



# EARMA Board Annual Report to the General Assembly 2022

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## PERIOD UNDER CONSIDERATION

The period under discussion is March 2022–March 2023. This represents the period from the last report presented to the General Assembly to the date of this report.

### MESSAGE FROM THE CHAIR



EARMA has entered the last year of its strategy 2019-2023, therefore it is important to progress towards achieving the goals and objectives previously set out. This annual report shows what EARMA has achieved during the reporting period and what is still needed to do to continue our progression. Some goals and objectives will be more difficult to achieve, given the changing landscape that we have all encountered in recent years. However, we must continue towards making improvements to how we serve our community while maintaining the exciting momentum the Association is currently experiencing.

It is amazing how many volunteering professionals we have who are actively involved and engaged in working for the community through our Board, Standing Committees, and thematic groups. The Impact, Post-award Project Management, Open Science and European University Alliances thematic groups are up and running now, attracting interest from the wider RMA community. Without volunteers, EARMA would not be where it is today. The success stories of the thematic groups like ERION and BESTPRAC show that we are a strong voice of professionals with important expertise and a unique perspective needed to meet the coming challenges.

Our voice is being heard by decision makers through the Policy and Representation Standing Committee, with the help of the Board and the other volunteers, by publishing a position paper answering the call for views in relation to the European Commission's (EC) Public consultation on the past, present and future of the European Research & Innovation Framework programmes 2014-2027.

To attract more volunteers and professionals towards becoming EARMA members, the Board has strategically been having its meetings in different countries where national networks are steadily emerging. During the past year, the Board has met local RMA communities in Lithuania, France, and Belgium. Another strategic event for engaging local communities is the autumn strategy meeting of the Board with all Standing committees, thematic group leaders and the Association's most active volunteers. During this event, we also invite local communities to meet EARMA. Growth and recognition of the RMA profession is always a focus of the Association, which is also reflected in this year's annual EARMA Conference theme - Widening and Deepening of the RMA Profession.

The research management community is on the rise in Europe. This has come about due to the bottom-up support of the community itself and through top-down recognition from the European Commission, most notably through EARMA's coordination of the RM Roadmap project and through EC initiatives such as Action 17 of the new ERA policy agenda.

The Board is planning to broaden the priorities of the Association in the coming strategic period to reflect the growth and importance of EARMA at European and international levels. A new strategy is taking shape and this work will continue throughout 2023. While we will focus on delivering the best benefits for our membership, EARMA is now mature enough to also focus on specific topics important to our RMA community through publishing position papers. Therefore, the members should expect to see more specific topics analysed by EARMA as the Association takes its place as a leading voice in the research and innovation ecosystem. We would encourage all our community to get involved in these consultations, particularly regarding RM Roadmap where your views will be crucial in the success of this ground-breaking project.

*Evelina Brännvall*

Evelina Brännvall  
EARMA Chair

The results of our efforts continue to be positive with some highlights being:

- EARMA is coordinating an important project that will support the strengthening of an inclusive research management community in Europe. RM Roadmap will be conducted over 36 months and is funded to the amount of €1.5m.
- Highest number ever of attendees at the EARMA Conference 2022 in Oslo with 1,150 participants.
- Highest number of abstracts received for the EARMA Conference 2023 in Prague with 230 submissions.
- EARMA hosted almost 50 events in 2022 for our community in-person and online.
- The Association initiated new thematic groups on Impact, Post-award Project Management, Open Science and the European Universities Initiative.
- The EARMA executive office expanded in 2022, bringing onboard two projects' staff, two events and membership staff and trainees to support improved service delivery.
- EARMA digitised its customer service by integrating a query management system to improve response rates and monitor query trends.
- EARMA managed to bring around 4,000 individuals onto our new online Community Platform.
- EARMA became a partner of the Improving Research Ethics Expertise and Competences to Ensure Reliability and Trust in Science (iRECS) project, with more projects due to commence in 2023.
- EARMA signed the Coalition for Advancing Research Assessment (COARA).
- Continued to strive to make the EARMA community as inclusive as possible by facilitating participation in events and courses through grants and awards.
- EARMA campaigned to gain support for the EC new ERA policy Action 17 by Member States.
- We sought to involve emerging national RMA communities across Europe in our Association by providing information and guidance on the benefits of a unified approach.

EARMA strives to be an inclusive community that supports its people. We remain committed to providing a welcoming and connected community for you to be a part of and look forward to continuing to serve your interests in 2023 and beyond. We would like to thank you all for your ongoing support and pledge to bring about real change for our community in the coming period.

## EARMA BOARD



Evelina Brännvall  
Chair (From 1/09/2021 To 31/08/2023)



Yoram Lev Yehudi  
Treasurer (From 1/09/2022 To 31/08/2024)



Simon Kerridge  
Board Member  
(From 1/09/2022 To 31/08/2024)



Dipti Pandya  
Board Member  
(From 1/09/2022 To 31/08/2024)



Eleonora Zuolo  
Board Member  
(From 1/09/2021 To 31/08/2023)



John Donovan  
Board Member  
(From 1/09/2021 To 31/08/2023)





Massimo Busuoli  
Substitute Board Member  
(From 1/09/2022 To 31/08/2023)



Edwin Kanters  
Substitute Board Member  
(From 1/09/2022 To 31/08/2023)

## PREVIOUS BOARD MEMBERS (ACTIVE WITHIN THE STATED REPORTING PERIOD)



Maria Maunula  
Board Member  
(From 1/09/2020 To 31/08/2022)



Rita Gil Mata  
Substitute Board Member  
(From 1/09/2021 To 31/08/2022)

Over the past year, the Board has continued to provide strategic direction, oversight, and guidance to ensure that we are fulfilling our mission and achieving our goals. The Board has been instrumental in advancing our strategic plan, providing valuable insights and support to our staff and volunteers. They have also provided guidance and feedback on our programs and services, ensuring that they are aligned with our mission and making a positive impact on the RMA community.

## OUR VISION

As the professional community of Research Managers and Administrators in Europe, we aim to support the quality and integrity of research for the benefit of society, our members, and their host institutions.

## OUR MISSION

EARMA's mission is to enable our members to support excellent research and to promote the profession through:

- Building and sustaining communities of practice to exchange knowledge and experience.
- Supporting career growth through continued professional development.
- Driving engagement with key stakeholders and partners.
- Growing a sustainable organisation that is inclusive and diverse.



## STRATEGIC PLAN 2019-2023

### STRATEGIC GOALS

The EARMA Strategic plan (2019-2023) is drawing to a close, and despite the challenges posed by the pandemic, we are pleased to report that we have made significant strides towards achieving our Strategic Goals as set out in the Strategic Plan (2019-2023). While the pandemic required us to modify our plans, we were able to implement our key objectives with the support and hard work of the executive office, EARMA volunteers, as well as the guidance of our previous Chair, Esther Philips, and our current Chair, Evelina Brännvall.

Despite the difficulties we have faced, we remain committed to realising our strategic vision, and we are confident that the progress we have made so far will serve as a strong foundation for future success. As we move forward, we will continue to focus on achieving our Strategic Goals and making a positive impact in the field.

A	We will place our members at the heart of everything we do and provide them with world-class membership benefits.
B	We will provide opportunities for members to develop and enhance their skills at all stages of their careers.
C	We will build EARMA's brand and promote our profession by driving engagement with key stakeholders and partners.
D	We will, while continuously striving to improve, actively seek opportunities to demonstrate corporate social responsibility.
E	We will organise ourselves efficiently and effectively and provide value for money.



## STRATEGIC PLAN 2024-2028

To prepare for the next strategic plan 2024-2028, the EARMA Board organised the Internal EARMA strategy Open Space event on October 13, 2022. The event was designed to gather input from a diverse group of active EARMA members, including those on the Board, EARMA volunteers, trainers, and the EARMA office to identify the key issues that need to be addressed to move the Association forward.

The organisers were committed to listening to the voices of the participants and maximising opportunities for collaboration and synergy. To facilitate this, Open Space Technology was chosen as the method, resulting in 14 topics being discussed. Recommendations were made on the next steps needed to position, strengthen, and professionalise research support services and the people working in this field.





**STRATEGIC GOAL A: WE WILL PLACE OUR MEMBERS AT THE HEART OF EVERYTHING WE DO AND PROVIDE THEM WITH WORLD-CLASS MEMBERSHIP BENEFITS.**

## **MEMBERSHIP**

**STRATEGIC GOAL A. OBJECTIVE 5: ENRICH MEMBERSHIP BY INCREASING AND DIVERSIFYING OUR MEMBERSHIP BASE.**

In 2022, EARMA's institutional membership reached a new high, with a total of 203 institutional members (compared to 179 in 2021) and 191 individual members (compared to 195 in 2021) across 47 countries. This marks the 7th consecutive year of institutional membership growth and 5th consecutive year of breaking the institutional member record. However, the number of individual members decreased from the previous year, as many of them upgraded to institutional membership.

Following last year's inclusion of BESTPRAC in the EARMA family, EARMA decided to prolong the membership discount granted to all BESTPRAC members who wish to become new EARMA members in 2023. The membership discount of 50% continues for one further year and is valid only for new EARMA members for both individual and institutional membership. The discount will not be extended beyond December 31, 2023.

## **THEMATIC GROUPS**

**STRATEGIC GOAL A. OBJECTIVE 1: DEVELOP 'COMMUNITIES OF PRACTICE' IN SPECIALISED AREAS.**

**STRATEGIC GOAL A. OBJECTIVE 2: PROVIDE OUR MEMBERS WITH FOCUSED NETWORKING OPPORTUNITIES WITHIN OUR COMMUNITY.**

The Board continues to create thematic groups with the purpose of involving members and non-members around specific professional themes in RMA building communities of practice. A thematic group is a self-organised group formally recognised and approved by the EARMA Board after having at least one exploratory event and making a proposal for a thematic group to the Board.

EARMA currently has the following thematic groups:

## BESTPRAC

EARMA and BESTPRAC reached an agreement to set up a thematic group which is open to all in 2021. The thematic groups continue to build on the excellent work achieved within the BESTPRAC COST project for exchanging experiences, sharing and developing best practices, encouraging knowledge sharing, knowledge transfer and increasing efficiency in these fields.

The first meeting of the BESTPRAC thematic group, took place at the University of Belgrade - School of Electrical Engineering, Serbia, on September 6-7, 2022.

BESTPRAC currently has 540 participants and we look forward to welcoming them at the Second BESTPRAC thematic group meeting, which is due to be held on March 28-29, 2023, at the Sun Hall Hotel, Athens Ave 6, Larnaca, Cyprus.

## ERION

The first EARMA thematic group on research ethics and integrity (ERION) was launched in 2018 in collaboration with the DG RTD Ethics Sector at the European Commission. After four years of outstanding leadership from the ERION Co-Chairs, Jonas Åkerman (Stockholm University) and Stefanie Van der Burght (Ghent University), a new call for ERION core group members was launched in 2022.

The ERION core group is led, since September 2022, by Susan Hommerson (TU Eindhoven) and Joana Porcel (IS Global). ERION core group members are:

- Cath Cotton, TU Delft
- Cecilia Martinsson Björkdahl, Karolinska Institutet
- Dorota Lepianka, University of Amsterdam
- Emina Zoletic, University of Warsaw
- Jakob Feldtfos Christensen, DIVERSlunity/DEFACTUM
- Joanne Doleman, Wellcome Sanger Institute
- Maruxa Martinez, Barcelona Biomedical Research Park (PRBB)
- Mariam Merabishvili, Agricultural University of Georgia
- Sarah Claes, University of Antwerp
- Susan Hommerson, Eindhoven University of Technology, ERION Chair
- Joana Porcel, ISGLOBAL, ERION Co-Chair
- Jonas Åkerman, Stockholm University

We would like to thank all the volunteers who have made outstanding contributions and have contributed generously to maturing the group throughout the years.

The ERION group has fostered collaboration with the services of the European Commission and other European projects in the field of ethics and research integrity. In addition, the group has increased overtime its activities and attracted new group members. Around 450 group members are now registered in the EARMA Community platform.

Since its initiation, ERION has collaborated with the DG RTD Ethics sector and in particular with the unit of Isidoros Karatzas, Head of the European Commission's Ethics and Research Integrity Sector. A representative from the DG RTD Ethics sector or other relevant EC unit has participated at each ERION meeting. Regular dialogue is maintained about the role of ethics and integrity practitioners with the European Commission and exchange of information about Horizon Europe, GDPR policy, Open Science, the European Code of Conduct on Research Integrity etc.

## **ERION EVENTS AND ACTIVITIES IN 2022:**

1. 9th ERION meeting, ETHICS AND RESEARCH INTEGRITY IMPLEMENTATION IN THE CONTEXT OF INTERNATIONAL RESEARCH, Brussels, Belgium, May 10, 2022. This was a very special event bringing together around 50 members of the community after two years of fully working online.
2. 10th ERION meeting, RESEARCH INTEGRITY PROMOTION PLANS: FROM CREATION TO IMPLEMENTATION, Brussels, Belgium, November 17, 2022. Around 60 participants joined this workshop.
3. In addition, ERION participated in the 7th World Conference on Research Integrity, Cape Town, South Africa, May 29 – June 1, 2022, with a dedicated poster and a workshop on "How to apply Research Integrity Promotion Plans in diverse institutional settings". The topic was developed in close collaboration with the Standard Operating Procedures for Research Integrity (SOPs4RI) H2020 project where EARMA was an official partner until 2022.

## EUROPEAN UNIVERSITIES INITIATIVE

### STRATEGIC GOAL C. OBJECTIVE 23: ACTIVELY SEEK AND PROMOTE CROSS POLICY SYNERGIES BETWEEN HIGHER EDUCATION AND RESEARCH POLICIES.

The European Universities Initiative, supported by the Commission in 2019 and 2020, offers one vision of how European Higher Education may evolve in the future. The European Universities Initiative is a potent collaboration between more than 200 organisations across 41 alliances and leverages the individual capabilities and capacities of these members to build new organisations, creating opportunities for students together, better than any could provide on their own. EARMA strongly welcomes and supports these new, vibrant and exciting collaborations.

Reflecting the history of the programmes evolution, the concentration has been on the delivery of the academic and related aspects of the collaborations. The essential cog in the machine for the successful delivery of these universities are the administrative services and, particularly in relation to the research and innovation aspects, the RMAs across these universities.

EARMA is keen to support members and the wider community of RMAs in their efforts to support these universities. With this in mind a 'Thematic Group' focusing on these universities was proposed and two events were held:

- Exploratory event towards a European Universities Initiative Thematic Group, March 15, 2022, a remote event with 97 participants.
- 2nd exploratory event towards a European Universities Initiatives Thematic group, May 19, 2022, an in-person event with 21 participants.

These sessions have been key in establishing the 'EARMA Universities Initiative Thematic Group' and its work programme for the coming years. The main purpose will be to provide.

- 1) The professionalisation of RMAs in the Alliances
- 2) Diversity of cultures and change management through the Alliances
- 3) Sharing a common set of tools, procedures and policies within each Alliance
- 4) Building the integration between education and research at a University level through the Alliances
- 5) The ability to commit human resources to bring about Alliances' actions
- 6) Closing the gap between strategy and its operationalisation



The core group is:

- |   |            |
|---|------------|
| • Doris Alexander, Trinity College Dublin, Ireland  | CHARM-EU   |
| • Nicole Birkle, Johannes Gutenberg University, Germany                                     | FORTHEM    |
| • Maria Calleja, University of Malta, Malta   | SEA-EU     |
| • Daithi Mac Sithigh, Dun Laoghaire Institute of Art, Design and Technology (IADT), Ireland | FILMEU     |
| • Natividad Mansilla Ovejero, University of Groningen, Netherlands                          | ENLIGHT    |
| • Hideko Matsuo, KU Leuven, Belgium   | UNA EUROPE |
| • Melania Rivers Rodríguez, Universidad de Sevilla, Spain                                   | ULYSSEUS   |
| • Inasi Salvado' Estivill, University of Tarragona, Spain                                   | AURORA     |

## POST-AWARD PROJECT MANAGEMENT

In early February 2022, the Post-Award Project Management (PA-PM) special interest group (SIG) or thematic group (TG) promoters submitted a draft charter to EARMA's Board. The first exploratory event, April 2022, on the theme of Project Management Methodologies had over 50 registrants, ca. 40 attendees on the day. Following the event, around 50 members joined our EARMA platform group.

In April 2022, the group was granted an official space on EARMA's website and discussions started (12 entries to date). The group held a small meeting at the EARMA Conference in Oslo to discuss progress, with ca. 12 members discussing the scope and opportunities. Online membership has steadily grown to 203 members, as of January 2023. In July 2022, the group conducted a survey to collect interest and topics for discussion. Our second exploratory event, October 2022, on "Stakeholder Management" had 94 registrants, with 57 attendees. On November 3, 2022, the group organised an online community-building event to celebrate International Project Management Day with 25 attendees.

In December 2022, the group was formally recognised as a thematic group by EARMA. In January 2023, a meeting of the SIG core team took place to discuss and plan internal practices and the year's activities. Also, in January 2023 the group organised, jointly with the BESTPRAC thematic group, an online event on "IT Tools for Project Management" with core group members presenting to 122 attendees.

## OPEN SCIENCE

Systemic changes are currently taking place in the way the science and research system functions. New concepts such as Open Science call for a shift towards a more transparent, accessible, collaborative and networked way of doing research, inter alia to improve reproducibility. Within EARMA there has been an increasing interest in Open Science topics (e.g. open access to publications, research data management and sharing). Given the importance of Open Science, also in the Horizon Europe Programme and the European Research Area we have set up a dedicated EARMA Open Science Thematic Group (EARMA Open Science TG).

The EARMA Open Science Thematic Group provides a forum for EARMA members involved in supporting projects and programs to better enable Open Science practices.

The Core Group Members are:

- Jan Andersen, University of Southern Denmark (SDU), Denmark
- Daniel Spichtinger, Ludwig Boltzmann Gesellschaft (proposed as co-chair),
- Simon Kerridge, honorary staff University of Kent/Kerridge Research Consulting, UK
- John Donovan, Technological University Dublin, Ireland
- Ragnar Lie, Universities Norway, Norway
- Liise Lehtsalu, Eurac Research, Italy
- Núria Benítez, Catalan Institute of Nanoscience and Nanotechnology (ICN), Spain
- Monique Horstmann, University of Helsinki, Finland
- Lennart Stoy, Vrije Universiteit Brussel, Belgium

The group's membership has grown to 149 members.

## EARMAimpact

EARMAimpact is an open, international thematic group within EARMA that officially started in September 2022. It has been established to address the meaning, implementation and evidencing of impact within research projects, primarily from the perspective of research managers and administrators working in the European higher education (HE) sector.

The main purpose is to provide a forum for knowledge-sharing and collaboration in order to facilitate the changes required to support the increasingly “impact-driven” research culture that exists in the European HE sector.

The core group is:

- Petra Auer-Nahold, Technical University of Graz, Austria
- Jan Andersen, University of Southern Denmark, Denmark
- Anja Smykowski, University Medical Center Groningen, The Netherlands
- Harald Hasler-Sheetal, University of Southern Denmark, Denmark
- Anna Raask, KTH Royal Institute of Technology Stockholm, Sweden
- Elina Rossi, University of Oulu, Finland
- Emma Siddall, Trinity College Dublin, Ireland

The group’s membership has grown to 312 members.



EARMAimpact kick-off meeting September 2022 in Brussels

## MENTORSHIP PROGRAMME

### STRATEGIC GOAL A. OBJECTIVE 4: ENABLE A PEER-TO-PEER MENTORING PROGRAMME.

The Professional Development and Recognition Committee is responsible for setting up EARMA's mentorship program. To support their efforts, the Board has established a task force coordinated by Eleonora Zuolo. The Mentoring Task Force was appointed in Autumn 2022 to provide recommendations for a programme to the Board. The task force is made up of the following members:

PDRC members: Astrid Vigtil, Tatiana Costa and Virag Zsar

Board members: Eleonora Zuolo (Coordinator) and Dipti Pandya

Expert: Stefania Grotti

EARMA is committed to providing a wide range of services to its community members. As part of this commitment, EARMA is piloting a mentorship scheme, which will be presented at the upcoming EARMA Conference. The conference will provide an opportunity for RMAs to discuss the feasibility and appeal of the scheme, including its design, motivation, and expected outcomes.

Mentorship is a valuable tool for personal and professional development. The EARMA network is an ideal platform for mentoring, as it brings together individuals with varying levels of experience and knowledge. Even experienced RMAs can benefit from sharing experiences and learning from others. Through mentorship, EARMA members can accelerate their personal and professional development, while also gaining cultural and networking experiences.

The pilot scheme will be fine-tuned in preparation for its launch in the next period.



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Oslo Kongressenter

Lifetime Achievement Award recipient Jan Andersen

**STRATEGIC GOAL B. WE WILL PROVIDE OPPORTUNITIES FOR MEMBERS TO DEVELOP AND ENHANCE THEIR SKILLS AT ALL STAGES OF THEIR CAREERS.**

## **ANNUAL CONFERENCE**

### **EARMA CONFERENCE 2022**

**STRATEGIC GOAL B. OBJECTIVE 12: PROVIDE OPPORTUNITIES FOR MEMBERS TO DEMONSTRATE THEIR SKILLS AND EXPERTISE WITHIN OUR COMMUNITY.**

**STRATEGIC GOAL B. OBJECTIVE 13: SUPPORT AN INVITED SPEAKER AWARDS PROGRAMME.**

**STRATEGIC GOAL D. OBJECTIVE 25: PLACE SUSTAINABILITY OF OUR PLANET AS A KEY PRIORITY WHEN ORGANISING CONFERENCES AND EVENTS AND AIM TO ACHIEVE BEST PRACTICE.**

EARMA's flagship event, the annual conference took place in the Oslo Congress Centre from May 4-6, 2022 with the theme "Research support in the new normal". This was the first time that the EARMA community fully came together since 2019. The event was attended by 1,150 people from all over the world who came together to network, share best practice and meet friends in Oslo, Norway. This was EARMA's largest annual conference to date and the event was sold out.

We would like to say a massive thank you to everyone that came, particularly our speakers who shared their knowledge with our community, and that we hope you were able to enjoy the wonderful city of Oslo. Planning for this event began in 2018 and it was due to take place in 2020 but was rescheduled due to the recent public health situation. So, this gathering was highly anticipated.

For this EARMA Conference, we received the highest number of abstracts to date. We had a variety of interesting topics including EARMA and other professional associations, Impact, International, Open Science and Responsible Research and Innovation, Organising Support Services and Team Building, Policy and Strategy, Post-Award, Pre-Award, Professional Development and Recognition, and Research Information for RMAs. The sessions were greatly enjoyed by our community and attendees received 115 presentations, as well as 28 posters. The social activities were spread across the city and included morning yoga on the roof of the Oslo Opera House and tours of the beautiful Botanical Gardens.

Our keynote sessions were very popular. Juraj Nociar, Head of Cabinet of Vice-President for the Inter-institutional Relations and Foresight, discussed how the EU plans for challenges ahead. Jo Røislien, Norwegian personality, thrilled the audience with his take on numbers. We also had a fascinating panel discussion on EU policy with a range of important perspectives.

EARMA took the opportunity to thank key people for their amazing contribution to the RMA community. The Lifetime Achievement award, EARMA's highest honour, was received by Anne Katrin Werenskiold and Jan Andersen. Both were presented with plaques noting their recognition and flowers. Awards were also presented for Outstanding Contribution to Kristel Toom and Susi Poli.

We received some very strong entries in our poster competition and the judges selected the submission by Heli Honkanen, Valtteri Nikkinen, Leena Sukselainen and Renne Vantola. The people's choice poster winner was by Giulia Mollica, Rosario Caruso, Gianluca Conte, Ambra Cerri, Federico Ambrogi and Sara Boveri.

There were many people involved in the planning and organisation of this EARMA Conference. We would firstly like to thank the EARMA Annual Conference Programme Committee for their tireless work in putting together the content for the event. Furthermore, we would like to extend our appreciation to the expert evaluators who supported the ACPC in evaluating the abstracts.

We'd also like to thank our local partners, the Norwegian Association of Research Managers and Administrators (NARMA), Universities Norway, The Norwegian Research Council, University of Oslo, Oslo Metropolitan University, the Norwegian University of Life Sciences and Kristiania University College in the role of NARMA secretariat.

Thank you to our media partner Research Professional News and other EARMA partners, Elsevier, F1000, Nature Springer, Crowdhelix, Idox, Infonetica and Worktribe. Finally, we would like to thank the EARMA executive office for the administration, promotion and organising the logistics of the Conference as well as Gyro PCO for their support and assistance.





Juraj Nociar presenting at the EARMA Conference 2022 in Oslo



## FUTURE EARMA CONFERENCES

When the conference is not in a university, the local Institutional members are encouraged to become involved and potentially be the conference host. EARMA selects both the conference location, venue, and conference organisers via an open, transparent, and competitive tender process.

## EARMA ANNUAL CONFERENCE 2023

The next EARMA Conference will take place in Prague, Czech Republic, and we can't wait to host you there. Join us April 24-26, 2023, for 3 days of networking, sharing best practice and reconnecting with friends at the Prague Congress Centre. Our community will come together to share the most relevant and interesting information in research management, administration and support.

The theme of the conference is Widening and Deepening of the RMA Profession. The theme covers both geographic widening as well as professional widening while the concept of deepening relates to the professional development of RMAs in Europe and beyond.

Conference topics include EARMA and Professional Associations; Impact; International; Open Science and Responsible Research and Innovation; Organising Support Service for Research - Professional Development, Skills Development and Team Building; Policy, Strategy, Evaluation and Foresight; Leadership; Proposal Development; Project Management; and Research Information Systems (CRIS) and Research Information for RMAs.

C-IN PCO are providing local support to the EARMA Executive Office in relation to this year's conference in Prague. This EARMA Conference is proudly organised by EARMA with the support of the Czech Local Organising Committee. This committee brings together representation from many key organisations working within the Czech research and administration community including CZARMA, the Czech Technical University, Charles University, The Technology Center of the Academy of Sciences of the Czech Republic, Alevia, Vedavyzkum.cz and Prague AI. Through this local committee we are excited to explore all opportunities to better establish the profession of research management and administration within the Czech Republic.

## **EARMA ANNUAL CONFERENCE 2024**

EARMA held an open bid for an appropriate venue to hold the EARMA Annual Conference in 2024. The details of which will be announced shortly.

## **10TH INORMS CONGRESS**

EARMA has started the preparations to hold the 2025 INORMS conference in Madrid, Spain. The EARMA Board has appointed the following task force composition:

Board members: Evelina Brännvall and Simon Kerridge

ACPC Members: Maria Maunula

Executive office: Nik Claesen, Nyle Lennon, Johanna Roodt, Emma Lythgoe and Brendon Memeti.



## PROFESSIONAL DEVELOPMENT

**STRATEGIC GOAL B. OBJECTIVE 8: PROVIDE MEMBERS WITH OPPORTUNITIES TO OBTAIN RECOGNISED CERTIFIED QUALIFICATIONS.**

**STRATEGIC GOAL B. OBJECTIVE 9: PROVIDE OPPORTUNITIES FOR SPECIFIC SKILLS DEVELOPMENT AND PEER LEARNING.**

**STRATEGIC GOAL B. OBJECTIVE 10: FACILITATE ALUMNI AT EARLY, MANAGEMENT AND LEADERSHIP CAREER LEVELS.**

EARMA's Professional Development Programme covers members at all stages through their career and consists of:

- The Early-Stage Research Administrators Masterclass (ESRAM)
- The European Certificate in Research Management (CRM)
- The Leadership Events

### EARLY STAGE RESEARCH ADMINISTRATORS MASTERCLASS

In 2018, the Early-Stage Research Administrators Masterclass was established to support individuals who have recently moved into research management roles. This program is designed to equip research administrators with the confidence and skills necessary to perform their new role effectively. It also offers insights into career pathways and the complete research project life-cycle, including relevant service tasks. Additionally, the course delves into research funding beyond the European Union and is delivered by experienced research managers and administrators from the EARMA community.

The Masterclass is comprised of interactive workshops, short lectures, case studies, exercises, discussions, and peer-to-peer learning, all of which are modular-based. The program is limited to a maximum of 32 participants, and each session lasts about 45 minutes. Practical insights, tools, tips, and group activities are included to reinforce and solidify learning objectives. The Masterclass focuses on case studies, and offers a platform for participants to network with colleagues, share best practices and exchange knowledge.

This year, three ESRAM workshops were held: the first from May 16 to 28 with 18 participants; the second from October 25 to 27, which was sold out with 36 participants; and due to community demand, a third ESRAM workshop was held from February 20 to 22. Feedback from all the workshops has been positive.





CRM cohorts in Prague October 2022





## EUROPEAN CERTIFICATE IN RESEARCH MANAGEMENT

The European Certificate in Research Management is the second level in the EARMA training programme. The course is designed to support research managers and administrators develop as effective research managers. It provides opportunities to improve the student's skills as well as build up a European network of colleagues. The course has been validated by the UK Award Training on Higher Education (ATHE) and is delivered in partnership with the Association of Research Managers and Administrators (ARMA) in the UK. In 2022, Cohort 7 began the course with the first workshops taking place in Brussels from October 25-27, with a cohort of 13 students.

A call for new assessors to the CRM units was opened in October 2022 and in November the PDRC assessed incoming proposals, approving 12 new assessors. These will be trained by ARMA and included in the pool of EARMA CRM assessors according to ARMA's standard procedures.

On the February 16, 2023, a seminar was held on "How to tackle your assignment". This received positive feedback from the attendees.

In addition, we are delighted to announce that more students graduated over the course of the year and they will be presented with their certificates at the annual EARMA Conference.

## THE LEADERSHIP EVENTS

The EARMA Leadership events, event-based courses and seminars, are designed for leaders in research management: Leaders and future leaders of research offices, grants offices and sponsored programmes offices. This group includes key relevant staff in RPOs and RFOs. Typically, they will have worked in research administration and management for seven years or more.

The events offer new knowledge, skills and a valuable network enabling you to tackle some of the most pressing challenges for you as head of a research office. As the RMA role expands and becomes more professionalised, career progression and ultimately moving into leadership positions is and will be a normal and legitimate career expectation. However, making that transition is more than just being promoted or just higher-level managing, it's a move from operations to strategy - from task scanning to horizon scanning.





EARMA Leadership Event Brussels November 2022



## LEADERSHIP EVENT

Typically, RMAs in this group will have worked in research administration and management for seven years or more. The events offer new knowledge, skills and a valuable network enabling you to tackle some of the most pressing challenges for you as head of a research office.

The EARMA Leadership Event has a number of objectives:

- Promote the continuing professionalisation of the RMA profession
- Develop a community of practice within the leadership level
- Provide a space for the critical examination of strategically important issues

In 2022, the EARMA leadership event was held in Brussels from November 22-24 with the title “GET INSPIRED AND LEARN FROM YOUR PEERS.” EARMA offered a tailor-made programme that targeted issues such as leading a research support office and developing and managing excellent research support. These issues are both inspirational and demanding, requiring participants to balance day-to-day challenges and dilemmas with more strategic considerations.

Participants were encouraged to navigate an environment in rapid change with often-contradicting goals and directions, and to build a unique European network of colleagues facing similar challenges. The course elements included working with policies and making sense of the political context, group work to learn from peers and handle dilemmas and challenges, a case study on reforming research assessment and the role of the research office, and a take-home assignment.

The event was developed by experienced EARMA leaders based on the experience of previous EARMA leadership events. The planning team consisted of Jan Andersen (Technical University of Denmark), Ragnar Lie (Universities Norway), Stefania Elisabeth Grotti (Politecnico di Milano), Aurelija Povilaiké (Research Council of Lithuania), John Donovan (Technological University Dublin), and Evelina Brännvall (Luleå University of Technology). EARMA would like to thank them for their hard work and dedication in developing this programme.

## DIGITAL EVENTS

### STRATEGIC GOAL B. OBJECTIVE 11: EMPLOY TECHNOLOGY TO ENABLE THE TRANSFER OF KNOWLEDGE WIDELY AND COST EFFICIENTLY.

In this period, we organised 19 digital events which were free to all. The Digital Presentations covered topics relevant to EARMA where presenters shared their experience, best practice along with Q&As. These digital sessions were a great success attended by a total of 1588 participants. An average of 79 people per event.

As part of the Association's digital transformation, a video library was launched during April of 2023 and will serve as a member benefit and resource for the EARMA community. Were you unable to attend an EARMA event? Our members can catch up with the discussion afterwards by watching it back online. The library contains a broad spectrum of research management related topics relevant to our audience and access is included in your membership.

## WORKSHOPS

### STRATEGIC GOAL B. OBJECTIVE 9: PROVIDE OPPORTUNITIES FOR SPECIFIC SKILLS DEVELOPMENT AND PEER LEARNING.

In 2022-23, EARMA continued offering events in line with members' interests. The workshops held were:

- “How to Support Researchers in Writing Competitive Proposals for Pillar II (HE)” by Hyperion (November 2022)
- How to Support Researchers in Pillar II Proposals (Horizon Europe)? by Hyperion (Pre-conference workshop May 4, 2022)
- Facilitating institutional research strategy through interactive academic workshops presented by Dr Peter Hedges, University of Cambridge, and Astrid Wissenburg (Pre-conference workshop May 4, 2022)
- Step-by-step guidance on developing the three sections of the Horizon Europe grant application by Dr Nikolaos Floratos (Pre-conference workshop May 4, 2022)
- EARMA Pasta Making Exercise Oslo 2022 by Dr Susi Poli, Bologna University and Jan Andersen, University of Southern Denmark (Pre-conference workshop May 4, 2022)

The Board is open to suggestions for similar events, and we encourage members to contact us with ideas.



## AWARDS

### STRATEGIC GOAL B. OBJECTIVE 13: SUPPORT AN INVITED SPEAKER AWARDS PROGRAMME.

Post-pandemic, the Awards Committee (AC) has been working successfully to facilitate a return to normal, pre-pandemic operations. Physical events and meetings have quickly re-established themselves as the preferred choice for most members, with a lot of digital events complementing this. Membership grew considerably over the past period, resulting in greater demand than ever from members for financial support. The Committee has tackled this challenge with relish, working successfully to deliver an annual plan of awards that encompasses a budget three times greater than that of previous years. New awards have been introduced whilst a root-and-branch review and refresh of existing awards is well underway in this period.

### INVITED SPEAKER AWARDS PROGRAMME

In 2021, the Awards Committee in collaboration with the Annual Conference Programme Committee set up the first pilot for the speaker bursaries. This initiative was continued in 2022 and up to 10 travel bursaries of €500 available for accepted speakers for the EARMA Conference taking place from April 24-26, 2023, in Prague have been made available.

This initiative puts an emphasis on supporting:

- First time speakers
- Speakers from widening countries
- Speakers with abstracts featuring transnational collaborations

This year's invited speakers awardees are:

Name	Institution	Country
Izabela Raszczyk	University of Gdansk	Poland
José Manuel Ribeiro Correia Afonso dos Santos	Instituto Politécnico de Bragança	Portugal
Marika Vartun	University of Oslo	Norway
Emma Clarke	ADAPT/Dublin City University	Ireland
Marie Jadrnickova	Palacky University in Olomouc	Czech Republic
Maryna Radchuk	University of Bordeaux	France
Ana Jakovljevic	Serbian Association of Research Managers and Administrators	Serbia
Ana Santos-Carvalho	University of Coimbra	Portugal
Sara Maria Barbosa de Medina	SPI - Sociedade Portuguesa de Inovação	Portugal
Susie Cullinane	South East Technological University	Ireland

## WIDENING BURSARIES

In 2022, 10 travel bursaries of €500 were made available for widening country applicants wishing to attend the EARMA Conference taking place April 24-26, 2023, in Prague. This widening bursary was open to applicants from widening countries with specific awards available for:

- New EARMA members from widening countries who joined EARMA within the last two years (up to 5 available)
- Applicants from widening countries who are NOT currently EARMA members (up to 5 available)

Name	Institution	Country
Natacha Leite	University of Coimbra	Portugal
Seyedeh Shiva Saadatian	University of Coimbra	Portugal
Maja Skocanic Matovac	University of Rijeka	Croatia
Katarzyna Świerk	University of Gdansk	Poland
Francisca Vasconcelos	Instituto de Medicina Molecular João Lobo Antunes	Portugal
Silvana Abalada	Faculdade de Letras da Universidade de Lisboa	Portugal
Marija Sola Spasic	University of Belgrade	Serbia
Katarzyna Walczyk-Matuszyk	Institute of Fundamental Technological Research PAS	Poland
Elina Priede	Latvian Institute of Organic Synthesis	Latvia
Inês Rosa	University of Aveiro	Portugal

## TRAINING AWARDS

In the summer of 2022, the first EARMA training awards were launched. These awards financially support the participation of RMAs in the following EARMA professional development programmes:

- Early-Stage Research Administrators Masterclass (ESRAM)
- European Certificate in Research Management (CRM)

We are delighted to congratulate:

- Manna Satma, Information Specialist, University of Eastern Finland
- Maria Costa, Science and Technology Manager, Fraunhofer Portugal

for being the first recipients of this award.

In 2023, the Awards Committee delivered a revised and better defined ESRAM Training Awards process at short notice in response to the introduction of a February intake on this course.

## CONTINUOUS IMPROVEMENT

### STRATEGIC GOAL B, OBJECTIVE 7. DIVERSIFY OUR CURRENT TRAINING AND DEVELOPMENT PORTFOLIO.

The EARMA Board are committed to the further development of EARMA training and networking services for our members. On February 20, 2023, key stakeholders were invited to a brainstorming session. The session was organised by the Professional Development and Recognition committee and Chaired by Dr. Inge van Houdt from Utrecht University. The outcome will be used for further development of the concept of EARMA Training and business model.



**STRATEGIC GOAL C. WE WILL BUILD EARMA'S BRAND AND PROMOTE OUR PROFESSION BY DRIVING ENGAGEMENT WITH KEY STAKEHOLDERS AND PARTNERS.**

## **REPRESENTATION**

**STRATEGIC GOAL C. OBJECTIVE 15: FOSTER OUR RELATIONSHIP WITH THE EUROPEAN COMMISSION THROUGH CONFERENCE INVITATIONS, STAKEHOLDER EVENTS, AND THE DEVELOPMENT OF POLICY PAPERS.**

**STRATEGIC GOAL C. OBJECTIVE 16: BE THE REPRESENTATIVE OF RMA WITH THE EUROPEAN COMMISSION, INTERNATIONAL FOUNDATIONS, AND FUNDING AGENCIES.**

**STRATEGIC GOAL C. OBJECTIVE 18: PROACTIVELY DEVELOP RELATIONSHIPS WITH OTHER EUROPEAN ASSOCIATIONS.**

**STRATEGIC GOAL C. OBJECTIVE 19: STRENGTHEN RELATIONSHIPS WITH SISTER ASSOCIATIONS IN EUROPE AND WORLDWIDE.**

EARMA Board members and the executive office team have been instrumental in strengthening our relationships by representing the Association at several virtual events as well as in-person events. The EARMA Chair is an invited guest at most of the conferences of our sister professional associations. Each invitation is considered on a case-by-case basis and, where the meeting is deemed important, then the Managing Director or another Board member represents EARMA. Attendees undertake this on a voluntary basis and are reimbursed in line with the Association's expense protocol.

EARMA has been represented by the Chair, a Board member, a Standing Committee member or members of the executive office at the following events in the year under review:

Conference/Event	Venue	Representative	Date
foRMAtion Transnational Meeting in Lisbon (May 16-18, 2022)	Lisbon, Portugal	Evelina Brännvall/Astrid Vigtil	16/05/2022
VII Encuentro de Personal Técnico y de gestión de Internacionalización del CSIC. EARMA (Emma Lythge)	Madrid, Spain	Emma Lythgoe	02/06/2022
DARMA (June 7-8, 2022)	Fredericia, Denmark	Informally - Olaf Svenningsen and Jan Andersen	08/06/2022
Gestores de Projectes Europeus A catalunya – EARMA - Professionalisation of Research Management (June 9, 2022 )	Tarragona, Spain	Emma Lythgoe	09/06/2022
SARIMA Conference (Aug 1-4, 2022)Southern African Research & Innovation Management Association Leadership in Research & Innovation Management	Johannesburg, South Africa	John Donovan	01/08/2022
Fortrama Conference		Evelina Brännvall	01/08/2022
NCURA 64th Annual Meeting August 7-10, 2022, Washington, DC, US	Washington DC,US	Evelina Brännvall/Nik Claesen/Simon Kerridge	07/08/2022
CoARA, Research Assessment		Evelina Brännvall	01/09/2022
1st BESTPRAC Thematic Group of EARMA Meeting ( Sep 6-7, 2022)	Belgrade, Serbia	Borana Taraj	06/09/2022
Research Management and Administration – Opportunità & sfide di formazione professionale, (September 27, 2022) Rome	Rome, Italy	Dipti Pandya	27/09/2022

SRAI	Las Vegas, US	Evelina Brännvall/Eleonora Zuolo	31/10/2022
ARMA Hybrid Conference 2022	Virtual/Newcastle	Simon Kerridge	15/11/2022
KTH Research Advisors in Brussels – EARMA status and updates	Brussels, Belgium	Nik Claesen	25/11/2022
CoARA, Research Assessment		Dipti Pandya	2022
Marie Curie Alumni Association – Panel on future of Research Management Cordoba	Cordoba, Spain	Nik Claesen	24/02/2023
NARMA – RM ROADMAP – Lillestrom	Lillestrom, Norway	Nik Claesen	11/03/2023
Comité Science Ouverte - College of Competences and Skills	Paris, France	Eleonora Zuolo	07/03/2023
R3SUP - the Association of Directors of French RSOs (France Universités)	Paris, France	Eleonora Zuolo	13/01/2023
Euraxess Network France (France Universités)	Paris, France	Eleonora Zuolo	23/01/2023
ARMA-NL conference on Sep 28-29, 2023	Utrecht, The Netherlands	Nik Claesen	28/09/2023
KTH Research Advisors in Brussels	Brussels, Belgium	Nik Claesen	25/11/2022
CoARA, Research Assessment		Dipti Pandya	2022



## POLICY ENGAGEMENT

**STRATEGIC GOAL C. OBJECTIVE 15: FOSTER OUR RELATIONSHIP WITH THE EUROPEAN COMMISSION THROUGH CONFERENCE INVITATIONS, STAKEHOLDER EVENTS, AND THE DEVELOPMENT OF POLICY PAPERS.**

**STRATEGIC GOAL C. OBJECTIVE 16: BE THE REPRESENTATIVE OF RMA WITH THE EUROPEAN COMMISSION, INTERNATIONAL FOUNDATIONS, AND FUNDING AGENCIES.**

**STRATEGIC GOAL C. OBJECTIVE 17: REPRESENT THE CONCERNS OF MEMBERS IN THE DEVELOPMENT AND IMPLEMENTATION OF HORIZON EUROPE.**

**STRATEGIC GOAL C. OBJECTIVE 21: PUBLISH JOINT POLICY AND ADVOCACY PAPERS WITH OTHER ASSOCIATIONS.**

### ACTION 17

Action 17 is a European Commission initiative of the new European Research Area (ERA) policy agenda. Its main aim is to enhance the strategic capacity of Europe's public research performing organisations. This will be achieved through improving training and skills development of research management staff across Europe.

For this measure to meet the threshold required for implementation, 14 Member States were required to agree to support Action 17. In response to this, EARMA developed and disseminated an awareness campaign through a series of articles explaining the importance of Action 17 for the European research management community. These articles received more than 1,000 views and provided an accessible explainer on the purpose of this policy initiative. The significance of Action 17 for RMAs in Europe cannot be understated as it marks a large step forward in the recognition of our community. EARMA will continue to highlight the importance of this policy as it progresses.

## EARMA FRAMEWORK PROGRAMMES PUBLIC CONSULTATION POSITION PAPER

EARMA welcomed the opportunity to provide our unique perspective and input to the public consultation on the past, present, and future of the European Research & Innovation (R&I) Framework programmes 2014-2027. The unique perspective of the EARMA membership comes from our focus on maximising participation of our member institutions and organisations in European R&I programmes. Therefore, successful implementation of Horizon EU programmes by the European Commission was sought.

The position paper was developed by EARMA's Policy and Representation Committee, and additional views were collected from Standing Committee members to ensure as broad a spectrum of experiences as possible. Topics included call design, timing, the Lump Sum model, impact, gender equality, Missions and more. The document was then submitted following preparation by EARMA's communications department.

## **OTHER KEY ACTIVITIES PROMOTING ENGAGEMENT WITH KEY STAKEHOLDERS AND PARTNERS.**

**STRATEGIC GOAL C. OBJECTIVE 15: FOSTER OUR RELATIONSHIP WITH THE EUROPEAN COMMISSION THROUGH CONFERENCE INVITATIONS, STAKEHOLDER EVENTS, AND THE DEVELOPMENT OF POLICY PAPERS.**

**STRATEGIC GOAL C. OBJECTIVE 16: BE THE REPRESENTATIVE OF RMA WITH THE EUROPEAN COMMISSION, INTERNATIONAL FOUNDATIONS, AND FUNDING AGENCIES.**

**STRATEGIC GOAL C. OBJECTIVE 18: PROACTIVELY DEVELOP RELATIONSHIPS WITH OTHER EUROPEAN ASSOCIATIONS.**

**STRATEGIC GOAL C. OBJECTIVE 19: STRENGTHEN RELATIONSHIPS WITH SISTER ASSOCIATIONS IN EUROPE AND WORLDWIDE.**

## **EUROPEAN PROJECTS**

During 2022, EARMA was awarded three new projects funded by the European Commission Horizon Europe framework programme with a requested total funding of €805k (for the period 2022 to 2026).

In 2022, EARMA also successfully concluded one project funded by the European Commission Horizon 2020 programme with a total budget of €217k (2019-2022).

More information about each project is continued on page 43.

10th Meeting of the EARMA Ethics and Research Integrity Officer Network in Brussels





## RM ROADMAP HORIZON EUROPE PROJECT

### CREATING FRAMEWORK CONDITIONS FOR RESEARCH MANAGEMENT TO STRENGTHEN THE EUROPEAN RESEARCH AREA

EARMA successfully signed the Grant Agreement with the European Commission on May 20, 2022, for the RM Roadmap project. EARMA is project coordinator with partners HETFA Institute, NOVA Lisbon, ASTP, Crowdhelix and Cyprus Institute and associate partners J&J and Una Europa. EARMA was awarded the project through a competitive process in response to the call HORIZON-WIDERA-2021-ERA-01-20 "Towards a Europe-wide training and networking scheme for research managers". RM Roadmap officially started on September 1, 2022. EARMA and partners were very pleased to launch the project with the official kick-off meeting in Belgrade, Serbia, September 8, 2022. The meeting was held back-to-back with the 1st meeting of the EARMA BESTPRAC thematic group. RM Roadmap is delivering this important project to support the strengthening of an inclusive research management community in Europe. Working with our partners, RM Roadmap will chart a course for the future of research management (RM) in Europe and a community to support its delivery. RM Roadmap will be conducted over 36 months and is funded to the amount of €1.5m with €423k total funding for EARMA.

Want to learn more about this important project?

- Watch the launch video: [https://youtu.be/Egb8WHhp\\_Fk](https://youtu.be/Egb8WHhp_Fk)
- More information: <https://earma.org/roadmap/>
- <https://www.rmroadmap.eu/>

## IRECS HORIZON EUROPE PROJECT

EARMA is an official partner in the IRECS project. There are 15 partners in the consortium led by University of Bonn. The project started October 1, 2022. It is a 36 month project with a budget of €4m. EARMA has a budget of €119k and contributes to several tasks in the project, specifically:

- Identification of main research ethical and legal challenges, and related needs and gaps
- Training implementation and sustainability of good practice
- Strengthening links between the academic research ethics expert community and the research management community

The project will explore how IRECS outputs should be structured and designed to be of maximum use and value for the members in a specific organisation/network/platform. The form of the project results should be first and foremost practical and centred around the user experience. Users should be provided with clear instructions or a checklist for all the steps needed in initiating the proposed new trainings. It is crucial to develop project outputs that are simple, practical and easy to use.

More information:

- <https://earma.org/irecs/>
- <https://www.irecs.eu/our-mission>

## **PATTERN HORIZON EUROPE PROJECT**

### **PILOTING OPEN AND RESPONSIBLE ACTIVITIES AND TRAININGS TOWARDS THE ENHANCEMENT OF RESEARCHERS NETWORKS**

EARMA is an official partner in the PATTERN project. There are 14 partners in the consortium led by the Italian Agency for the Promotion of European Research (APRE). The project started January 1, 2023. It is a 36-month project with a budget of €3.5m. EARMA has a budget of €263k. EARMA is leading one task on outreach of PATTERN training programmes and is thematic leader for the topic of research integrity. PATTERN has identified 8 main transferable skills for researchers in the context of Open Science and responsible research and innovation namely: research integrity, Open Access, FAIR data management, citizen science, gender, non-discrimination and inclusion in research, dissemination and exploitation of results, science communication, management and leadership. These trainings will strengthen transferable skills for researchers with the goal to empower higher education institutions and research organisations to embrace a transformative process to improve the excellence of the science conducted, the capacity within the European Research Area to tackle societal challenges and the interaction between science and society.

More information:

- <https://earma.org/pattern/>

# SOPS4RI HORIZON 2020 PROJECT

## STANDARD OPERATING PROCEDURES FOR RESEARCH INTEGRITY

The ending of 2022 brought the conclusion of the SOPs4RI project. EARMA was an official partner in SOPs4RI. There were 13 partners in the consortium led by Aarhus University. The project started on January 1, 2019, and ended December 31, 2022. It was a 48-month project with a budget of €4m. EARMA had a budget of €217k. The farewell to this project comes together with completed new tools and functionalities for the online toolbox. The online toolbox is a structured collection of easy-to-use Standard Operating Procedures and Guidelines that research performing and research funding organisations can use when developing their own Research Integrity Promotion Plans. The SOPs4RI toolbox also contains existing inspirational procedures and guidelines as examples, targeting the individual level, and resources related to crafting institutional plans in the form of templates and documents describing how a specific institution will foster and promote responsible research practices, avoid detrimental practices, and handle misconduct, taking into account disciplinary, organisational and national differences. Several members from the EARMA ERION group were official pilot institutions in SOPs4RI.

Reflections from the SOPs4RI International Research Integrity Survey (IRIS), which mapped the opinions and reported behaviours of 2,300 active researchers in the US and 45,000 in Europe and how they assess their institutions' support for research integrity, are collected in the SOPs4RI partner LSE research blog - Who should take responsibility for integrity in research?

More information:

- <https://earma.org/sops4ri/>
- <https://sops4ri.eu/>



## THE MAIN HIGHLIGHTS FOR THIS REPORTING PERIOD ARE:

- Start of the RM Roadmap Horizon Europe project (Creating Framework Conditions for Research Management to Strengthen the European Research Area), an unprecedented pan-European community of research management excellence, coming together over three years to define a roadmap for our profession (total budget for EARMA of €423k, 2022-2025).
- Start of two new Horizon Europe projects: IRECS Horizon Europe project in the areas of research ethics, reliability, trust in science (total budget for EARMA of €119k, 2022-2025) and PATTERN, a Horizon Europe project on the topic of responsible research and innovation (total budget for EARMA of €263k, 2023-2026).
- The SOPs4RI Horizon 2020 project on promoting strong research integrity cultures was successfully finalised by the end of 2022 (total budget for EARMA of €217k, 2019-2022).

## COLLABORATIVE UNDERTAKINGS WITH SISTER ASSOCIATIONS IN EUROPE AND WORLDWIDE

EARMA is an active member of the wider international RMA community and is a founding member of the International Network of Research Management Societies (INORMS).

## INORMS SISTER ASSOCIATION RECIPROCAL BENEFIT STRATEGY (ISARBS)

ISARBS is a new initiative that allows participating members of the INORMS community of research management associations to benefit from discounted rates on certain events, publications and other products offered by other associations in the INORMS community. To date three participants from our sister organisations have benefitted from this for the Prague Conference 2023. 54 EARMA members have indicated that they will be attending the SARIMA conference in 2023 and we hope that many of these will benefit from this initiative.

## EARMA INTERNATIONAL FELLOWSHIP PROGRAMME

We are working on reviving the international fellowship programme with our sister associations. The program is intended to reduce barriers to international research administration and create an administrative environment conducive to international collaboration. The fellowship programme is an opportunity for international research administrators to travel to research organisations in another country and immerse themselves in a programme of mutual learning and knowledge exchange.



**STRATEGIC GOAL D. WE WILL, WHILE CONTINUOUSLY STRIVING TO IMPROVE, ACTIVELY SEEK OPPORTUNITIES TO DEMONSTRATE CORPORATE SOCIAL RESPONSIBILITY.**

**OBJECTIVE 24: PUBLISH TIMELY POLICY PAPERS AND ADVOCATE ON OUR MEMBERS BEHALF IN RELATION TO NATIONAL, EU, AND INTERNATIONAL RESEARCH POLICY.**

**OBJECTIVE 25: PLACE SUSTAINABILITY OF OUR PLANET AS A KEY PRIORITY WHEN ORGANISING CONFERENCES AND EVENTS AND AIM TO ACHIEVE BEST PRACTICE.**

**OBJECTIVE 26: DEVELOP A SUSTAINABILITY POLICY (MORE DETAILS IN THE FUTURE PLANS SECTION)**

**OBJECTIVE 27: ENSURE DIVERSITY AND EQUALITY IS A CENTRAL PART OF OUR ASSOCIATION'S GOVERNANCE AND EVENT PLANNING.**

**OBJECTIVE 28: PROMOTE ETHICAL AND RESPONSIBLE RESEARCH AND INNOVATION.**

## **CORPORATE SOCIAL RESPONSIBILITY**

EARMA is committed to giving back to important causes. As such, the Association launched a campaign to raise funds to provide aid for children of Ukraine via UNICEF Belgium following the commencement of the war. The appeal was shared with attendees at the EARMA Conference in Oslo 2022 and raised €1,582. This donation was supplemented by a payment authorised by the EARMA Board, donating an additional €5,000 on behalf of the organisation. We would like to thank everyone for their donations and reiterate the importance of your contribution considering the scale of devastation and displacement experienced by the children of Ukraine. **Total raised for UNICEF: €6,582.**





## SUSTAINABILITY

Sustainability is a key concern for EARMA, as set out in the Association's sustainability policy. In the context of our community, sustainability means ensuring that research is conducted in a way that minimises negative environmental impacts, supports social equity, and promotes economic prosperity. In the context of the Association, this means that we are working towards creating environmentally friendly ways of working by minimising travel, reducing waste, and opting for digital replacements for many of our activities. It must be noted that this process was accelerated by the recent pandemic, with EARMA moving the majority of our events online. However, this digitalisation endeavour has also made our services much more accessible for our community and demonstrates that our sustainable practices are inclusive.

Sustainability certificate issued to EARMA by the Double Tree by Hilton hotel, Brussels





**STRATEGIC GOAL E. WE WILL ORGANISE OURSELVES EFFICIENTLY AND EFFECTIVELY AND PROVIDE MEMBERS WITH VALUE FOR MONEY.**

## **THE EARMA BOARD**

**STRATEGIC GOAL E. OBJECTIVE 33: ENSURE THAT THE BOARD AND EXECUTIVE APPRECIATE AND FULFIL THEIR CRITICAL ROLE IN THE GOVERNANCE OF THE ASSOCIATION.**

The Chair's term of position ends later this year. The election of a new Chair will take place at the General Assembly (GA) on April 24, 2023. In addition, two Board member positions are open for election (both of a two-year term).

The Board meets by teleconference every four weeks. The Board has resumed face-to-face (ftof) meetings now the situation has normalised. Four ftof meetings were held, one in Oslo on May 3, 2022, this was followed by a meeting in Vilnius from June 29–June 30, 2022, then Paris from August 30–August 31, 2022, and finally Brussels from March 9–March 10, 2023. At each ftof meeting the Board has a strategy to take the opportunity to meet with local RMA's. The Paris ftof meeting held August 31, 2022, was a highlight and around 40 RMA's attended the Board presentation and lunch held at the Campus Pierre et Marie Curie, Sorbonne Université.

Following the Zoomed out in Prague meeting where the Board met all the EARMA volunteers and key stakeholders in 2021, this meeting has been consolidated and the initiative will continue each year. This is an important event giving the EARMA office and volunteers the opportunity to meet, network and help move the organisation to new levels.

Board Members make every effort to attend the Board meetings. When Board members have not been available, they have sent their apologies.

## **EARMA'S ARTICLES OF THE ASSOCIATION**

**STRATEGIC GOAL E. OBJECTIVE 32: ENSURE DOCUMENTED POLICIES AND PROCEDURES ARE KEPT UNDER CONSTANT REVIEW AND THAT THE ASSOCIATION AIMS FOR BEST IN CLASS WHEN PROCURING GOODS, SERVICES AND RECRUITING STAFF.**

**STRATEGIC GOAL E. OBJECTIVE 33: ENSURE THAT THE BOARD AND EXECUTIVE APPRECIATE AND FULFIL THEIR CRITICAL ROLE IN THE GOVERNANCE OF THE ASSOCIATION.**

EARMA is a non-profit association with its legal seat in Brussels and must comply to Belgian Law. Due to changes in the Belgian law and a need for changes felt by the previous Boards, the current 2017 Statutes of the organisation must be updated by the end of 2023. It was intended to get formal approval by the General Assembly 2022 for both Articles of Association (AoA) and Internal Regulation (IR). However, the Board would like to inform the General Assembly that they did not meet the required quorum at the General Assembly held in May 2022 to approve the Articles of Association.

A new law has altered the quorum outlined in the Articles of the Association for modifying the articles, now requiring a quorum of two-thirds of members to be present at the first General Assembly, with 80% of these members required to vote in favour of the change. If the required quorum is not met at the first meeting, a second General Assembly may be scheduled, where a quorum of 10% of members is necessary and 80% of these members must vote to approve the changes.

Consequently, the Board will resubmit the amendments to the Articles of Association to the General Assembly for a second vote of approval.



Nik Claesen, EARMA Managing Director, speaking at the NARMA conference



## THE EARMA EXECUTIVE OFFICE

### STRATEGIC GOAL E. OBJECTIVE 33: ENSURE THAT THE BOARD AND EXECUTIVE APPRECIATE AND FULFIL THEIR CRITICAL ROLE IN THE GOVERNANCE OF THE ASSOCIATION.

The Association and the executive office have been handling an increasing volume of events, questions, members and invitations while new opportunities arise continuously. Prioritisation and hard work have led to great results but also in some cases, mounting work pressure and lack of responsiveness to members and stakeholders.

To meet these challenges EARMA has expanded the office in an ambitious way by hiring 4 staff and engaging 7 interns, effectively more than doubling the office over the course of the last 6 months starting September 2022.

While EARMA has previously managed contractors to deliver aspects of event management and marketing in relation to the annual EARMA Conference, this was brought in-house during 2022 and demonstrates a further commitment to providing value for money to our membership.

EARMA becoming an employer has brought additional responsibilities which we are continuously reviewing to ensure that EARMA is an employer of choice and employees have a fulfilling and enjoyable career. Investment in the executive office is essential to deliver the Association's strategic objectives.



EARMA executive office team September 2022





Nik Claesen  
Managing Director, Full time Contractor



Emma Lythgoe  
EARMA Executive Director, a part-time contractor, 30 hours per week i.e. 0.85 FTE



Borana Taraj  
Head of EU Projects, a full-time employee



Sahar Arafat  
Financial and Administration Manager, a full-time employee



Nyle Lennon  
Head of Communications, a full-time employee



Johanna Roodt  
Head of Events & Member Engagement, a full-time employee



Olaf Svenningsen  
Senior RM Liaison/Senior Project Advisor



Terezia Minarikova  
Membership and Events Officer



Ekaterina Tsaranok  
Membership and Events Officer

## EARMA'S DIGITAL TRANSFORMATION

We are continually working to organise ourselves efficiently and effectively, providing value for money. EARMA's digital transformation is an important aspect of this and to date we have:

### 1. Optimised operations

We have improved our member support operations and provide a better member experience by integrating a centralised platform for EARMA employees to manage and respond to member tickets, track member history, and collaborate with other team members to resolve issues.

Our processes have been streamlined by managing all aspects of events and membership in one place. This includes registration, communication, and tracking membership information and engagement.

### 2. Enhanced membership engagement

The integration of events and member management has made it easier to engage with members. The incorporation of email marketing services has enabled us to offer customised and focused communications that deliver timely updates on events and membership benefits.

### 3. Increased collaboration and networking opportunities

The collaboration groups have provided more opportunities for members to collaborate and network with each other, building stronger relationships and increasing engagement.

### 4. Self-service options

The integrated events and member management has allowed members to self-serve by registering for events, updating their profiles, and accessing information about their membership.

### 5. Secure and GDPR compliant

Members have the right to access their data and account deletion. We have endeavoured to provide members with more control over their personal data and to comply with our GDPR responsibilities.

### 6. New services and products

We have the capability to develop more digital products such as the video library with the capability to configure different product types. We have implemented a fully integrated expense claim system for EARMA employees and volunteers.

## COMMUNICATIONS

During 2022, the EARMA communications department has been focused on encouraging event registrations through promotion, developing the visual brand identity of the Association and ensuring that it is maintained, showcasing the benefits of professional development, highlighting EARMA grants and awards, communicating ongoing initiatives to the community, offering guidance in relation to EU project communications related matters and creating policy awareness campaigns.

Working with EARMA's Policy and Representation Committee (PRC), the communications department played an active role in advocating for the implementation of the European Commission's Action 17 policy, an initiative to enhance the strategic capacity of Europe's public research performing and funding organisations. These advocacy focused activities will continue into 2023 with the further strengthening of linkages between communications and the PRC.

EARMA is communicating with our audience via two social media accounts – Twitter and LinkedIn. These are managed by the communications department and the largest social media following is on Twitter, which has been operating since 2014. We have seen growth in both social media channels. However, this has been particularly strong in relation to LinkedIn, growing the number of followers by 140% during 2022 due to regular posting and interaction. EARMA will continue to utilise LinkedIn and further develop ways of keeping our audience engaged on this platform in 2023.

**Twitter: 3,800 followers   LinkedIn: 2,600 followers**

The EARMA newsletter is issued each month to 4,000 individuals and features updates on the organisation's work, promotional information regarding events, opportunities in relation to professional development, EARMA grants, and sister association announcements. As part of the migration to EARMA's recently developed IT system, the communications department was tasked with creating an onboarding campaign to bring the community over to the new mailing list, with most active users from our previous system doing so. Those that signed up to the new mailing list were asked to opt in to receive EARMA mails, such as the monthly newsletter. EARMA has started a campaign to rebuild our mailing list to the previous level, which will continue throughout 2023. The outlook is promising as we now have a mailing list comprised of active, engaged and connected community members.

**Newsletter subscribers: 4,000**



EARMA's website is an active one and gathers around 40,000 pageviews per month. The new EARMA website was introduced towards the end of 2021 and the essential information from the previous was transferred to earma.org. Improvements were made and multimedia elements added throughout 2022 to increase engagement and accessibility. With the introduction of the EARMA Community Platform, we have great opportunities to further utilise the collaboration spaces and enhance communications potential going forward.



EARMA Conference Oslo panel discussion May 2022

## BOARD STANDING COMMITTEES

**STRATEGIC GOAL B. OBJECTIVE 14: PROVIDE OPPORTUNITIES FOR MEMBERS TO VOLUNTEER IN OUR ASSOCIATION AND ENHANCE THEIR OWN CORPORATE GOVERNANCE AND LEADERSHIP SKILLS.**

**STRATEGIC GOAL D. OBJECTIVE 27: ENSURE DIVERSITY AND EQUALITY IS A CENTRAL PART OF OUR ASSOCIATION'S GOVERNANCE AND EVENT PLANNING.**

**STRATEGIC GOAL E. OBJECTIVE 34: ENABLE THE STANDING COMMITTEES TO FULFIL THEIR TERMS OF REFERENCE.**

An open call was put out to members to express interest in serving on Standing Committees during last year. New members of the ACPC were appointed in April in preparation to start preparing for the conference to be held in Oslo 2022. Over the summer months members were appointed to the other Committees for either a one or two-year term. While it was important that critical expertise gathered previously within working groups and Committees was not lost, the Board was keen to provide opportunities for new members to get involved. Vacancies continue to arise on each Committee every year. Consideration was given to expertise, gender and geographical location when appointing members to Committees. The Committee members terms are aligned with the Board term of September 1 each year except for the ACPC whose starts just after the last annual conference.

The review of the formal Terms of Reference for each Committee has been postponed this year due to the work being carried out to update the Association's governance framework. Once the Articles of Association are approved along with the Internal rules, work will commence to update the Standing Committee Terms of Reference.

Normally, a Board Member or substitute is the Chair of the Committee. Where this is not the case, there is a Board representative on the Committee to ensure good communication channels are in place. A brief overview of each Committees activities is indicated below. The full report from each Committee, where they have been provided, is available on the EARMA website.

The Committees play a vital role in helping the Board to discharge its duties and the Board is very grateful for the time, effort, and expertise that members put into the Committees.

## AWARDS COMMITTEE



Chris Knighting  
Chair (2 years (2022-2024))



Nicolas Schultless  
Deputy Chair (2 years (2022-2024))



Simon Kerridge  
Board Representative (2 years (2021-2023))



Valentina Romano  
Member (2 years (2022-2024))



Adele del Bello  
Member (2 years (2021-2023))



Harald Hasler Sheetal  
Member (2 years (2021-2023))



Andri Charalambous  
Member (2 years (2022-2024))

Post pandemic, the Awards Committee (AC) has been working successfully to facilitate a return to normal, pre-pandemic operations. Physical events and meetings have quickly re-established themselves as the preferred choice for most members, with a lot of digital events complementing this. Membership grew considerably over the past period, resulting in greater demand than ever from members for financial support. The Committee has tackled this challenge with relish, working successfully to deliver an annual plan of awards that encompasses a budget three times greater than that of previous years. New awards have been introduced whilst a root-and-branch review and refresh of existing awards is well underway in this period.

The Awards Committee has made significant achievements during this period, which include:

- Revamping and improving the Outstanding Contribution Award, Lifetime Achievement Award, and the introduction of a new Voluntary Service Award. These three awards are the main celebratory awards that recognise members' contributions to the EARMA community.
- Introducing two new awards - "Widening" and "New Member" awards - in addition to the Invited Speaker Awards to encourage traditionally hard-to-reach audiences to apply and distribute EARMA funds to underrepresented groups within the EARMA membership.
- Increasing the number of Conference Travel Awards from five to ten recipients and introducing five new Event Access travel grants for EARMA members seeking financial assistance to attend events hosted by sister RMA organisations worldwide.
- Improving the Conference Poster Awards process, including expanding the number of award recipients from one to three per poster. This ensures that the roles and responsibilities of all parties across the EARMA membership are clearly defined and that more members of each winning group of poster creators can be awarded when possible.

We are delighted to announce the awardees for the awards this period were:



## EARMA CONFERENCE TRAVEL AWARDS

The Committee considered the eligible applications received for the 2023 EARMA Conference Travel Awards and made the following recommendations for awards to the EARMA Board:

Name	Institution	Country
Aisling Robinson	Trinity College Dublin	Ireland
Carolina Varela	NOVA University of Lisbon	Portugal (widening)
Lise Vinkel	Copenhagen Business School	Denmark
Jake Reardon	University of Southern Denmark	Denmark
Jenny Knell	University College Dublin	Ireland



Awards recipients EARMA Conference Oslo 2022

## EARMA TRAINING AWARDS

The Committee considered the eligible applications received for funding for the Early-Stage Research Administration Masterclass in February 2023 and made the following recommendations for awards to the EARMA Board:

Name	Institution	Country
Marika Svrčková	University Palacky Olomouc	Czech Republic
Lena Zenklusen Farré	Swiss Tropical and Public Health Institute (Swiss TPH) associated Institute of the University of Basel	Switzerland

## EARMA EVENT ACCESS AWARDS

The Committee considered the eligible applications received for the 2023 Event Access Awards for the purposes of supporting EARMA members wishing to attend events delivered by EARMA (other than Annual Conference) and events delivered by sister organisations around the world. The Committee made the following recommendations for awards to the EARMA Board:

Name	Institution	Country
Pauli Sneck	Jyväskylä University	Finland
Melanie Beuscher	IT-University of Copenhagen	Denmark

## EARMA EVENT ACCESS AWARDS CONTINUED

Joana Sousa	Iscte-instituto Universitário de Lisboa	Portugal
Daniel Spichtinger	Ludwig Boltzmann Gesellschaft	Austria
Hanna-Mari Koponen	University of Jyväskylä	Finland



The image shows a promotional video for EARMA Insights. On the left, there is a blue vertical banner with the EARMA logo (a circle of yellow stars) and the text "EARMA EUROPEAN ASSOCIATION OF RESEARCH MANAGERS AND ADMINISTRATORS". Below this, the word "INSIGHTS" is written in large white letters, with a yellow magnifying glass icon over the letter 'Q'. On the right, a man with a beard and a plaid shirt is shown in a grey-scale portrait, looking slightly to the side. A dark blue horizontal bar at the bottom of the video frame contains the text "EARMA Insights promotional video with Chris Knighting, Awards Committee Chair".

EARMA Insights promotional video with Chris Knighting, Awards Committee Chair

## ACCEPTED SPEAKER BURSARIES

Name	Institution	Country	Widening Country?
Izabela Raszczyk	University of Gdansk	Poland	Yes
José Manuel Ribeiro Correia Afonso dos Santos	Instituto Politécnico de Bragança	Portugal	Yes
Marika Vartun	University of Oslo	Norway	No
Emma Clarke	ADAPT/Dublin City University	Ireland	No
Marie Jadrnickova	Palacky University in Olomouc	Czech Republic	Yes
Maryna Radchuk	University of Bordeaux	France	No
Ana Jakovljevic	Serbian Association of Research Managers and Administrators	Serbia	Yes
Ana Santos-Carvalho	University of Coimbra	Portugal	Yes
Sara Maria Barbosa de Medina	SPI - Sociedade Portuguesa de Inovação	Portugal	Yes
Susie Cullinane	South East Technological University	Ireland	No



## WIDENING BURSARIES

The widening scheme itself attracted around 100 applications (14 of which were ineligible) and it therefore seems fair to say that the pilot has been a resounding success in terms of attracting attention from new and non-members from widening countries.

Name	Institution	Country	New or Non Member?
Natacha Leite	University of Coimbra	Portugal	New
Seyedeh Shiva Saadatian	University of Coimbra	Portugal	New
Maja Skocanic Matovac	University of Rijeka	Croatia	Non
Katarzyna Świerk	University of Gdansk	Poland	New
Francisca Vasconcelos	Instituto de Medicina Molecular João Lobo Antunes	Portugal	Non
Silvana Abalada	Faculdade de Letras da Universidade de Lisboa	Portugal	Non
Marija Sola Spasic	University of Belgrade	Serbia	Non
Katarzyna Walczyk-Matuszyk	Institute of Fundamental Technological Research PAS	Poland	New
Elina Priede	Latvian Institute of Organic Synthesis	Latvia	Non
Inês Rosa	University of Aveiro	Portugal	New

## ANNUAL CONFERENCE PROGRAMME COMMITTEE



Maria Maunula  
Chair/Board Representative (2 years (2021-2023))



Paolo Henrique Soncini  
Deputy Chair (2 years (2021-2023))



Kristel Toom  
Member 2 years (2022-2024)



Jaroslav Sip  
Local Representative (1 year (2022-2023))



Ragnar Lie  
Member (2 years (2021-2023))



Tanja Strøm  
Member 2 years (2022-2024)



Pieter de Koning  
Member (2 years (2022-2024))



John Donovan  
Board Representative (1 year (2022-2023))

The Annual Conference Programme Committee (AC) meets regularly via teleconference to plan the conference programme content including the opening of the call for abstracts, evaluation and selection of topics and speakers, programme scheduling and programme production. The selection of topics and speakers took place at a face-to-face meeting in Prague in 23-25 October. The theme for the EARMA conference is: Widening and Deepening of the RMA Profession. Maria Maunula, Chair of the EARMA Annual Conference Programme Committee (ACPC), said: “This year’s theme speaks to the changing landscape of research management in Europe. It covers both geographic widening as well as professional widening and the concept of deepening relates to the professional development of RMAs. EARMA recently joined forces with the formerly COST funded BESTPRAC network and the Association is striving to build an inclusive community across Europe by also ensuring representation of RMA professionals in countries with emerging research and innovation systems.”

We are delighted that we have reached a new record of registrations with more than 1,300 participants and we look forward to welcoming you all to Prague.





## FINANCE AND GOVERNANCE COMMITTEE



Primož Petek  
Chair (1 year (2022-2023))



Yoram Lev Yehudi  
Treasurer/Board Representative (2 years (2022-2024))



Jag Pabla  
Member (2 years (2022-2024))



Christian Bonnici  
Member (2 years (2022-2024))



Dace Kārkle  
Member (2 years (2021-2023))



John Judge  
Member (1 year (2022-2023))

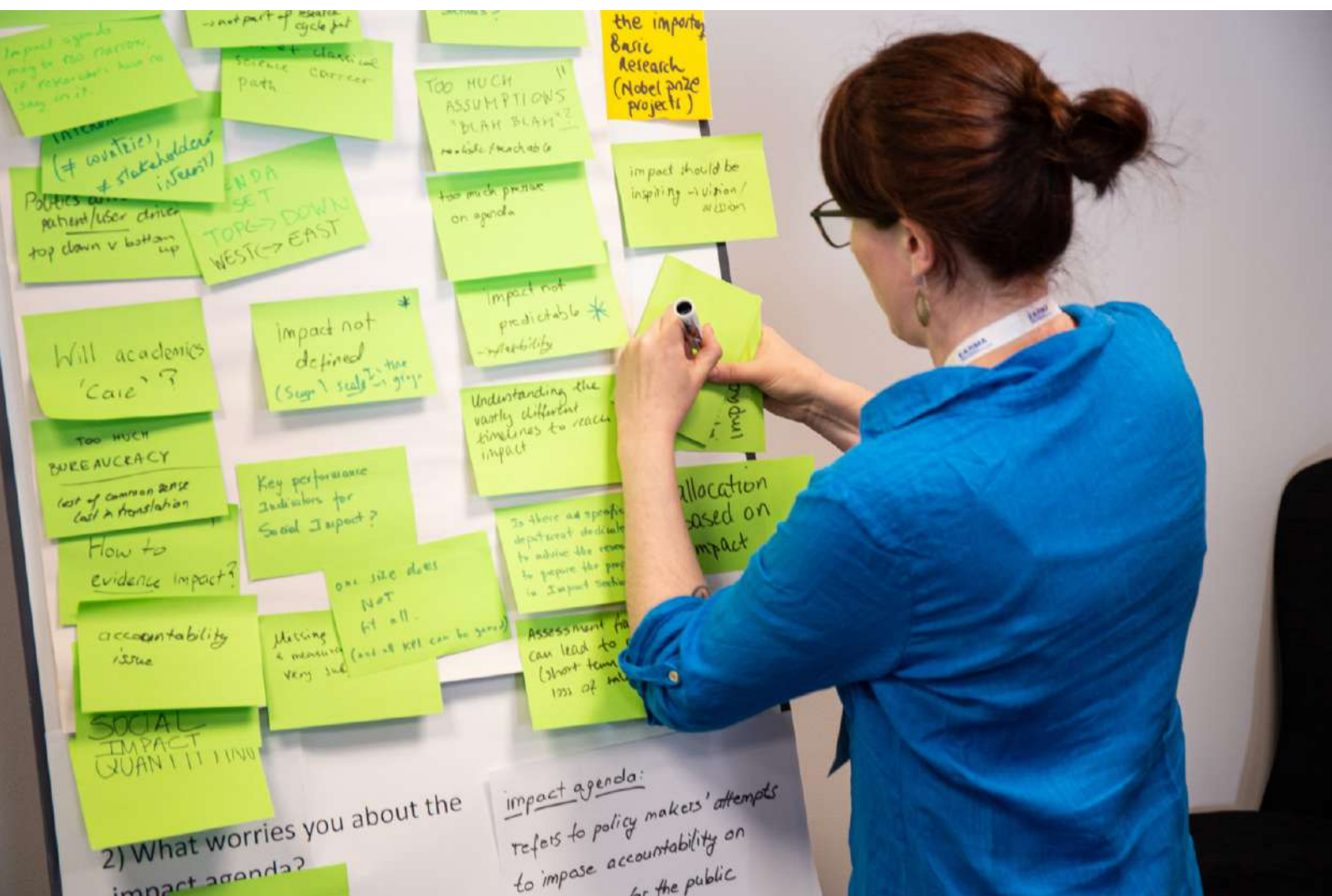


Arthur Mülle  
Member (2 years (2022-2024))



The main highlights of the year for the Finance and Governance Committee is the continuous support for the EARMA Board regarding financial and governance advice and in particular providing initial assistance on framing the Articles of Association (AoA) and matters of internal regulations. The key achievements for this period have been:

- Constructing financial advice regarding different possible scenarios that could occur when organising the annual EARMA meeting
- Introduction of indicators of financial health of the Association
- Review and benchmarking of the membership fees



## POLICY AND REPRESENTATION COMMITTEE



Dipti Pandya  
Chair (2 years (2021-2023))



Margarita Navia  
Deputy Chair (2 years (2022-2024))



Daniel Spichtinger  
Member (2 years (2021-2023))



Luigi Pellegrino  
Member (2 years (2022-2024))



Eleonora Zuolo  
Board Representative (2 years (2021-2023))



Maarit Haataja  
Member (2 years (2022-2024))



Sylvie Burianová  
Member (2 years (2022-2024))



In 2022, the EARMA Policy and Representation Committee (PRC) has further strengthened its position as a representative voice for the EARMA community. We have maintained the focus on the unique aspects of the EARMA membership, that of implementation and policy “translators” in partnership with the research community within our organisations. This active engagement has entailed ongoing interactions with a wide range of stakeholders to:

- Input and advise on EARMA Board decisions and actions in the policy arena
- Seek strategic direction in its work with the creation of an EARMA position
- Serve as a proactive policy information point for the EARMA membership community
- Provide a forum to seek insight from the EARMA membership to ensure our voice remains current
- To advocate on behalf of the EARMA membership

The PRC continues to promote EARMA as a key stakeholder to the European Commission and has coordinated EARMA’s continuous involvement with DG RTD, EAC, REA and the European Parliament. Through various initiatives including conference sessions, position papers, collaborations and digital sessions, the PRC has continued to create and maintain awareness of its work.



# PROFESSIONAL DEVELOPMENT AND RECOGNITION COMMITTEE



Astrid Vigtil  
Chair (2 years (2021-2023))



Michael Papadopoulos  
Deputy Chair (2 years (2022-2024))



Lucy Kerstens  
Member (From 1/09/2022 To 31/08/2023)



Edwin Kanters Board Representative  
(From 1/09/2022 To 31/08/2023)



Tatiana Costa  
Member (From 1/09/2021 To 31/08/2023)



Cristina Borrás  
Member (From 1/09/2021 To 31/08/2023)



José Santos  
Member (From 1/09/2021 To 31/08/2022)



Virág Zsár  
Member (From 1/09/2022 To 31/08/2024)



The Professional Development and Recognition Committee (PDRC) advises the EARMA Board on professional development opportunities and works to promote research management and administration as a profession. The PDRC is divided into three working groups, focusing on quality in the CRM, alignment with RM Roadmap, and EARMA Training and Branding, as well as two task forces (mentoring and widening).

#### Key Achievements:

- Presentation of results from survey on training initiatives and needs
- The second “How to write a successful assignment” seminar organised in February 2023
- Recruitment of 12 new assessors to the CRM units
- Presentation of EARMA training for the foRMAtion project in May 2022
- Report to the Board on observations and possible ways forward for EARMA training and ESRAM



## SPECIAL MENTIONS

The Board would like to thank all the EARMA volunteers who have worked so hard for the association to ensure we meet our strategic goals. In particular, the Board would like to thank Stephen Manuel who finished his term as an internal auditor in September 2022 after five years of supporting the Association. He has generously shared his knowledge and highlighted the importance of the internal auditors role. The Board would also like to thank Eva Moar and Nuria Benitez, EARMA's current internal auditors. The internal auditors pay particular attention to ensure the Board and executive office exercise their duties according to best practice. They help to provide valuable input to ensure we continuously improve our procedures and processes.

The Board would like to thank Anna Groeninx. Anna, a founding member of the EARMA, who continues to support the Association. This year Anna has been working closely with the PDRC to develop the optional modules for EARMA's European Certificate in Research Management.

A special thank you to Sue Starbuck, convenor of the ARMA Mentorship Programme, who has collaborated with the mentoring task force providing expertise and advice regarding mentorship programmes.

The Board would also like to thank the external evaluators who help to ensure a high quality conference programme that meets the expectations of our members. This year the External Evaluators were:



Name	Organisation
Fiorella Giacometti	University ca' Foscari of Venice
RIGAL Mélanie	Université Clermont Auvergne
Tabea Dierker	University of Skövde
Claudia MARSICO	University of Buenos Aires / Currently at Université Libre de Bruxelles
Jure Vindisar	National institute of Biology
Doris Bell	SDU
Monica ALEXANDRU	Ministry for Research, Innovation and Digitalization
Claire Whelan	ADAPT Centre, Trinity College Dublin
Luigi Pellegrino	Bocconi University
Rebat Kumar Dhakal	Kathmandu University
Camille LE BORGNE	University of Bordeaux
Shelley Edmunds	Minerva Imaging
Inês Rosa	INET-md at University of Aveiro
Richard Twohig	Crowdhelix
Mirella Collini	University of Trento
Claire McKenna	Trinity College Dublin
Isabel Saez	Institute for Bioengineering of Catalonia
Stavros Fotiadis	Queen Mary University of London
Torben Høøck Hansen	University of Copenhagen
John Donovan	Technological University Dublin
Tatiana Lima Costa	Colab AlmaScience
Astrid Vigtil	Norwegian University of Science and Technology
Claudia Barbosa	Instituto de Telecomunicacoes
Aurore BERTHIER	Université de Limoges
Hakim FERRIA	Insavalor
Ger Hanley	Write Fund
Isabel Queirós Neves	University of Coimbra (UC)
Javier Arevalo	University of Helsinki
Ellen Schenk	DrEAMS Funding Consultancy
Doireann Wallace	Trinity College Dublin
Lennart Stoy	VUB
Elena Portero	Instituto Aragones de Ciencias de la Salud (IACS)
Dr Paul Huddie	University College Dublin

Last but by no means least we would also like to thank the EARMA Interns who have formed part of the team during 2022 to 2023. EARMA provides internship opportunities for both students and recent graduates. As of September 2022, EARMA has welcomed the following individuals as interns:

Layla Ennaciri	Management Team
Aslak Skarvoy	Management Team
Marie Hynne Østvang	Member Engagement Team
Lea König	Member Engagement Team
Sara Vrban	Member Engagement Team
Mariet Nijmeijer	Member Engagement Team
Friederike Möller	Communications Team
Brendon Memeti	Communications Team

They have worked hard with enthusiasm to support the executive office, volunteers and members.

## LIFETIME ACHIEVERS AWARD

The Lifetime Achievers Award recognises individuals who have made contributions to the RMA profession over the whole of their career.

## OUTSTANDING CONTRIBUTION AWARD

The Outstanding Contribution Award recognises individuals who have made an outstanding contribution to the RMA profession in Europe.

We hope you will join us at the awards ceremony to be held at the Prague EARMA Conference to find out this year's awardees.



## PLANS FOR THE COMING YEAR

The next period for EARMA will see major growth in the Association's activities in terms of outreach, engagement, policy development, advocacy, representation and improvement of services provided to the research management community in Europe. We are approaching an important moment in terms of the recognition of our profession as the enthusiasm and ambition of bottom-up action meets top-down acknowledgment and support.

We are creating a strategy for the coming years that notes the important changes on the horizon for European research managers and prepares EARMA to lead on the momentum that the community is currently experiencing. The Board will review the ideas generated during the internal EARMA strategy Open Space event and use them to develop the next five-year strategic plan (2024-2028). This strategy will be built around the needs and goals of our membership and will be informed by a review of the previous plan – The Galway Strategy 2019-2023.

The coming years will also mark a way of informed working for the Association that demonstrates that EARMA has been listening to our membership and positions the community as one of experts with a unique perspective that can transform the research and innovation ecosystem into an efficient, attractive, equitable and improved sector.

The Association is proud to be coordinating a prestigious project funded by the European Commission that will chart a course for the future of research management in Europe – RM Roadmap. As part of this project, EARMA will be initiating a major consultation process. The success of this process will be dependent on the involvement of all our community and the results will be a guiding light for policy development and subsequent representation. Therefore, it is crucial that research managers get involved with RM Roadmap and contribute their views at a time that decision makers are paying attention.

We are placing a greater emphasis on thought leadership, sharing best practice and network building through our thematic groups. These communities of practice will be crucial in forming the ideas that EARMA can take to key stakeholders to demonstrate the breadth of practical knowledge that exists within our community. We look forward to continuing to support the BESTPRAC, ERION, European Universities Initiative, EARMAimpact, Open Science and Post-Award Project Management thematic groups and are confident about their potential. We would encourage our members to join these special interest groups and to invite colleagues to participate.

As we develop our organisation's next strategy plan, we recognise the importance of setting clear goals and objectives for our advocacy efforts in line with our overall mission. This includes leveraging our thought leadership to influence key stakeholders and drive positive change. To ensure the success of these efforts, we will allocate appropriate resources based on the tasks identified through this activity. By doing so, we aim to advance our mission and continue making a meaningful impact in research management and administration.

The special interest groups have various activities planned for the remainder of 2023. Do look out for these and take the opportunity to mingle with the impact group members at the EARMA Conference to find out about their goals and active working groups. Both the EARMA Open Science and Post-award Project management groups are also using this opportunity to allow members get to know the groups and the future activities planned. In addition, the Post-Award Project Management group plan to hold a second virtual event in the autumn as well as an online event in November to celebrate International Project Management Day 2023.

EARMA places its membership at the core of what we do, and the Association is steered by the contribution of its volunteers. Our Standing Committees oversee important areas of work including finance and governance, policy and representation, our annual EARMA Conference programme, professional development and recognition, and awards that make our community more accessible and inclusive.

EARMA's Finance and Governance Committee (FGC) will continue to facilitate the streamlining of processes, place an emphasis on transparency and accountability, and ensure value for money for our membership. The Policy and Representation Committee (PRC) will further develop linkages between decision makers and the Association by faithful representation and knowledge sharing. The Annual Conference Programme Committee (ACPC) will build on the success of previous ACPCs to go even further in making the annual EARMA Conference the premier research management event in Europe through engaging and prescient content. The Professional Development and Recognition Committee (PDRC) will focus on improving the quality of EARMA's courses at a time of ever-increasing demand for training and recognition while making our professional development offering more accessible. The Awards Committee (AC) will maintain its position as the driving force for inclusion in our community by championing widening participation and creating opportunities to involve our members in events.

We plan to develop and pilot a peer-to-peer mentoring programme. The first calls are expected to be published in November of 2023 for 10 mentees and mentors.

The matching process will take place in December of 2023 and a ftof meeting is planned in the spring of 2024. This initiative is dependant on the budget approved by the General Assembly in 2023.

In 2025, EARMA is honored to host the 10th INORMS Congress in Madrid, which will bring together research management professionals from around the world to share experiences and discuss different approaches to research management. The theme for the 2025 Congress will focus on sustainability and explore ways the research management community can align with the United Nations Sustainable Development Goals (SDGs). As part of EARMA's corporate responsibilities, we are committed to reducing waste during the annual EARMA Conference, ensuring that food orders are appropriate, and digital alternatives are provided to minimise paper and plastic use. We recognise that the research management community plays a crucial role in promoting sustainable research and innovation, and we will continue to prioritise sustainability both internally and externally with an updated policy. The INORMS task force meets monthly to prepare for this exciting event, and we look forward to welcoming everyone to Madrid, Spain, in May 2025.

The acknowledgment at European Union institutional level of the requirement for training and certification programmes that cater to the needs of the research management community is an important turning point for our community. Initiatives such as Action 17 of the new European Research Area (ERA) agenda, in addition to the funding of the RM Roadmap and CARDEA projects, shows that EARMA is being heard and that professionalisation and networking of research managers is understood to be the bedrock of a strong research and innovation ecosystem. Our Association will rise to meet the challenges of making these activities relevant and easy to access in the coming years. The success of our Early Stage Research Administrators Masterclass demonstrates the level of interest for such professional development opportunities.

To highlight the breadth of talent within our community, EARMA has sponsored the open access publishing of a new book, The Emerald Handbook of Research Management and Administration around the World. The publication is being edited by Simon Kerridge, Susi Poli (both EARMA members) and Mariko Yang-Yoshihara. Many chapters are also being authored by other individuals from our membership. The book is due to be launched at the end of 2023 and will be free to read.

EARMA is not a community in isolation. We have solid links with our sister associations and will further explore ways to be a global player that fosters international collaboration. One example of this is our International Fellowship Programme, which provides an opportunity for international research managers to participate in mutual learning and knowledge exchange.

EARMA is committed to continuing its collaborative efforts with sister associations both in Europe and globally. The Southern African Research and Innovation Management Association (SARIMA) is hosting the INORMS 2023 Congress in Durban, South Africa, from May 30 to June 2, 2023. At this event, EARMA will be represented by Evelina Brännvall, Maria Maunula, and Simon Kerridge. As the next host of the INORMS Congress, EARMA is pleased to offer two complimentary registrations to poster awardees for the INORMS 2025 Congress in Madrid.

In conjunction with the INORMS 2023 Congress, EARMA, SARIMA, and DARMA have organised a pre-congress study tour to outstanding research institutions in Southern Africa. The study tour is co-organised with ARMA UK, CARA, and SRAI and is titled "Global Challenges in an RMA Perspective." Its aim is to gain a better understanding of global challenges and perspectives in research management and administration, establish connections with colleagues in Southern Africa, expand knowledge about the potential of research in Southern Africa from the research support side, strengthen awareness of the SDGs, and establish insight into the innovative research and innovation environments in Southern Africa. The impact of the study tour is to ensure mutual benefit for the participating members and host institutions and strengthen relationships between research administrators to enhance international research collaboration and remove administrative barriers to research mobility.

Widening participation will continue to be a cornerstone of all of EARMA's strategies going forward. The importance of representing a diverse community of experts is increasingly necessary as we ensure that the aforementioned momentum lifts both developed and emerging research and innovation ecosystems throughout Europe. Our Association will ensure that the widening agenda is closely monitored and measured in terms of its ongoing aims and successes.

In line with our strategic objective E, EARMA will work to continuously improve and organise ourselves effectively. We greatly value feedback from our members and are committed to continuously improving the membership experience. Our goal is to make our services more convenient and efficient for members, while freeing up our employees' time and resources for more strategic activities.

To achieve this goal, we have identified several areas for improvement, including:

1. Implementation of an integrated accounting system
2. Enhancements to the members administrator experience, allowing for better management of member accounts
3. Improvements to our collaboration spaces
4. And much more



We appreciate our members' patience and understanding as we work to make these improvements. It's important to note that we will continue to develop our IT systems to improve our overall services and ensure compliance with legal obligations. We are dedicated to providing a seamless and streamlined membership experience for our members and look forward to implementing these improvements to achieve this goal.

Crucially, we will support the European green agenda through promoting sustainable and ethical practices in our sector whilst undertaking a review of our sustainability policy to ensure that EARMA's practices are sustainable, and that the Association is a leader in highlighting the ways in which our community can support mitigation measures. We will strive to protect our world while our community takes its place in it.





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