



EARMA Board Annual Report to the General Assembly

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For EARMA Members

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Period Under Consideration

The period under discussion is April 2021 – April 2022. This represents the period from the last report presented to the general assembly to the date of this Report.

Message from the Chair



I would like to thank you for your ongoing support of the European Association of Research Managers and Administrators (EARMA) during these difficult times. Yet again this year has been a challenging but exciting year for EARMA as an Association as well as transformative journey to ensure we meet our members expectations despite the difficulties faced. EARMA remains committed to supporting and promoting mutual understanding, international cooperation and collaboration in research and innovation during this very difficult time for our colleagues in Ukraine.

We are starting to see a return to in-person events and are greatly looking forward to welcoming you to our Annual Conference, due to be held in Oslo, Norway, in May 2022 as well as other EARMA training events and courses planned. This is in addition to our recently developed capabilities in hosting interesting and enjoyable online events all year round.

We are delighted to welcome BESTPRAC as part of the EARMA family and look forward to supporting BESTPRAC to reach our shared goal of building a truly inclusive RMA community in Europe.

This year EARMA has continued to invest in the association with the development of a new Community Platform. The transition has not been easy as we have completely changed our IT infrastructure and so we would like to thank you all for your patience and assistance as we navigate through this change.

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

- EARMA successfully bid to host INORMS in 2025
- Horizon Europe Funding – we have been awarded the RM ROADMAP AND iRECS projects in the last WIDERA call.
- We have Implemented an integrated IT systems to enable seamless interaction with our members and stakeholders covering all our activities.
- The EARMA Chair represented EARMA in several stakeholder meetings with the European Commission on the topic of Horizon Europe, putting EARMA on the list of stakeholders to consult.
- We held our first in person events in Prague with the ESRAM and CRM cohort 6 since 2019
- 46 online event days were hosted this year, with around 4,044 attendees.
- The Finance & Governance Committee advised the Board on the revision of the new articles of the association to comply with the new Belgium Legislation.
- The Annual Conference Programme Committee (ACPC) organised an excellent digital annual conference, attracting nearly 700 delegates.
- The Awards Committee (AC) launched the Launched 2021 Digital Congress Access Grant call and in collaboration with the ACPC the Conference Speakers Bursaries
- The Policy & Representation Committee continue represented EARMA in several stakeholder meetings with the European Commission on the topic of Horizon Europe, putting EARMA on the list of stakeholders to consult.

- The Professional Development & Recognition Committee held the first Quality Assurance seminar for the Certificate in Research Management providing several excellent initiatives for the continuous improvement of the programme.
- The External Relationships Committee provided a deeper review of collaboration mechanisms and contributed to the EARMA Policy towards a standard MoU template
- On the 4 of October 2021 EARMA held the “Zoomed out in Praque Event” to reconnect with EARMA’s most active volunteers and biggest contributors to the association.
- The Board has agreed to fund a book intends to bring in a deeper understanding of the emerging RMA profession and to promote the social recognition and professional prestige of RMAs. The book is planned to be ready in 2025.

EARMA strives to be an inclusive community that supports its people. EARMA remains committed to providing a welcoming and connected community for you to be a part of and we look forward to continuing to serve your interests in 2022 and beyond.

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 & experience.
- Supporting career growth through continued professional development.
- Driving engagement with key stakeholders and partners.
- Growing a sustainable organisation that is inclusive and diverse.




EARMA
EUROPEAN ASSOCIATION OF
RESEARCH ASSOCIATES AND TECHNOLOGISTS

Zoomed Out in Prague

Evelina Brännvall
Luleå University of Technology
Sweden

The EARMA Board



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



Yoram Lev Yehudi
Treasurer (From 1/09/2020 To 31/08/2022)



Simon Kerridge
Board Member (From 1/09/2020 To 31/08/2022)



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



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 1/09/2021 To 31/08/2022)



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

Previous Board Members (Active within reporting Period)



Esther Philips
Chair
From 1/09/2019 To 31/08/2021)



Borbála Schenk
Board Member
(From 1/09/2019 To 31/08/2021)



Ragnar Lie Board Substitute
(From 1/09/2020 To 31/08/2021)

The Treasurer's term of position ends later this year, and he has decided to present himself for re-election. The election of a new Treasurer will take place at the General Assembly (GA) on May 4th, 2022. In addition, two Board member positions are open for election (both of a two-year term).

The Board meets by teleconference every four weeks. Unfortunately, due to the pandemic some of the face-to-face meetings (FtoF) planned were held as extended teleconference meetings. The Board held two ftof meetings, one in Milan from the 22nd of November 2021 to the 23rd of November 2021 and the other in Madrid from the 31st of March to the 1st of April. The Board hopes to resume FtoF meetings as the situation normalises.

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

EARMA Members and Executive Team have represented the Association at several virtual events. The Chairperson 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.

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EARMA has been represented, by the Chair, a Board member, or a standing committee member at the following events in the year under review:

Event	Date	Represented by
FORTRAMA (online)	8 th October 2021	Evelina Brännvall
REGON- Initiation of CZARMA meeting (online	30 th March 2022	Nik Claesen
INFORMAL MEETING ON A EUROPEAN SCIENCE MANAGEMENT INITIATIVE	11 th January 2022 28 th February 2022	Evelina Brännvall
NCP Lithuania meeting	19 th November 2021	Evelina Brännvall
Introductory meeting between EARMA and Christian Ehler MEP's office. Christian Ehler is the current Chair of the Panel for the Future of Science and Technology (STOA).	31 st January 2022	Evelina Brännvall Nyle Lennon Dipti Pandya



The EARMA Executive Office

EARMA has hired an intern, Marie Østvang, to support Events and Communications in the following months. The EARMA Executive Office now consists of:



Nik Claesen

Managing Director, Full time Contractor



Emma Lythgoe

EARMA Board Secretary and Professional Development administrator, a part-time contractor, 30 hours per week i.e. 0.85 FTE.



Borana Taraj

Project Manager for the H2020 EU project SOPS4RI, a part-time employee (0.6 FTE).



Sahar Arafat

Administrative Officer, a full-time employee



Nyle Lennon

Communications Officer, a full-time employee



Johanna Roodt

Events Officer, a full-time employee

- Marie Østvang, EARMA Intern
Investment in these dedicated resources is essential to deliver the Association's Strategic Objectives.

EARMA's Articles 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 felt need for changes by the (previous) Boards the current 2017 Statutes of the organization must be updated by the end of 2023. Anna Groeninx was commissioned by the Board as project leader for adapting the Statutes of EARMA to the new Companies and Associations Code. SBB legal (Leuven) are the legal professionals who have assisted us throughout this process. It is intended to get formal approval by the General Assembly 2022 for both Articles of Association (AoA) and Internal Regulation (IR).

In addition to this the Board have contracted a legal firm, DKW (Dear Krzewinski & Willez) to assist with updating the EARMA governance framework to ensure compliance with our legal obligations under Belgian law with respect to EARMA's employees. During this process they have clarified how the governance framework should work and what the roles and responsibilities of the different persons / bodies of EARMA should be.

EARMA's new Community Platform has Arrived!

EARMA's new community platform is now fully operational. The integrated IT system has been designed to allow our members to fully connect with the RMA community, participate in events and share best practise with colleagues in one place. Members may watch back events in the digital library, discover EARMA grants and awards, view job opportunities posted by institutional members, stay informed with research and innovation news and get involved in discussions. It ensures a one stop shop so that one login is all that is required for all EARMA members engagements with EARMA.

We understand that the transition to the new system has caused significant delays which overloaded our response capacity to member questions. We would like to thank our members for their patience and understanding. It is important to highlight that we will be continuing to develop the IT system to ensure we improve our overall systems and services as well as comply with our legal obligations.

Dissemination Activities

To connect with our online audience, EARMA operates two social media accounts – Twitter and LinkedIn. These are managed by the EARMA executive office and the largest social media following is on Twitter, which has been operating since 2014. EARMA's Twitter account has strong engagement with the RMA community in Europe and beyond. We have seen growth in both social media channels. This growth has been particularly significant in relation to LinkedIn, growing the number of followers by 160% during 2021 due to regular posting and interaction.

Twitter: 3,400 followers

LinkedIn: 1,100 followers

EARMA ensures that our stakeholders are informed about the ongoing activities of the Association via a monthly newsletter. The newsletter is issued to almost 5,000 recipients and features updates on the organisation's work, promotional information, opportunities in relation to professional development and EARMA grants, and sister association announcements.

In 2022, EARMA will move to a landing page approach with our newsletter to ensure that we are able to reach as many individuals within our audience as possible while we encourage further growth. With the new EARMA Community Platform, we will commence an onboarding process to move our existing audience to the new

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system over the course of the year. This new IT system will also present further opportunities for our audience regarding collaboration online and will allow EARMA to break down some of the communications siloes that currently exist.

Newsletter: 4900 recipients

Number of newsletters issued in 2021: 12



Barracuda

EARMA
European Association of Research in
Management
Zoomed Out in Prague
Deirdre Caden
Trinity College Dublin
Ireland
4-6 October, 2021

CONNECT

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The main highlights for this reporting period are:

- EARMA is facilitating involvement from several RPOs and RFOs in a dedicated work package on pilot testing. 11 organizations (6 RPOs and 5 RFOs) are officially involved in the pilot testing. 3 additional RPOs have expressed interest and are also testing the project guidelines and materials.
- As part of a collaboration between SOPs4RI and SAGE research methods publishing, a video is included on «A Research Administrator's perspective on research integrity» by Nik Claesen and Borana Taraj: <https://bcove.video/3rzcYay>
- Successful 2nd financial project reporting concluded on 30 June 2021 with a very positive general project review consolidated report validated by the European Commission on 16/09/2021.
- Successful abstract for 2022 World Conference on Research Integrity, 29 May – 1 June, Cape Town with a dedicated poster about ERION and the 2020 topical group report [Guidance for implementation of ethics and integrity training](#).

Annual Conference

The EARMA Digital Conference 2021

The EARMA Conference went digital in 2021 with the theme New World, New Programmes, New Challenges. The conference was held over five days, June 14 – 20, 2021. In line with EARMA's previous conferences it brought together the most relevant and informative speakers in research management and administration sharing their knowledge with our community online.

We would like to wish the ACPC a huge thank you, for their dedication and tireless work to make this a most interesting event, as organisers. They came up with some amazing alternatives to an in-person event, featuring networking platforms and adapting physical sessions to fit the digital format. Also, ensuring that those all-important social events were a key part of this exciting programme.

We would also like to thank our media partners Research Professional and Exlibris who kindly collaborated with us. CrowdHelix, Clarivate and Nature Portfolio have also partnered EARMA and continue to support our digital events.

The EARMA executive office assisted the ACPC with the organisation of this event along with the support of C-IN, as the Professional Conference organisers (PCO). The digital conference attracted 696 delegates.

Under normal circumstances, the Conference is EARMA's flagship event each year and both content and location play a big role in attracting attendees. The location of the Conference is a strategic decision for EARMA as it provides the potential to raise the profile of the organisation and attract new members. As the Conference moves around Europe this process is revisited periodically.

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. As a result of the pandemic, the dates and locations planned for 2020 and 2021 were rescheduled. Gyro PCO are supporting the EARMA Executive Office with this year's conference in Oslo. The local organising team is composed of members from Universities Norway, NARMA, the Research Council of Norway, University of Oslo, OsloMet, Norwegian University of Life Sciences and Hoyskolen Kristiania. The 2023 conference will be held at the Prague Congress Centre (PCC), Prague with C-IN as the appointed PCO. EARMA is currently looking for an appropriate venue to hold the EARMA Annual Conference in 2024.

10th INORMS Congress

In February 2022 EARMA submitted a bid to INORMS to hold the 2025 conference in Madrid, Spain. We are delighted to announce that the INORMS Council has selected EARMA as the host of the 10th INORMS Congress. We look forward to welcoming you to Madrid, Spain, in May 2025!

Professional Development

EARMA's suite of 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
- The Leadership Events

Early-Stage Research Administrators Masterclass (ESRAM)

The Early-Stage Research Administrators Masterclass was launched in 2018 and is for people who have recently moved into research management roles. The aim of the course is to empower RMAs to undertake the new role with confidence, to present career pathways and give the participants an appreciation of the full research life cycle and related service tasks.

The ESRAM took place from 26-27 October with 16 participants for 1,5 days of training and networking. The feedback from the event was very positive.

The 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 is validated by the UK Award Training on Higher Education (ATHE) and delivered in collaboration with the UK's Association of Research Managers and Administrators (ARMA). During 2021 Cohort 6 initiated with the first workshops taking place in Brussels on 25-27 October 2021. The demand for the European Certificate in Research Management continues to grow, with a cohort of 24 students this is the first time the course has sold out. We are particularly delighted to welcome students from the previous ESRAM course who have decided to continue their training.

In 2021 a call for a new trainer for the Gender and Diversity Unit was held. We had an excellence response to the call from several impressive candidates and are delighted to announce that new trainers selected are Jakob Feldtfos Christensen and Lachlan Smith from DIVERSlunity

In addition, we are delighted to announce that a further six students graduated over the course of the year, and they will be presented with their certificates at the Annual Conference.

The Leadership Events

The EARMA Leadership events are usually held alongside the EARMA conference as 2-day events for leaders and future leaders of 'research offices', 'grants offices' and 'sponsored programmes offices'. The events offer new knowledge, skills, and a valuable network to enable participants to tackle some of the most pressing challenges 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

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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.

The EARMA Leadership Event has a number of objectives;

- Promote the continuing professionalization 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 will be held in the Autumn in Brussels, an innovative agenda is planned.

Digital events

In 2021 we issued a call for online event coordinators. Three volunteers were recruited to take the lead on online content and informal networking activities to be delivered for members over the next two years. Jan Andersen and Virág Zsár assisted the EARMA office to develop a series of Digital Presentations on subjects relevant to EARMA where presenter shared their experience, best practise along with Q&As. Anna Groeninx developed the coffee with sessions which consisted of Light networking such as having a coffee, a quiz, a book review, or any interesting suggestion from our community.

From April 30, 2021, to March 30, 2022, EARMA hosted a range of digital sessions which were available to all members. These digital sessions were a great success attended by a total of 2757 participants at 40 events in 2021 (An average of 69 people per event). In 2022 we have run 6 online events so far with 1287 registrants so far. 1029 of these registered for the January BESTPRAC-EARMA event.

Workshops

In 2021-22 EARMA continued offering events in line with members' interests. The workshops held were:

- "Getting ready for Horizon Europe" by Hyperion (Held in September 2021 and November 2021). Both events were sold out.
- "ERC Proposal Writing" by Yellow Research
- Live eCourse on developing winning Horizon Europe grant applications by Nikolaos Floratos
- Step by step guidance on successfully developing each of the three sections of the Horizon Europe Grant application for collaborative projects (RIA/IA) by Nikolaos Floratos

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



Thematic Groups

ERION

The first EARMA Thematic Group on Research Ethics and Integrity (ERION) was launched in 2018. The Group have been establishing themselves under the leadership of Jonas Akerman and Stefanie Van der Burght and the other key core group members were:

Borbala Schenk, Budapest University of Technology and Economics
Francesca Tomasi, University of Trento
Joana Porcel, ISGlobal
Jonas Åkerman, Stockholm University, Co-Chair
Karim Mahmoud, Inspire Alliance (former member)
Roberto Buccione, IRCCS Ospedale San Raffaele (former member)
Sirpa Aalto, University of Oulu
Stefanie Van der Burght, Ghent University, Co-Chair
Susan Hommerson, Technical University Eindhoven
Thomas Steckler, Janssen Pharmaceutica (former member)

After four years of outstanding leadership, a new call for ERION core group members will be launched in 2022. A new ERION core group membership will start in September 2022. We would like to thank all the volunteers who have made outstanding contribution and have contributed generously to mature the group throughout the years.

The ERION group has fostered collaboration throughout the years 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 370 group members are now registered in the EARMA Community platform. Members can apply to join the group [here](#).

ERION collaboration with the EC DG RTD Ethics sector

Since its initiation ERION has collaborated with the DG RTD Ethics sector and in particular with the unit of Isidoros Karatzas, Head of the ETHICs 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 DG R&I Ethics Sector and exchange of information about Horizon Europe, GDPR policy, Open Science, the European Code of Conduct on Research Integrity etc.

ERION collaboration with EU projects in the field of ethics and research integrity:

- [SOPs4RI H2020 project](#) – EARMA as partner
- [ROSIE H2020 project](#), Fostering responsible open science in Europe – Borana Taraj and Jonas Akerman are invited stakeholders in the [Stakeholder Forum](#)
- [Path2Integrity H2020 project](#), Responsible Conduct Of Research, Reliable Research Results, Teaching And Learning – Jonas Akerman is part of the [Policymaker and Stakeholder Board](#)
- [PANELFIT, H2020 project](#), Participatory Approaches to a New Ethical and Legal Framework for ICT – Jonas Akerman took part in a Mutual Learning Encounter in May 2021 "Challenges arising from the interaction of research ethics and data protection: implications for research ethics committees, data protection bodies and researchers";
- [VIRTUE H2020 project, Train-the-trainer programme](#):
 - 7 (at least) ERION Certified Trainers, trained by the VIRTUE project and recognized on the [Embassy of Good Science](#).
 - 1 VIRT2UE Training, 26 October 2021 (10 pp), organised by Borana Taraj in collaboration with ERION Co-Chairs, as part of training the trainers activities.

- 1 VIRT2UE Workshop with ERION certified trainers (8 pp), 17 November 2021, exchanging best practices organised by Borana Taraj in collaboration with ERION Co-Chairs.

ERION MEETINGS:

Since its launch, the Group has met at least twice per year in Brussels or in other locations across Europe. Due to the COVID-19 outbreak, all meetings were organised online for this reporting period:

- 7th ERION meeting, 4 May 2021, Online, Topic: «Implementing Ethics and Research Integrity in Horizon Europe: Challenges and Opportunities », approx. 130 registrations
- 8th ERION meeting, 13 October 2021, Online, Topic: «Implementing Open Science in daily research practice for Ethics and Research Integrity: Focus on Horizon Europe», approx. 170 registrations
- EARMA Ethics and Research Integrity Dissemination Event, 7 December 2021, Online, approx.. 110 registrations

ERION IN OTHER CONFERENCES AND EVENTS ON ETHICS AND RESEARCH INTEGRITY:

- EARMA 2021 Annual Conference with a dedicated oral presentation «ERION: The Ethics & Research Integrity community within EARMA» by Mads P. Sørensen (Coordinator, SOPs4RI project) in collaboration with Borana Taraj and ERION Co-Chairs.
- Catalonian Research Integrity Committee CIR-CAT, Training day on research integrity, 27 April 2021, Presentation by Borana Taraj
- ENRIO 2021 Congress on Research Integrity Practice, 27-29 September 2021 with a dedicated poster «Implementation matters! Research administrators in Ethics and Research Integrity» by Borana Taraj in collaboration with ERION Co-Chairs. The poster is visible via this [link](#).
- VIRT2UE end-conference: A European Train-the-Trainer Programme for Teaching RI, 23 November 2021, Speaker: Borana Taraj

EARMA/BESTPRAC Thematic Group

BESTPRAC was started in 2014 as a COST Targeted Network that gathers administrative, financial and legal staff at universities and research-driven institutions who are carrying out different tasks to support transnational external competition based (in particular EU funded) research projects.

As the COST funding subsided in October 2019, EARMA and BESTPRAC have reached an agreement to set up a thematic group which is open to all. The integration of BESTPRAC into EARMA as a thematic group was announced at the EARMA-BESTPRAC event on 24-25 Jan where we were joined with over 700 participants.

We are looking to set up a process with BESTPRAC to transfer existing content and processes to EARMA. This process is currently in a transition phase.

The Board are delighted to welcome Edwin Kanters who has joined the EARMA Board as an Observer during this time. The transition phase is due to end in September 2022 when the new EARMA Board start their term.

Universities Alliances Thematic Group

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, EARMA is proposing to establish a 'Thematic Group' focusing on these universities. EARMA is currently gauging interest in such a 'Thematic Group'. To do that, a remote event was held on March 15, 2022. This event concentrated on these universities and how they are progressing and was opened by Professor Ludovic Thilly - Vice-RectorPoitiers/ EC2U, the Secretary General of the Coimbra group and the convenor of the FOREU2 high-level coordination group - who spoke about the Initiative and how it is likely to evolve. This was followed by 4 short presentations and Q&A from individual university networks. The four participating universities alliances was Una Europa, EUt+, 4EU+ and UNIVERSEH. A second in-person event is proposed for May 19, 2022, further details can be found [here](#).



EARMA
Zoomed Out in Prague
Lucy Kerstens
Independent University of Applied Sciences
The Netherlands
4-6 October, 2021

Policy Engagement

A key role of EARMA is to advocate and influence policy on behalf of its membership. In the past year we have taken further steps to demonstrate our value and unique relevance to our stakeholders e.g. our role as translators and the researcher voice through involvement in implementation taking a liaison and representative role with the EC for Horizon Europe. To date we have seen how open the EC are to our inclusion and we wish to maintain these strong relationships. This has included structured policy advocacy in direct collaboration with member organisations, partners and sister organisations including, but not limited to, EUA, LERU, CESAER, Coimbra. Where we have common positions and as we have done so previously, we would like to benefit from the stronger advocacy positions of these organisations. A clear example that has worked effectively to date includes acting as joint signatories on policy issues such as the ERA and lump sum.

We also have a unique voice given our membership focus and the Board and Standing Committee structures which include the direct membership of Research Managers. This year this has included the following engagements:

In February, EARMA was contacted by the team of Christian Ehler MEP, Current Chair of the Panel for the Future of Science and Technology (STOA). This was a very welcome approach as it clearly demonstrated our place as a key and uniquely placed stakeholder. We were asked for our member's first impressions of Horizon Europe. The EARMA Policy and Representation Committee delivered a report which included impressions of the new elements of Horizon Europe including simplification, evaluation, concerns, GEPs, DMPs and impact. This engagement was very well received and will develop further.

EARMA expressed an interest in the EC Process for Reforming Research Assessment in January 2022 and the Board representative Eleonora Zuolo has participated in the first meeting where the topic of Reforming of Research Assessment has been discussed.

European Universities Strategies event - signalling our direct experience and role as key stakeholders in this area.

Strategy Development

Strategic Goals

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.

Looking at our Strategic Goals as set in the Strategic Plan (2019-2023), despite the pandemic we have managed to implement the main objectives, although in a different way to originally foreseen. The Executive office have worked hard to ensure the implementation of the main activities outlined within the strategic plan. This work has been overseen by the Board under the stewardship of the previous Chair Esther Philips and our current Chair Evelina Brännvall.

Membership

During 2021, EARMA had 179 Institutional members (2020:171) and 195 individual members (2020:233) across 41 countries. This constitutes 6 consecutive years of institutional membership growth and 4 consecutive years of breaking the institutional member record. Individual membership was lower than last year. We consider that individual membership is often linked to conference attendance which is likely to be the main factor in the drop since we didn't have an in-person conference.



nobo

PRC

RAISE AWARENESS ON EU
AND DELIVER WIDER EA

EARMA
Zoomed Out in Prague
Stavros Fotiadis
Queen Mary University of London
Cyprus
4-6 October, 2021

Q-CONNECT

Board Standing Committees

An open call was put to Members to express interest in serving on 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 each 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 the 1st of September 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 the 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 (AC)



Tatiana Lima Costa
Chair (2 years (2020-2022))



Chris Knighting
Deputy Chair (2 years (2020-2022))



Simon Kerridge
Board Representative (2 years (2019-2022))



Valentino Romano
Member (2 years (2020-2022))



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



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



Nicolas Schultless
Member (2 years (2020-2022))

EARMA Board Annual Report to the General Assembly

Up to early 2020, most EARMA awards have been targeted towards providing members with financial support for travel costs associated with attendance at EARMA and sister Association events. This changed in 2020, due to the global pandemic, that imposed adaptation and flexibility. In 2021, the Awards Committee (AC) kept the initiatives and main action lines started in 2020, enabling the continuation of EARMA Awards as a key benefit of membership. However, 2021 was still a challenging year, under pandemic situation, which dictated much uncertainty and capacity to adjust. Furthermore, it was also marked by deep changes in the composition of AC. Also, from an organizational macro perspective, it was a busy year for the association, with the implementation of a new website, new system, many virtual events that impacted (not always in the best way) in the AC activity.

Despite the challenges faced by the committee the AC have successfully completed several activities helping EARMA to meet Strategic Goal A “We will place our members at the heart of everything we do and provide them with world-class membership benefits”. They have enabled members to develop their skills and expertise through the provision of travel grants and bursaries such as the Digital Congress Access Grant Call and Invited Speaker Awards, recently launched 2021.

We are delighted to announce the awardees for the Invited Speakers Awards were:

Name	Organization
Cristina Oliveira	Universidade Nova de Lisboa
Dr. Sara Medina	SPI - Sociedade Portuguesa de Inovação
Olli-Pekka Smolander	Tallinn University of Technology
Godwin Fernandes	Sangath
Maryke Hunter-Husselmann	Division for Research Development Stellenbosch University
Brigita Serafinavia—	Lithuanian RDI Liaison Office LINO
COQUART Clara	Université de Paris
Isabel Saez Martinez	Institut for Bioengineering of Catalonia
Ester Rodriguez	Bellvitge Biomedical Research Institute (IDIBELL)
Virag Zsar	HETFFA Research Institute Ltd.

and the 2022 Travel Award recipients were:

Candidates	Organization
Huddie, Paul	University College Dublin
Gildemyn, Sylvia	Ghent University
De Paepe, Annelies	Ghent University
Mollica, Giulia	IRCCS Policlinico San Donato
Mereu, Sandra	Université de Paris
Seriki, Oluwasegun	Technological University Dublin
Pitskhelauri, Sopiko *	Tbilisi, Georgia
Merabishvili, Mariam *	Agricultural University of Georgia

* BestPrac (and WP) applicants, enhanced award conditional on taking personal or institutional EARMA membership

Annual Conference Programme Committee (ACPC)



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



Simon Kerridge
Deputy Chair (2 years (2020-2022))



Kristel Toom Member (2 years (2020-2022))



Karen Sleij Member (2 years (2020-2022))



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



Tanja Strøm Member (1 year (2020-2022))



Massimo Busuoli
Member (2 years (2020-2022))



Paulo Henrique Soncini
Member (2 years (2021-2023))

Finance and Governance Committee



Petek Primož
Chair (2 years (2020-2022))



Yoram Lev Yehudi
Treasurer/Board Representative (2 years (2020-2022))



Anna Groeninx Previous
Treasurer/Board Rep. (2 years (2020-2022))



Susanne Feldt Jørgensen
Member (2 years (2020-2022))



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



John Donovan
Member (2 years (2020-2022))



Orla Timon
Member (2 years (2021-2023))

EARMA Board Annual Report to the General Assembly

EARMA has a responsibility to its members to organize the association efficiently and effectively and to ensure that the Association is governed to the highest standard possible. To assist with this the work the Finance and Governance Committee is of high importance. They have supported the Board by analyzing different scenarios regarding the annual EARMA conference helping with the uncertainties and challenges of the pandemic. They have also made progress with the Introduction of indicators to check the financial health of Association.

In addition, the second half of 2021 was dedicated to advising the Board on the drafting of the New Articles of the Association. This is of particular importance to ensure that EARMA complies with its legal obligations.

This work has supported the Board to ensure that it meets the strategic goal E “We will organise ourselves efficiently and effectively and provide members with value for money”

External Relationships Committee (EXRC)



Jaana Backman
Chair (2 years (2020-2022))



Jagdees Pabla
Deputy Chair (2 years (2020-2022))



Lucy Kerstens
Member (2 years (2020-2022))



Margarita Navia
Member (1 year (2021-2022))



Zygmunt Krasiński
Member (2 years (2020-2022))



John Donovan
Board representative (1 year (2021-2022))



Edesio Miranda-Barbosa
Member (1 year (2021-2022))

The committee was established primarily to identify new, and review existing, international organisations with whom EARMA has a common purpose, i.e. to enhance the professionalization of research management and administration.

The ExRC undertook a systematic scan of the growing research and innovation landscape using a common template to inform the development of a comprehensive EARMA Collaboration Map. The exercise has enabled the ExRC to explore a wide range of existing and potential collaborators and to analyse the collaborative focus and purpose.

The ExRC have made tremendous steps towards helping to achieve EARMA's strategic goal C "EARMA's brand and promote our profession by driving engagement with key stakeholders and partners". However due to changes in Belgian Law the Board decided to dissolve the Standing committee at the beginning of 2022. Consequently, the Board will be taking over the external relationship work since it is the EARMA Directors that have the formal mandate with respect to external representation.

The Board would like to thank all the members of the External Relationship Committee for their dedication and hard work towards achieving the EARMA's goals. In particular, the Board would like to thank Jaana Backman for Chairing the committee and the amazing work completed to date.

Policy and Representation Committee



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



Pierantonios Papazoglou
Deputy Chair (2 years (2020-2022))



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



Nicola Bergonzi
Member (2 years (2020-2022))



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



Stavros Fotiadis
Member (2 years (2020-2022))



Tania Johnson
Member (2 years (2020-2022))

Members of the Horizon Europe Task Force

Borbála Schenk, Bettina Uhrig, Doris Alexander, Andrew Jackson, and Barbara Spanó

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

The PRC welcomed the opportunity to engage and work collaboratively with the European Commission in the design phase of Horizon Europe (HE) specifically with the DG RTD Common Implementation Centre, through participation in the development of the Model Grant Agreement and the revised MSCA. Although still early day they have produced a timely EARMA position paper on the first impressions of Horizon Europe which is a highlight of particular interest to our community. This work was supported by an ad hoc HE Taskforce which enabled the wider contribution of our expert membership especially in the HE arena.

The PRC have made tremendous progress fostering an excellent relationship with the European Commission not only promoting the recognition of our profession but also contributing to the achievement of EARMA's strategic goals C "EARMA's brand and promote our profession by driving engagement with key stakeholders and partners" and D "We will, while continuously striving to improve, actively seek opportunities to demonstrate corporate social responsibility.

The Professional Development and Recognition Committee



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



Michael Papadopoulos
Deputy Chair (2 years (2020-2022))



Valentina Romano
Board Member (From 1/09/2020 To 31/08/2022)



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



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)

The PD&RCs primary purpose is to make recommendations to the Board on the suite of professional development opportunities provided by EARMA and proposed actions to advance the recognition of research management and administration as a profession.

This year the PDRC hosted a quality assurance seminar aiming to discuss and collect input for quality assurance of the Certificate in Research Management (CRM). This led to several new initiatives such as a “Coffee With” session on mentorship in the CRM and a digital session on “how to write a successful assignment”.

We are delighted to highlight that in October 2021 we were finally able to return to in person events with the start of the 6th cohort of CRM as well as the Early-Stage Research Administrator Masterclass event in Brussels.

The PDRC launched a survey to map the availability of national RMA training around Europe. The survey was announced in the EARMA newsletter and by Twitter and LinkedIn, and some national organizations reposted or announced the survey on their national websites. The PDRC are now analysing the data and looking forward to giving a presentation at the Oslo conference in May 2022.

The work carried out by the PDRC has been pivotal in achieving the strategic Goal B “ We will provide opportunities for members to develop and enhance their skills at all stages of their careers.” The CRM provides members with opportunities to obtain a recognised certified qualification. In addition, the PDRC has assisted members with focused networking opportunities within our community.

Group goal setting

1. What do you want to achieve as a group?
2. What expertise/experience/skills are needed to reach that goal?
3. What expertise/experience/skills are available in your group?
4. What expertise/experience/skills are currently missing and could be added value?
5. When will your goal reach completion?

EARMA



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. The past 2 years have presented unforeseen challenges which with the support of the executive committee the active members of the community have managed to control.

In particular, the Board would like to thank Anna Groeninx. Anna, a founding member of the association, who continues to support the association. Anna was instrumental in the IT platform taskforce to assist with the procurement of the Software developers which has now been implemented. She has worked diligently with SBB legal (Leuven), the legal professionals, to deliver the updated Articles of the Association. Currently, she is assisting the executive office with the procurement of optional modules for the CRM.

The Board would also like to thank Esther Philips for her continued support. Esther has worked closely with Anna to deliver the Articles of the Association as well as with the task force set up to review the new governance framework of the association.

The Board would also like to thank Stephen Manuel and Eva Moar, EARMA's internal auditors. Stephen and Eva pay particular attention to ensure the Board and Executive Office exercise their duties according to best practise. They help to provide valuable input to ensure we continuously improve our procedures and processes.

The Board would also like to thank the External Evaluators who help to ensure a high-quality conference programme which meets the expectation of our members. This year the External Evaluators were:

Anna Piterina
Adele de Bello
Michele Acipe
Torben Hooek Hansen
Laura Damiano
Doireann Wallace
Rita Gil Mata
Pieter de Koning
Anders Wennström
Eilish Lynch
Richard Twokig
Rita Gil Mata
Paul Huddie
Anders Wennström
Eilish Lynch

Bruno Woeran
Agnes Dydush
Marte Tondel
Javier Arevalo
Maria João Cruz
Paul Huddie
Kristina Ligeti
Claudia Barbos,
Christina Panayi
Claire Whela,
Maritta Löytömäki
Doereann Wallace
Borbala Schenk
Astrid Vigtil

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 Oslo Conference to find out this year's awardees.

Plans for the coming year

There are a lot of exciting developments in the pipeline for our Association. EARMA has made great progress to further professionalise and smoothly run the association. It is of particular importance to continue this work to ensure the services provided improve as well to provide our employees with a supportive working environment. EARMA has only recently become an employer and therefore needs to keep a critical eye on the working environment. The Board is committed to continually improving the employee working environment, providing additional resources, and training to ensure EARMA employees remain engaged.

The project RM ROADMAP will commence on the 1st of June 2022. Initial tasks will be the development of RM ROADMAP website, organisation of the kick off meeting and first GA.

The Leiden group, a group of European RMA networks and associations, whose core principles fall in line with the project will be encouraged to work with EARMA and get involved with the project.

The Board and Standing Committees will start to work on the next strategic plan in the Autumn of 2022. We will continue to listen to our members, identify, and respond to their needs. Based on this we will look to build upon and expand our portfolio of services with the intention not only to meet our members' needs but also exceed their expectations.

The Annual Conference Programme Committee will open the calls for abstracts for the EARMA Annual Conference to be held in Prague in the summer of 2022. They will continue to work to improve the quality of conference content, presentations, and delegate experience.

The Awards Committee will develop a plan to support an adapt to a blend of hybrid, digital and in person events. They intend to provide an annual call calendar so that members will know when calls are likely to be active.

The Financial and Governance Committee will continue to support the Board with advice on the annual budget as well as future financial long-term planning. In addition, particular issues such as e-invoicing, reserve fund, software purchases and miscellaneous financial topics will be looked at on a case-by-case basis.

The Policy and Representation committee will continue to play an important role to support the Board when seeking strategic direction in its work with the creation of an EARMA position as well as to serve as a proactive policy information point for the EARMA membership community.

The next cohort 7 of the CRM will start on the 25th of October 2022. The Professional Development and Recognition Committee will continue with their efforts regarding the quality assurance of the CRM, but also look to take a wider perspective on all different training and recognition activities provided within or promoted by EARMA. An exciting programme is being developed for the next Leadership workshop due to be held in the Autumn in Brussels. 2022 and the Early-Stage Administration Masterclass will be held from the 16th-18th of May 2022 and 25th-27th of October 2022.

Furthermore, we intend to:

- Continue to grow EARMA's digital offering
- Seek opportunities to raise the profile of research management and administration as a profession.
- Embed the new Universities Alliances and EARMA/Bestprac Thematic Groups in line with member's needs.
- Complete the initiation of the new thematic groups on Impact, Post-award/ Project management and Open Science
- Explore further innovation in the area of awards and recognition for members.
- Ensure the sustainability of EARMA through robust financial and operational management and where necessary the employment of resources & systems and the development of policies and

procedures.

- Enhance relationships with other relevant Europe Associations, The European Commission, National RMA Associations, National Funders, and International Sister Associations and put in place MoU's where relevant.
- Identify training needs and provide suitable training for Board Members to ensure the high standards of governance as expected by our members.
- Enable a peer-to-peer mentoring programme.
- Look at the possibilities to develop future conferences dedicated to pre or post award.

- DEEP KNOWLEDGE OF THE RPA'S CHALLENGES
- #EEP EXPERIENCE OF EMMA AS AN ASSOCIATION (3)

1. I have been actively involved on ACPC, PDRC, Ex RC, Board

2. Spread the word. I have been actively involved on ACPC, PDRC, Ex RC, Board

3. EXTENSIVE CONTACTS NETWORK NETWORKING SKILLS STRATEGIC VISION

3. I have been actively involved on ACPC, PDRC, Ex RC, Board. I have perspective of researcher, expert evaluator and EMA. I know the organization. I will participate about EMMA.

4. WHEN THE ISSUE ABOUT RPA CAREER WILL BE RESOLVED AND THE SYSTEM WILL START WORKING A SOLUTION

EMMA IS (4) WHEN INTO AN ASSOCIATION

I hope to reach it in the end of my chairing period by 2015.



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