is not accepted.

The needed changes are to shift from a costs focus to a result focus; while maintaining the necessary control and focus on the financial resources, especially when they are based on public money. However this can be made with reasonable detailed justifications; for instance, if a scientist made a presentation at a seminar the airline ticket should be enough. Why the need for boarding passes?

Science is becoming more and more universal. This makes it more competitive. This can guarantee that the financed projects are the best. However, this salutary competition can be impaired if the applying conditions are masked by national different rules and fiscal impositions.

The next step is to start focusing on the results of the research; improving simplification; and solving the differences in fiscal laws in the side of the national governments, but the common money for research needs to be available for all under completely equal conditions; and also improving the lump sums for known tasks. For instance, the fact that national taxes are not covered by EU funds implies that for the same research made in the same way the costs vary if you are in Cyprus, Spain or in Portugal. TVA in Luxemburg is 15%, in Spain 18% and in Portugal is 23% and in the future can be high as 25%. In other words, with the same money it is not possible to do the same things in Portugal or Luxemburg or Spain because of the different taxes we have. The solution can be cover all taxes or, better, exempt Science from some national taxes (the most important is TVA!)

**6. You recently became chair of NCURA's newly formed International Region. What is your goal for the next year?**

First of all let me confess the great honor to be part of the prestigious community of NCURA managers. I had my first contact with NCURA at the 2007 EARMA Annual Meeting in Warsaw, Poland. From the first moment, I appreciated the organization of the American association and the high level of development of their members, namely those that regularly come to EARMA annual conferences. I closely followed all the conferences and workshops led by NCURA members in subsequent conferences. I had the opportunity to cooperate in the start of the NCURA/EARMA Fellowships Program. I had the privilege to host Beth Seaton in my Institution after sending my colleague Sheila Vidal to the US. It was also with great pleasure that I participated on the 52<sup>nd</sup> NCURA Annual Meeting in Washington, DC.

My goal as Chair of the International Region is to contribute to the development and growth of that region in particular and NCURA in general. I want to start, as soon as possible, a strong marketing and outreach effort throughout my national and international networks to promote participation and growth. I want to contribute to the improvement of the EU participation in all NCURA activities and developments. Lastly I want to leverage my involvement as the major promoter of the new Portuguese Language Science Managers Association and launch the seeds of the spread of the International Region for Africa and Latin America.