



# EARMA Board Annual Report to the General Assembly

## 2023-2024

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## Period under consideration

The period under discussion is March 2023-March 2024. This represents the period from the last report presented to the general assembly to the date of this Report.

## Message from the Chair



I am pleased and honoured to be writing this as the Chair of EARMA, having taken up the prestigious mantle in September 2023. Thank you for electing me to be your Chair and for trusting me with this important task, at this critical juncture. I wish to sincerely acknowledge the leadership of my immediate predecessor, Dr Evelina Brännvall our esteemed past Chair, for leading EARMA towards new directions in a period of exciting growth. Much of the activity reported here was in the time of Evelina's Chairmanship. As you will read, the breadth of our membership activities this year, enabled by our fantastic Executive demonstrates a maturing of our association. As a result of your hard work, today, EARMA enjoys a position where it is "the" representative voice of

Europe's research management community and is not only being heard but is increasingly sought out by our key stakeholders. For 2024, we will continue with this momentum and drive forward key policies relating to advancing the recognition of our profession.

2023 marks the final year of the Strategy 2019-2023, the Annual Report presents our activities and deliverables demonstrating significant progress made towards achieving the 31 out of 34 goals and objectives. While three objectives are still undergoing further development, namely the development of a member induction scheme, sustainability policy and the roll out of an annual staff satisfaction and wellbeing survey, they have been built into the new strategy and we are confident they will be formalised as part of our commitment to continuous improvement.

As a member organisation "by our members for our members", our members are very much at the core of our being and heavily underpin our values. The successful delivery of our strategy deliverables is only due to the engagement of our ambitious and driven community from our members to our Executive team. We are fully dependent on the active involvement and engagement of our community through their voluntary participation in our Board, Standing Committees, thematic groups, taskforces, RM Roadmap ambassadors, project teams, internal auditors, trainers and engaged members. I wish to take this opportunity to sincerely thank our community members who give much of their time and share their valuable insights with EARMA. I am fully aware that we are all already busy and our workload is heavy, therefore the ability to volunteer for additional work is a significant achievement in itself. It is not a word to use lightly, but in this context, it is apt, we are here, in this position, reporting on significant progress, due to the enduring commitment of our members. This year, in particular, we have also seen the involvement of new EARMA members which is especially noteworthy. As a particular focus for the coming year, the Board welcomes the opportunity to further empower our members, particularly our active members, in the delivery of our new strategy. To this end, we are working closer with our Standing Committee Chairs and thematic group Chairs and welcome their input. To further enable this, we will seek to develop clearer structures of community engagement.

As a Board, we have continued to expand our reach to meet as many of our existing and new members as possible, in person, outside of our annual EARMA Conference and following Board meetings. This "outreach" activity has continued to be well received through the EARMA Strategy Event which was held in Krakow in Poland from 2-5 October 2023. In January 2024, we hosted the first ever exploratory meeting to discuss the establishment of the Irish research managers and administrators' association. This meeting was attended by over 200 Research managers and administrators working within Irish research performing organisations. It was an extremely positive engagement for all involved and I would like to thank TU Dublin, particularly past EARMA Chair and current Board member, Dr John Donovan's excellent team for hosting us all and making the event a success. A genuine EARMA warm vibe was enjoyed by all, which was incredibly special.

I hope you will enjoy reading the EARMA Annual Report 2023. In particular, I think you will, like me, be impressed by the depth and breadth of our activity base. I also envisage that you will see your own role in ensuring that EARMA continues to thrive and flourish. As you will see the results of all our efforts continue to be incredible! Here are some key highlights:

- EARMA is the Coordinator of an EU project, RM Roadmap, which is an important endeavour that will support the strengthening of an inclusive research management community in Europe. The results from the first Co-Creation Session of the RM Roadmap project “Understanding the landscape: National Networks and Associations” has now been [published](#) with around 300 RM initiatives and 90 different national laws or policies.
- We are very proud and grateful that about 150 national and thematic RM Roadmap ambassadors across 40 countries have participated in our co-creation process and are assisting us in creating consensus documents that will create clear career pathways and professional development opportunities for research management professionals. Their work focuses in the 4 key areas: upskilling, recognition, networking and capacity building.
- We would like to thank all ambassadors, associate ambassadors, the RM Roadmap partners and their employers, institutions, as well as the national networks and associations for the support in such a collective effort towards a strategic EU policy that aims to maximise Europe’s research and innovation potential.
- A key part of the EARMA Strategy was the design, development and delivery of an EARMA Mentoring Scheme: “Empowering the next generation of research managers”. Following much consultation, the pilot scheme was launched on October 30, 2023, with ten mentors and ten mentees. The kick off meeting was held on the March 7, 2024.
- EARMA members have taken a leadership role in being the voice of the profession as member state representatives to progress ERA Action 17 and its proposed successor Action 30. This has included content development for the new proposed action and provision of a letter of support for the successor of ERA Action 17 on strengthening and growing the strategic capacity and capability of public research performing and research funding organisations in Europe – enabling research and connecting actors and activities to reinforce the entire EU R&I ecosystem.
- The preparation of the EARMA FP10 Position Paper “10 Recommendations for FP10”, led by the EARMA Policy and Representation Committee, underscores our commitment to be the representative voice of the RMA community in the development and implementation of Horizon Europe, with our unique perspective, and to continue to build upon our strong relationship with the European Commission and Member States.
- We are pleased to announce the relocation of our offices to a central location in the centre of Brussels. This move, which took place in February 2024, marks a significant turning point in strengthening and future proofing the EARMA position.
- Highest number ever of attendees at the EARMA Conference 2023 in Prague with 1,450 participants.
- Highest number of abstracts received for the EARMA Conference 2024 in Odense with 326 abstract submissions.
- EARMA hosted over 30 events in 2023 for our community, in-person and online.
- The Association initiated the following 3 new thematic groups: Gender, Diversity, and Inclusion; Research Management; and AI Tools.
- The EARMA executive office expanded in 2023, bringing onboard two staff members to assist with the EU projects and trainees to support improved service delivery.
- EARMA is an official partner in the RE4GREEN project (starting from February 2024 – January 2027). RE4Green will provide research integrity guidelines, policy recommendations and training to support the key ambitions of the Green Deal of the European Union (EU), like the net zero emissions in the EU by 2050.
- The Emerald Handbook of Research Management and Administration Around the World was published in November 2023, in which 127 authors contributed their observations on over 50 countries that reside across 7 regions: Africa, North America, South America, Asia, Australasia, Eastern Europe, Western Europe, and the Middle East. Two of the three main editors (Simon Kerridge and Susi Poli) are EARMA members and of the seven regional editors, a further two EARMA members (Jan Andersen and Virág Zsár). Congratulations to all involved, that includes a lot of active EARMA members!

- EARMA continued to strive to make the EARMA community as inclusive as possible by facilitating participation in events and courses through grants and awards.
- We continued to enable emerging national RMA communities across Europe in our association by providing information and guidance on the benefits of a unified approach. Our continued engagement with our INORMS Council members serves to define our approach to the next INORMS Conference, which will be hosted by EARMA in 2025.

In 2023, the EARMA Board and active membership prepared and approved the new EARMA Strategy, *The Future is Now 2024-2028: Research Management and Administration in a Changing World*. For this new strategy, we have decided to take a novel approach with a clear plan that will be underpinned by a detailed annual implementation plan. Together with the Board, I am really looking forward to our delivery of the strategy. This is a momentous occasion and one that we must all rightly feel proud of. We, with your increasing participation, will continue to serve your interests in 2024 and beyond.





## The EARMA Board



Dipti Pandya  
Chair (From 1/09/2023 to 31/08/2025)



Yoram Lev Yehudi  
Treasurer (From 1/09/2020 to 31/08/2024)



Simon Kerridge  
Board Member (From 1/09/2020 to 31/08/2024)



Harald Hasler Sheetal  
Board Member (2 years from 2023 to 2025)



Eleonora Zuolo  
Board Member (From 1/09/2021 to 31/08/2025)



John Donovan  
Board Member (From 1/09/2021 to 31/08/2024)



Edwin KanTERS  
Substitute Board Member (From 1/09/2022 to 31/08/2024)



## Previous Board members (active within reporting period)



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



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

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 completing the 2019-2023 strategic plan, providing valuable insights and support to our staff and volunteers. They have also provided guidance and feedback on our programmes and services, ensuring that they are aligned with our mission and are 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.



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## Strategic plan 2019-2023

### Strategic goals

The EARMA Strategic plan (2019-2023) has now finalised, and despite the challenges posed by the pandemic, we are pleased to report that we made significant strides to achieve the 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 both our previous Chairs, Esther Philips, Evelina Brännvall and our current Chair, Dipti Pandya.

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 strategic plan 2024-2028, the EARMA Board organised the Internal EARMA Strategy Open Space event on October 13, 2022, in Sofia, Bulgaria. 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. Recommendations were made on the next steps needed to position, strengthen, and professionalise research support services and the people working in this field.

In tandem to this, EARMA has been closely involved with the progress of ERA Action 17 as well as the coordinators of the RM Roadmap project.

This work resulted in the first draft of the EARMA strategic plan 2024-2028 which was presented at the second internal strategy event held October 3-4, 2023, in Krakow, Poland. The participants actively contributed to refining the strategic plan, and how to bring it to life with our wider membership. Input was provided for the implementation plan as well as ideas to enable more EARMA members to become actively involved.

We are delighted to present the [EARMA Strategy 2024-2028](#) that will act as our roadmap for the coming years. We would like to take this opportunity to emphasise to our members the importance of collaboration and collective ownership to assist with implementing this successfully.

# **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 2023, EARMA's institutional membership reached a new high, with a total of 247 institutional members (compared to 203 in 2022) and 249 individual members (compared to 191 in 2022) across around 50 countries. This marks the 8th consecutive year of institutional membership growth and 6th consecutive year of breaking the institutional member record.

EARMA has made great strides to build and expand the portfolio of services to meet the needs of members. We have developed 'communities of practice' in specialised areas as follows:

## **Thematic groups**

**Strategic Goal A, Objective 1. Develop 'communities of practice' in specialised areas.**

**Strategic Goal A, Objective 2. Provide our members with focussed networking opportunities within our community.**

**Strategic Goal B, Objective 14. Provide opportunities for members to volunteer in our Association and enhance their own corporate governance and leadership skills.**

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 group continues 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. BESTPRAC has grown to 846 over the current year.

The BESTPRAC event "Drive impactful collaboration: Bridging BESTPRAC & EARMAimpact" was held in September 18 - 20, 2023, at the University of Ljubljana, Faculty of Mathematics and Physics (Jadranska ulica 19, 1000 Ljubljana, Slovenia).

### **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. ERION is the Ethics and Research Integrity Officer Network within EARMA. It is an open community to discuss the practical and implementation side of research ethics and integrity. The community is for all those that need to ensure compliance, efficiency, functionality, fairness and robustness in practices and processes in their organisation.

The ERION core group is led since September 2022 by Susan Hommerson (TU Eindhoven) and Joana Porcel (IS

Global). ERION core group members are:

- Susan Hommerson, Eindhoven University of Technology, ERION Chair.
- Joana Porcel, ISGLOBAL, ERION Co-Chair.
- Cath Cotton, Delft University of Technology.
- 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.
- Jonas Åkerman, Stockholm University.

#### **ERION events and activities in 2023/2024:**

1. In April 2023, ERION organised the session Research Ethics and Integrity in the world - Think globally act locally, together with the European Commission at the EARMA Conference in Prague.
2. The ERION community has organised the following meetings/webinars during 2023:
  - a. Responsible research practices and culture: When research assessment hits reality – challenges and opportunities in ethics and research integrity  
11th ERION Meeting - May 2023.
  - b. How to Develop a Research Integrity Promotion Plan  
Webinar - October 2023.
  - c. Addressing the ethical challenges in humanities and social sciences research  
12th Meeting - November 2023.

#### **Key achievements:**

- All meetings were visited by a representative from the European Commission giving relevant informative ethics and integrity sessions.
- ERION core members gave input on the revised ALLEA code of conduct for Research Integrity.
- ERION members had an opportunity to visit the NEC meeting.
- ERION is a partner within the consortiums of EU projects Pattern and IRECS, providing opportunities for members to participate in the outcomes.

#### **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 collaboration between more than 200 organisations across 40 alliances funded by H2020 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.

Under the budgetary period of 2021-2027, Erasmus+ will assign a record of around €1.1 billion to the European Universities Initiative. EARMA strongly welcomes and supports these new, vibrant and exciting collaborations.

Reflecting the history of the programme's evolution, the focus has been on the delivery of the academic and related aspects of the collaborations. The essential cog in the machine for the successful delivery, particularly in relation to the research and innovation aspects of these universities are the administrative services managed by the RMAs across these universities. EARMA continues to support members and the wider community of RMAs in their efforts to support these universities.



## European Universities Initiative events and activities in 2023/2024:

- 3 meetings of the “volunteered core” group.
- 1<sup>st</sup> poster presenting the exploratory group (EARMA Conference 2023, Prague).
- Presented an abstract for a 60-minute discussion for the EARMA Conference 2024, Odense, which was finally accepted as a 20-minute session.
- 1<sup>st</sup> draft of the Terms of Reference is being prepared.

## EARMAimpact

EARMAimpact is an open, international thematic group within EARMA that officially started in September 2022. It was 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 to facilitate changes required to support the increasingly “impact-driven” research culture that exists in the European higher education (HE) sector.

Over the past two years, EARMAimpact has been widening and strengthening its position via several meetings, workshops, collaborations and publications, resources and good practices are shared via the EARMA collaboration space. We have raised awareness on Impact culture among EARMA members. EARMAimpact core group members and their expertise have become more visible.

The core group is:

- Petra Auer-Nahold, Technical University of Graz, Chair.
- Jan Andersen, University of Southern Denmark, Vice Chair.
- Anja Smykowski, University Medical Center Groningen, Vice Chair.
- Harald Hasler-Sheetal, University of Southern Denmark.
- Anna Raask, KTH Royal Institute of Technology Stockholm.
- Elina Rossi, University of Oulu.
- Emma Siddall, Trinity College Dublin.
- Andreas Westermoen, University of Bergen.
- Craig Aaen-Stockdale, BI Norwegian Business School.
- Heidi Van Herbruggen, Inria.
- Karina Kössler, Eurac Research.
- Katarzyna Walczyk-Matuszyk, Instytut Podstawowych Problemow Techniki PAN.
- Marika Kowalska, Instytut Podstawowych Problemow Techniki PAN.
- Mattia Grandi, Alma Mater Studiorum - University of Bologna.
- Tim van Veen, University Medical Center Groningen.

Communication is key to support each other in the best way. But we need always to bear in mind our volunteering status and the priority of our daily work. Stepping in and down of core group members needs to be possible. Therefore, we organise our work programme in subgroups. Core group members pick what makes most synergies with their individual job and personal interest and take responsibility to advance the subtopic. Those subgroups prepare input for meetings and collaborate for conference contributions within EARMA and beyond. Subgroup topics and CG members in charge can be found here: <https://earma.org/earmaimpact>

## Key achievements:

- The group’s membership has grown from 312 to 507 members.
- 323 participants registered for online events.
- Increased visibility for CG members and their expertise (e.g. invitation to external events, request for

- becoming thematic ambassadors for RM Roadmap Project).
- Participation in EARMA FP10 position paper (impact issues).
- EARMAimpact became an example of good practice for thematic groups in the making.
- A publication is in the making: Within the subgroup on impact culture and training, a training has been co-created through a survey and multiple brainstorm sessions online and in-person. Since this process has been appreciated by our community, we would like to publish the process set-up and results by the end of 2024.

## Open Science

Within EARMA there has been an increasing interest in Open Science topics (such as open access to publications, research data management and sharing and research assessment). Given the importance of Open Science and in the perspective of the European Research Area (ERA Action 1), the EARMA Open Science thematic group has been set up based on discussions and preliminary work at previous EARMA Conferences. The group aims to provide clear added value to and reflect the specific perspectives, experiences and needs of research managers and administrators (RMAs) on Open Science. The remit of the group is to exchange best practices, provide tools and connect with other networks (internal and external to EARMA) relevant to Open Science.

The Core Group members are:

- Jan Andersen, University of Southern Denmark, Co-chair.
- Daniel Spichtinger, Ludwig Boltzmann Gesellschaft, Co-chair.
- Lindsay Dowling, Technological University Dublin, Co-chair elect.
- Simon Kerridge, Honorary staff at the University of Kent/Kerridge Research Consulting.
- John Donovan, Technological University Dublin.
- Ragnar Lie, Universities Norway.
- Liise Lehtsalu, Eurac Research.
- Núria Benítez, Catalan Institute of Nanoscience and Nanotechnology.
- Monique Horstmann, University of Helsinki.
- Lennart Stoy, Vrije Universiteit Brussel.
- Eva Casamitjana, Barcelona Institute for Global Health.
- Tiberius Ignat, SKS Knowledge Services.

The EARMA Open Science thematic group has been actively involved in advancing the principles of Open Science within the European research management and administration community and has organised the following events:

- Open Science and IP: Enemies? Friends? Frenemies? February 16, 2023, 15:00 - 16:00 CET (online meeting).
- EARMA Open Science thematic group meeting Wednesday April 26, 13:30-14:30 CET (on-site as part of the EARMA Conference).
- EARMA Open Science TG core group meeting June 13, 2023, 12:00-13:00 CET (online).
- ERION & EARMA Open Science thematic group joint meeting: Research ethics and integrity within the Open Science framework, November 21, 2023, 13:00-17:00 CET (on-site in Brussels).
- Open Science EARMA thematic group meeting on ethics and data management and a deep dive into DMPs, November 21 - Wednesday November 22, 2023 (on-site in Brussels).
- Open Science thematic group meeting: Data management plans and all that November 22, 2023, 09:00-13:00 CET (on-site in Brussels).
- EARMA Open Science core group meeting, December 18, 13:00-14:00 CET (online).

The group's membership has grown to 265 members.

## Post-Award Project Management

The year 2023 was the first operational year for the PAPM thematic group. The year started at the EARMA Conference in Prague with a kick-off meeting. Thereafter, both a core team and a chairing team were elected. Both groups have since had monthly meetings driving the progress of the TG. The statutes were also developed during the year, and two events were arranged: a celebration of the International Project Management Day and a joint webinar on Tips and Tricks for Risk Management together with the MCAA

Project Management Working Group. The focus during the year has also been on membership recruitment, and the group now has more than 600 active members in its LinkedIn group with over 40k post views. During the last months of 2023, a new concept of monthly VC-café was introduced, this will continue during 2024, and additionally, there are four online events in the pipeline. Furthermore, the group is preparing an online survey addressed to the members of the group and a white paper.

The Core Group members are:

- José M. R. C. A. Santos, Ph.D., PMP® Bragança Polytechnic University, Co-Chair.
- Laia Lagunas Vila, Josep Carreras Leukaemia Research Institute, Co-Chair.
- Daniel Vare, KTH Royal Institute of Technology, Co-Chair.
- Tess Ames, South-East Technological University.
- Vincent Arnoux, INSA Rouen Normandie.
- Michèle Barbier, INRIA.
- Edward Casey, Trinity College Dublin.
- Jane Dunne, Trinity College Dublin.
- Elena Portero Egea, Instituto Aragonés de Ciencias de la Salud.
- Ger Hanley, Write Fund.
- Emma Leahy, Institute of Art, Design and Technology.
- Florence O'Regan, Trinity College Dublin.
- Pauline Raser, RMIT Europe.
- Jake Reardon, University of Southern Denmark.
- Katrin Reschwamm, ETH Zurich.
- Suat Sevensan, KTH Royal Institute of Technology.
- Kristine Stickney, UMC Utrecht.

The group's membership has grown to 477 members.

During this period the Board has received requests to initiate the following thematic groups:

1. Research on research management and administration.
2. Artificial Intelligence.
3. Equality, diversity and inclusion.

As indicated in the EARMA internal rules these will be approved by the Board following a positive evaluation of the initial exploratory activities.

## Mentorship programme

**Strategic Goal A, Objective 4. Enable a peer-to-peer mentoring programme.**

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 was launched on October 30, 2023. Ten pairs have been selected from 74 applications to participate in the pilot which started with a compulsory kick-off meeting held on the March 7, 2024. The event included training for both the mentors as well as the mentees.

The next call is expected to be launched in October 2024 depending on the outcome of the evaluation of the pilot programme.

## **Strategic Goal B. We will provide opportunities for members to develop and enhance their skills at all stages of their careers.**

### **Annual conference**

**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.**

#### **The EARMA Conference 2023**

The annual conference, EARMA's flagship event, was held in Prague April 24-26, 2023, and was a resounding success with an unprecedented attendance of around 1,400 participants. This annual event served as a platform for the research management, administration, and support community to gather and share valuable insights and information. The theme of the conference, "Widening and Deepening of the RMA Profession," explored both geographical and professional widening, while emphasising the professional development of RMAs in Europe and beyond.

The conference began with a video keynote address by Anna Panagopoulou, the European Commission Director for ERA & Innovation, DG Research and Innovation. She delved into ERA Action 17, highlighting its significance for the European research and innovation ecosystem. In addition, Ladislav Křišťoufek, Vice-Rector for Research at Charles University Prague, delivered an inspiring in-person keynote speech on Capacity Building and Research Management.

One of the notable sessions was a panel discussion titled "The Future of Research Management." Esteemed panellists, including Stephane Bergmans from the EUA, Lidia Borell-Damian from Science Europe, and Nik Claesen from EARMA, shared their insights on the role and importance of research management in the ever-evolving R&I ecosystem.

For this EARMA Conference, we received the highest number of abstracts ever with 282 submitted. The topics include EARMA and professional associations; Impact; International; Leadership; Open Science, Responsible Research & Innovation; Organising Support Services & Team Building; Policy, Strategy, Evaluation and Foresight; Professional Development and Recognition; Proposal Development; Project Management; and Research information systems (CRIS).

During the closing ceremony, several individuals were recognised for their exceptional contributions. Sharon Bailey received the Lifetime Achievement Award for her unwavering commitment to EARMA. Stefania Grotti was presented with the Outstanding Achievement Award for her tireless efforts and dedication to research management. Daniel Spichinger was recognised with the Voluntary Service Award for his outstanding work with the EARMA Policy and Representation Standing Committee and the Open Science thematic group. Emma Lythgoe, the EARMA Executive Director, was honoured for her 10 years of dedicated service to the association and the RMA community in Europe.

We received some very strong entries in our poster competition and the Expert Panel selected the submission by Virág Zsár with "foRMAtion educational module and mentorship". The people's choice poster winner was by Giulia Mollica - "Knowledge Management in Italian Research Hospitals".

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 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 Prague.

We'd also like to thank the Czech Local Organising Committee. This committee brought 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.

Thank you to our main partner Research Professional News, Clarivate and Elsevier. We also thank Crowdhelix, Digital Science, AJE, Impacter, Kudos, Idox, Vidatum, Infonetica, F1000, Springer Nature, BMJ, and ERIN Innovation. Finally, we would like to thank the EARMA Executive office for the administration, promotion and organising of the logistics of the conference as well as C-IN PCO for their support and assistance.

### **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 Conference 2024**

The next EARMA Conference takes place at the Odense Congress Centre, Ørbækvej 350, 5220 Odense, Denmark, April 23-25, 2024. The 2024 theme is 'Where is RMA Going? The Future of RMA in a Rapidly Changing World'. New challenges for RMAs are appearing every day across the research ecosystem and RMAs are expected to adapt and absorb. Artificial intelligence, academic freedom and integrity, Open Research, education and innovation, professionalisation and broadening of the profession, EDI, these and many others are transforming the 'traditional' role of the RMA.

This EARMA Conference is organised with the support of local partners including DARMA, the University of Southern Denmark, Research Lighthouse, the University of Copenhagen, Copenhagen Business School, Destination Fyn Convention Bureau, Odense Congress Centre, Odense Sport & Event, Odense Robotics, Healthcare Denmark, Odense University Hospital and the Region of Southern Denmark.

EARMA is proudly collaborating with our partners: Research Professional News, Clarivate, Elsevier, Digital Science, Crowdhelix, Vidatum, Infonetica, ERINN Innovation, Impacter, Overton, Idox, Springer Nature and the Catalyze Group.

### **INORMS 2023 Pre-Congress Study Tour of Southern Africa May 21-29**

In conjunction with the INORMS 2023 Congress in Durban, South Africa, May 30-June 2, 2023, EARMA, SARIMA, and DARMA arranged a pre-congress study tour to outstanding research institutions of Southern Africa. The tour had 17 participants from Denmark, Belgium, Germany, Netherlands, Norway, Saudi Arabia, Slovenia, Spain, UK and USA.

The host institutions were University of Witwatersrand, University of Johannesburg, University of Pretoria, the National Research Foundation, South Africa, Botswana Open University, Stellenbosch University, University of Cape Town and University of Western Cape. All hosts had planned meetings, seminars, and discussions with colleagues in and beyond research support, e.g. higher education and innovation.

The professional theme of the tour was Global Challenges, Innovation and Research Impact. The aim was to get a better understanding of global challenges and perspectives in research management and administration, to establish links with colleagues in Southern Africa, to expand the knowledge about and potential of research in Southern Africa from the research support side, strengthen the awareness of SDGs and the need for increased global collaboration, and establish an insight into the innovative research and innovation environments in Southern Africa.

The study tour added significant value to participation in the INORMS Congress 2023 in Durban and strengthened networking with colleagues in institutions in Southern Africa, expanding existing collaboration and laid the foundation for new friendships. It enhanced the legacy of INORMS 2023 and contributed to a better understanding of the potential and barriers in working with institutions in Southern Africa.

## 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
- The Leadership Event

### **Early-Stage Research Administrators Masterclass (ESRAM)**

The Early-Stage Research Administrators Masterclass was established to support individuals who have recently moved into research management roles. This programme 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 lifecycle, 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 programme 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.

The programme has been running since 2018 and continues to be in high demand. This year, the ESRAM workshop was held in Odense from October 24 to 26, 2023, and was sold out with 34 participants.

### **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 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.

We are delighted to announce that a further 8 Students graduated over the course of the year, and they will be presented with their certificates at the EARMA Conference.

In 2023 to ensure we meet our training goals, the Board decided to pause the CRM programme until 2025. While the feedback in general has been positive the time has now come to take a step back and review the accreditation programme to ensure it is closer in line with the needs of our members and the information gathered from the ongoing RM Roadmap project.

### **The Leadership Event**

The EARMA Leadership event is an event-based course and seminar designed for leaders in research management: Leaders and future leaders of 'research offices', 'grants offices' 'sponsored programmes offices'.

This group includes key staff in RPOs and RFOs. Typically, they will have worked in research management and administration for seven years or more.

The event offers 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.

The EARMA Leadership Event has several 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 2023, the EARMA Leadership Event was held in Brussels from November 22-24, 2023. EARMA offered a tailor-made programme that looked at the challenges of leading a research support office through keynote presentations as well as working and sharing in peer learning groups. The intended goal was to give the participants effective ways to navigate in an environment in rapid change and often with contradicting goals and directions.

The planning team consisted of Jan Andersen (Technical University of Denmark), Ragnar Lie (Universities Norway), Stefania Elisabeth Grotti (Politecnico di Milano), Olaf Svenningsen (Research Lighthouse/EARMA), Astrid Renata Van Veen (Snohetta), 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 24 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 1,748 participants (an average of 73 people per event).

## Workshops

**Strategic Goal B, Objective 9. Provide opportunities for specific skills development and peer learning.**

In 2023-24, EARMA continued offering events in accordance with members' interests. The workshops held were:

- EARMA first AI Day: AI in Horizon Europe Proposals and Evaluations, November 10, 2023, partnered with Springer Nature.
- In-person EARMA AI Day Spring 2024: AI in Proposal Evaluation, February 26-29, 2024, partnered with Digital Science and Springer Nature.

Pre-conference workshops held on the April 24, 2023, included:

- How to support researchers in writing competitive proposals for Pillar II (Horizon Europe) by Dr. Seán McCarthy and Sylvia McCarthy (Hyperion Ltd).
- Step by step guidance on developing successfully each of the 3 sections of the HE grant by Nikolaos Floratos (Key Innovations Ltd).
- The Hook: Engaging and activating your audience by Alasdair Craig (co-founder of Connect at a Distance).
- Using market research and strategy in Horizon Europe and EIC proposals and projects by Lance Leverette.
- EARMA pasta making exercise Prague 2023 by Dr Susi Poli (Bologna University) and Jan Andersen (University of Southern Denmark).

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



# Awards

**Strategic Goal B, Objective 9. Provide opportunities for specific skills development and peer learning.**  
**Strategic Goal B, Objective 13. Support an invited speaker awards programme.**

Throughout this year, the Awards Committee (AC) has made significant strides in enhancing our awards portfolio. Key accomplishments include:

1. **Harmonisation of Recognition Awards:** We consolidated three distinct awards—Lifetime Achievement, Outstanding Contribution, and Voluntary Service Recognition—into a cohesive suite of "Recognition Awards." This consolidation streamlined procedures and templates, improving efficiency and consistency.
2. **Introduction of the External Contribution Award** to acknowledge contributions from individuals outside our organisation, we introduced the External Contribution Award. This award, granted at the discretion of the EARMA Board, recognises those who directly improve EARMA through their efforts.
3. **Support for the Mentoring Programme:** The Committee provided recommendations for mentors and mentees participating in the new mentoring programme pilot. This collaboration with the Professional Development and Recognition Committee (PDRC) has facilitated direct engagement and support for our community members.

Membership growth over the past year has heightened demand for our awards. To meet this demand effectively, the Committee has:

1. **Reviewed and optimised the annual plan:** We thoroughly assessed our awards plan, ensuring alignment with current needs and objectives.
2. **Streamlined awards schedule:** By constructing a more efficient schedule, we have balanced the Committee's workload throughout the year. This has led to quicker decision-making and enhanced processes.

## 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 has continued and up to 10 travel bursaries of €500 were available for accepted speakers for the EARMA Conference taking place April 23 - 25, 2024, in Odense.

This initiative put an emphasis on supporting:

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

This year's awardees are:

Name	Institution	Country
Georgia Kaprou	University of Luxembourg	Luxembourg
Saban Caytas	Istanbul University	Türkiye
Peter Cuninka	Slovak University of Technology in Bratislava	Slovakia
Gemma Watts	University College Dublin	Ireland
Veronika Tamas	Centre for Social Sciences	Hungary
Katarzyna Walczyk-Matuszyk	Institute of Fundamental Technological Research PAS	Poland
Luciana Lolich	Trinity College Dublin	Ireland
Virág Zsár	HETFA Research Institute Ltd.	Hungary

Erica Lavagno & Marco Sciortino *	Eurac Research	Italy
Isolde Halmer	University for Continuing Education Krems (UWK)	Austria

### Widening bursaries

In 2023, 11 travel bursaries of €500 were made available for Widening country applicants wishing to attend the EARMA Conference. 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	Category
Olga Polotska	National Research Foundation of Ukraine	Ukraine	Non-member
Telmo André Neves Santos	CCG/ZGDV Institute	Portugal	Non-member
Julia Mouatt	University of Auckland	New Zealand	New Member
Sonila Hasaj	UBO Consulting	Kosovo	Non-member
Dominika Zsapková Haringová	ZSE Energia	Slovakia	Non-member
Inga Raginska	Riga Technical University	Latvia	Non-member
Viltare Platzner	Slovak University of Technology in Bratislava	Slovakia	New Member
Dora SZUCS	Research Centre for Astronomy and Earth Sciences	Hungary	Non-member
Nadiia Tkachuk	National University of Kyiv-Mohyla Academy	Ukraine	Non-member
Fjoralba Begeja	Institute for Nature Conservation in Albania-INCA	Albania	Non-member
Łukasz Pieczonka	Jagiellonian University in Krakow	Poland	Non-member

### EARMA Annual Conference Attendance Awards (Round 1)

The committee considered the eligible applications received for the 2024 EARMA Conference Access Awards (Round 1) and made the following recommendations for awards to the EARMA Board (each award is €500):

Name	Institution	Country
Kristína Muráňová	Slovak Academy of Sciences	Slovakia

### 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.

**External Contribution Award**

External Contribution Award acknowledges extraordinary contributions from individuals outside our organisation to the EARMA community.

# ce Prague 2023





## 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 team have been instrumental in strengthening our relationships by representing the association at several virtual events as well as in-person 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.

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
9th INORMS Conference (May 30-June 2, 2023)	Durban, South Africa	Evelina Brännvall/Maria Maunula/Simon Kerridge	30/05/2023
NCURA 65th Annual Meeting 5th – 9th Washington, DC, US,	Washington DC, US	Evelina Brännvall/Dipti Pandya	August 5-9, 2023
ARMA-NL conference on September 28-29, 2023	Utrecht, The Netherlands	Nik Claesen	28/09/2023
The Road to Research Assessment Reform in Europe, April 4, 2023.	Online event	Dipti Pandya	04/04/2023
Research Management and support in European Alliances	European University CIVICA in Milan, Bocconi University	Eleonora Zuolo	25/05/2023
Networking dinner with the board of directors of UASNL	Brussels, Belgium	Evelina Brännvall	23/05/2023
Swedish Association of Research Managers and Administrators (SWARMA)	Brussels, Belgium	Nik Claesen/Borana Taraj	26/10/2023
SRAI	Seattle, USA	Evelina Brännvall	October 14-19, 2023
FORTRAMA Annual Conference	Regensburg (Bavaria)	John Donovan	March 11-13, 2024
NARMA Conference	Thon Hotel Arena, Lillestrøm	Simon Kerridge	March 12-13, 2024



## 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.

**Strategic Goal C, Objective 23.** Actively seek and promote cross policy synergies between higher education and research policies.

### **The European Code of Conduct for Research Integrity 2023 revision**

The European Code of Conduct for Research Integrity serves the European research community as a framework for self-regulation across all scientific and scholarly disciplines and for all research settings. EARMA made a [submission](#) in relation to a consultation to revise this code. The updated [2023 revision](#) has now been published.

The changes in the [2023 revision](#) reflect an increased awareness of the importance of research culture in enabling research integrity and implementing good research practices and places a greater responsibility on all stakeholders for observing and promoting these practices and the principles that underpin them. They likewise accommodate heightened sensibilities in the research community to mechanisms of discrimination and exclusion and the responsibility of all actors to promote equity, diversity and inclusion. It also takes account of changes in data management practices, the General Data Protection Regulation (GDPR), and recent developments in Open Science and research assessment.

### **Action 17**

Action 17 is a European Commission initiative of the new European Research Area (ERA) policy agenda. The ERA policy agenda was adopted by the European Council in 2021, which established a new governance for the ERA with the ERA Forum and put forward the first-ever [ERA policy agenda](#) with 20 action points to address the current challenges facing Europe. Action 17 is currently supported by 17 Member States that have accepted to send representatives to discuss with the European Commission and stakeholders (such as EARMA) in the first attempt to align policies and practices on research management in the European Union in this field.

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, address the need for networking and overall reinforcing recognition around the profession. EARMA and EARMA's members have supported the initiative in their specific countries. The first ad hoc workshop of ERA Action 17 on the term definition was held in Brussels March 16, 2023. On the May 10, 2023, there was an Action 17 ad hoc workshop on "upskilling" held in Budapest. This was followed by an ad hoc workshop in Barcelona November 7, 2023, on capacity building and a meeting in Brussels at the DG RTD headquarters the April 18, 2024.

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 continues to highlight the importance of this policy as it progresses. EARMA has produced a letter of support for the successor of ERA Action 17 on strengthening and growing the strategic capacity and capability of public research performing and research funding organisations in Europe – enabling research and connecting actors and activities to reinforce the entire EU R&I ecosystem.

### **10 Recommendations for FP10: The Research Managers and Administrators' perspective for the new Framework Programme**

In 2023-2024, a key achievement was the preparation of the FP10 position paper, enhancing EARMA's influence on policy matters and boosting visibility. The paper was developed by the Policy and Representation Committee through extensive consultation with EARMA members, including Committee members, Board, and thematic group Chairs. This collaborative effort improved upon past practices, resulting in record member consultation. The publication of the position paper and associated event will elevate EARMA's profile and facilitate constructive engagement with the European Commission and other stakeholders on the future of the

Framework Programme. This activity reinforces the visibility of the association in the policy debate around the most important R&I public funding and global level, the EU Framework Programme for R&I.

## 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 2023, EARMA managed a portfolio of three projects funded by the European Commission's (EC) Horizon Europe Framework Programme. In one of these, EARMA is the coordinator. Furthermore, a new Horizon Europe grant was awarded to EARMA in 2023. The requested total funding for EARMA's European projects portfolio is about €930k (for the period 2023 to beginning of 2026).

More information about each European project is provided below:

### 1. RM ROADMAP Horizon Europe project

#### **Creating Framework Conditions for Research Management to Strengthen the European Research Area**

RM Roadmap officially started on September 1, 2022. RM Roadmap is coordinated by EARMA and is an important project to support the strengthening of an inclusive research management community in Europe conducted over 36 months. RM Roadmap will chart a course for the future of research management (RM) in Europe and a community to support its delivery. RM Roadmap is funded to the amount of €1.5m with €423k total funding for EARMA.

Main highlights for RM Roadmap in this reporting period are:

- The First RM Roadmap Ambassador Meeting took place on May 9, 2023, in Budapest (Hungary), back-to-back with European Research Area (ERA) Action 17 Workshop on Research Management Initiative. The meeting was attended by about 80 participants, including RM Roadmap ambassadors. Broadcasting is available [here](#) and explanatory video [here](#). The ambassador network includes around 150 ambassadors focused on national and thematic areas.
- Twelve reports have been submitted to the European Commission (EC) by the RM Roadmap project partners, including the Overarching Roadmap Plan. All reports have been approved by the EC and are available on the project website [here](#).
- The Knowledge and Community Platform (KCP) and the 1st Co-creation Session were launched in September 2023. Around 1,800 individuals registered for the Co-Creation Session on the KCP across 40 countries in Europe and 10 thematic RM communities. The 35 consensus documents and the report from the first co-creation session are available [here](#). More information on the EARMA website [here](#).

More information:

- <https://earma.org/roadmap/>
- <https://www.rmroadmap.eu/>

## 2. IRECS Horizon Europe project

### **Improving Research Ethics Expertise and Competences to Ensure Reliability and Trust in Science**

EARMA is an official partner in the IRECS project. There are 15 partners in the consortium led by the 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. The EARMA community of research managers and administrators will benefit from this initiative by contributing to:

- Identifying skills needed for the use of emerging technologies in research. Four technologies have been identified: artificial intelligence, biobanking, extended reality and genome editing.
- Producing and implementing training materials and modules for research ethics communities and conducting the established training.
- Offering guidance for research ethics processes in Europe.

More information:

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

## 3. 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. The EARMA community of research managers and administrators will benefit from this initiative by contributing to:

- Identifying gaps in terms of training, leading to the establishment of training material within the project. 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.
- Developing training activities through establishing a platform and identifying the potential for new training activities for researchers at all stages of their careers.
- Designing of policy recommendations for researchers' training on Open, Responsible, and Innovation practice.

More information:

<https://earma.org/pattern/>  
<https://www.pattern-openresearch.eu/>

## 4. RE4GREEN Horizon Europe project

### **Research Ethics and integrity for the GREEN transition**

EARMA is an official partner in the RE4GREEN project. There are 15 partners in the consortium led by the University of Bonn. The project started February 1, 2024. It is a 36-month project with a budget of about €3m. EARMA has a budget of €186k.

RE4Green will provide research integrity guidelines, policy recommendations and training to support the key ambitions of the Green Deal of the European Union (EU), like net zero emissions in the EU by 2050. The EARMA community of research managers and administrators will benefit from this initiative by contributing to:

- Identifying, analysing and assessing key and cross-cutting environmental and climate ethics and integrity challenges.
- Producing and/or adapting operational ("how-to") ethics and integrity guidelines and elaborating and disseminating policy recommendations.



- Developing traditional and online training materials on ethical and integrity aspects in climate and environmental technologies using micromodules that can be tailored to different target groups.

More information:

<https://earma.org/RE4GREEN/>

## 5. 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.

EARMA organised an online workshop on How to Develop a Research Integrity Promotion Plan based on the results of the SOPs4RI project October 17, 2023, with 160 online registrants.

More information:

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

<https://sops4ri.eu/>

## **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 an 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. EARMA continues to support this initiative as an INORMS member and hopes EARMA members will continue to benefit.

## **Strategic Goal D. We will, while continuously striving to improve, actively seek opportunities to demonstrate corporate social responsibility.**

**Strategic Goal D, Objective 24. Publish timely policy papers and advocate on our members behalf in relation to national, EU, and international research policy.**

**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.**

**Strategic Goal D, Objective 26. Develop a sustainability policy.**

**Strategic Goal D, Objective 27. Ensure diversity and equality is a central part of our association's governance and event planning.**

**Strategic Goal D, Objective 28. Promote ethical and responsible research and innovation.**

### **Environmental sustainability**

Sustainability is a key concern for EARMA and, in 2023, two of the events team, Johanna Roodt and Terezia Minarikova, became certified sustainable event professionals. In our commitment to environmental sustainability during our annual conference, EARMA has taken steps to be more environmentally friendly. The association has replaced printed agendas with digital ones and we've skipped delegate bags to cut down on waste. Instead of paper stamp cards, we've used QR codes for sponsor games. Our preference for local keynote speakers and suppliers not only supports the local community but also reduces our carbon footprint by minimising transportation emissions. EARMA has also encouraged the use of public transportation by providing route information. Our coffee breaks produce no waste and our signage uses recycled materials. We've provided water dispensers with paper cups to avoid plastic bottles. To save energy, we only light and heat areas we're using. We've switched to digital signage to reduce paper use and all furniture and equipment are either rented or returned to reduce single-use items. These changes reflect our commitment to sustainability and reducing our environmental impact.

### **Employee wellbeing: New office location**

In our continuous efforts to enhance the wellbeing of our employees, we are pleased to announce the relocation of our Executive office to a central location in the city of Brussels. This strategic move has been made with careful consideration for the convenience and comfort of our staff as well as our members. Situated near Brussels Central station, the office is easily accessible to the majority of our employees and the new office location significantly reduces commuting time and stress, contributing to a better work-life balance.

The office space has undergone a complete remodelling process to better align with the needs of our association and the health and wellbeing of our employees. Special attention has been given to creating a workspace that fosters productivity, collaboration and overall employee satisfaction. By investing in a new office location and redesigning the workspace with employee wellbeing in mind, we reaffirm our commitment to providing a supportive and conducive environment for our valued team members. We believe that these enhancements will not only benefit our employees but also contribute to the long-term success of our organisation.

# 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 Treasurer's term of position ends later this year. The election of a new Treasurer will take place at the General Assembly (GA) on May 30, 2024. In addition, two Board member positions are open for election (both of a two-year term).

The Board meets by teleconference every four weeks. Four face-to-face meetings were held, the first two were held in Brussels on the June 15-17, 2023, and then on August 28-29, 2023. This was followed by the volunteers meeting in Krakow October 2-5, 2023, then Dublin from January 17-18, 2024, and finally Brussels from March 11-12, 2024. The Board continue with the strategy to take the opportunity to meet with local RMAs. The Dublin face-to-face meeting held in January was a highlight with the Irish RMA event. This event started with a networking lunch and was hosted by TU Dublin President, Professor David Fitzpatrick. The purpose was to explore the development of an Irish association. The event was well attended with more than 200 Irish RMAs participating.

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 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 Belgian legislation and a need for changes felt by previous Boards, the 2017 statutes of the organisation were updated. The General Assembly 2023 approved both the Articles of Association (AoA) and Internal Regulation (IR).

## 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 EARMA Executive office have been handling an increasing volume of work including greater levels of events, member queries and invitations while new opportunities arise continuously. To meet these challenges, EARMA has continued to expand by hiring three staff members and engaging various interns.

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



*Nik Claesen*

*Managing Director, a 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*

*Head of Finance, 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, a part-time contractor



Terezia Minarikova  
Innovation and Membership Officer,  
a full-time employee



Teodora Konach  
Project Manager and Research Analyst, a part-time contractor



Sabrina Notter  
Membership and Events Officer,  
a full-time employee



Sara Vrban  
Membership and Events Officer,  
a full-time employee



Janina Bau  
EU Projects Officer, a full-time employee

## Communications

EARMA's audience has experienced considerable growth during the previous year. This is a result of ongoing outreach to the wider research management community through such initiatives as the RM Roadmap project co-creation sessions, the increasing popularity of the EARMA Conference as the largest gathering of research managers and administrators in Europe, steady growth in the number of individuals who are connecting with our association via social media, and a consolidation of existing members who are becoming further engaged by EARMA's services and messaging.

Growth has been particularly strong regarding the EARMA newsletter, which is now issued monthly to 7,000 individuals. This is a doubling of the previous year's figure of 3,500 recipients. Likewise, the EARMA LinkedIn page has also seen extraordinary gains and now stands at 5,000 followers compared to the previous year of 2,600 followers, demonstrating that this professional focused platform is a suitable place for our community to interact and share with colleagues across the world. The EARMA Twitter/X account showed limited signs of advancement and now stands at 4,200 followers, with a growth rate of around 10%.

EARMA also saw gains in its website activity, maintaining its average monthly pageviews of around 40,000 per month with additional activity during peak times, such as EARMA Conference abstract submissions and early bird registrations, reaching up to 110,000 pageviews per month.

The EARMA communications department has been working closely with the EARMA Policy and Representation Committee throughout 2023 and will take a central role in developing a policy and advocacy function within the association in line with EARMA's new strategy 2024-2028. This will be conducted in conjunction with wider outreach efforts as data gathered by RM Roadmap is released over the course of the project, providing many indicators that will be useful for national research management communities to engage with. Communicating EARMA's new organisational strategy and promoting the association's recommendations on the upcoming Framework Programme 10 will be central communications themes throughout 2024 and beyond in addition to the development of thought leadership opportunities for the community.

## 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 to EARMA members to express interest in serving on Standing Committees during the last year. New members of the ACPC were appointed in March 2023 in preparation for the conference in Prague 2023. Over the summer months, members were appointed to the other Standing 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 September 1 each year, except for the ACPC who start just after the last annual conference.

The review of the formal Terms of Reference for each Standing Committee following the update of the association's governance framework has now been completed. In line with this, Terms of Reference for the internal auditors have also been developed and approved.

Normally, a Board member or substitute is the Chair of the Standing Committee. Where this is not the case, there is a Board representative on the committee to ensure a good communication flow is in place. A brief overview of each committee's activities is indicated below. The full Report from each Standing Committee, where they have been provided, is available on the EARMA website.

The Standing 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 their work.

## Awards Committee (AC)



Chris Knighting  
Chair (2-year term 2022-2024)



Nicolas Schultless  
Deputy Chair (2-year term 2022-2024)



Simon Kerridge  
Board Representative (2-year term 2021-2023)



Valentina Romano  
Member (2-year term 2022-2024)



Jose Santos  
Member (2-year term 2023-2025)



Harald Hasler Sheetal  
Member (2-year term 2023-2025)



Andri Charalambous  
Member (2 years term 2022-2024)



This year the Awards Committee has continued to work successfully on re-establishing normal business post-COVID and introducing new awards to the current portfolio. Three specific tasks undertaken by the committee in this period include (i) the creation of a new, harmonised suite of “Recognition Awards” comprising three previously separate awards (Lifetime Achievement, Outstanding Contribution and Voluntary Service Recognition) with three sets of differing procedures and templates now streamlined into one, (ii) in connection to (i) above, the committee introduced a new External Contribution Award to be used on an ad hoc basis and at the discretion of the EARMA Board for situations where colleagues from outside of EARMA make a contribution that directly benefits EARMA and (iii) providing recommendations for mentors and mentees wishing to participate in the new mentoring programme pilot, which provided a welcome opportunity for direct collaboration with the Professional Development and Recognition Committee (PDRC).

Membership has continued to increase over the last 12-month period, leading to continued demand for a range of awards available to the EARMA community. The Committee has successfully reviewed and optimised its annual plan of awards and has also constructed a more efficient schedule of awards so that the committee’s workload is manageable throughout the year, leading to quicker and more efficient decisions and processes.

Plans are underway within EARMA governance that will enable the committee to make more decisions for itself on the Boards delegated authority. This is a welcome development which will further improve efficiency and decision-making time. The EARMA Executive has continued to offer excellent and responsive support to the committee, and this is expected to continue into the next annual cycle.

The focus for the next period will be directed towards the following key issues; working to deliver a permanent mentoring programme for EARMA members and optimising the committee’s role in that; establishing a closer relationship with sister organisations - especially NCURA - in order to find opportunities to develop closer collaborations and joint initiatives; maintaining the present annual plan, awards schedule and meeting cycle; reviewing specific issues identified with relevant funding calls; delivering a healthy awards budget on behalf of EARMA; and further improving workflows/communication between AC and the EARMA Executive.

## Annual Conference Programme Committee (ACPC)



John Donovan  
Chair/Board Representative (2-year term 2023-2025)



Almudena Carrero  
Member (2-year term 2023-2025)



Kristel Toom  
Member (2-year term 2022-2024)



Jure Vindisar  
Member (2-year term 2023-2025)



Despoina Mademtzoglou  
Member (2-year term 2023-2025)



Tanja Strøm  
Member (2-year term 2022-2024)



Pieter de Koning  
Member (2-year term 2022-2024)



Stine Skipper  
Local Representative (1-year term 2023-2024)

The ACPC meet 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 Odense October 24-26, 2023. The theme for the EARMA conference is: Where is RMA Going? The Future of RMA in a Rapidly Changing World. New challenges for RMAs are appearing every day across the research ecosystem and RMAs are expected to adapt and absorb. Artificial intelligence, academic freedom and integrity, Open Research, education, and innovation, professionalisation and broadening of the profession, EDI, these, and many others are transforming the 'traditional' role of the RMA.

## Finance and Governance Committee



Christian Bonnici  
Chair (1-year term 2023-2024)



Yoram Lev Yehudi  
Treasurer/Board representative (2-year term 2022-2024)



Jag Pabla  
(2-year term 2022-2024)



Astrid Vigtil  
Member (2-year term 2023-2025)



Dace Kārkle  
Member (2-year term 2023-2025)



John Judge  
Member (2-year term 2022-2024)



Arthur Mülle  
Member (2-year term 2022-2024)

The Finance and Governance Committee (FGC)'s main activities for 2023-2024 concentrated on providing information and advice to the EARMA Board, particularly on the membership fees, EARMA's financial position and reserves, the invoicing system, and the use of management reports for monitoring the financial performance of EARMA. 2023 marked the appointment of a new Chair and Vice-Chair for the FGC and a new drive to bring EARMA's Standing Committees closer to the EARMA members and so enhance the understanding of the FGC's work. This was done through a public session delivered by FGC members to EARMA members in Q3 of 2023 and the submission and successful acceptance of an abstract for a discussion table in the 2024 EARMA Conference. During 2023, the FGC continued participating actively in EARMA's strategic activities and has been proactive in the setting up of monthly meetings in advance and in coordination with the Board meetings to ensure more effective and timely information/advice to the Board.



## Policy and Representation Committee



Eleonora Zuolo  
Chair and Board Representative (2-year term 2023-2025)



Margarita Navia  
Deputy Chair (2-year term 2022-2024)



Daniel Spichtinger  
Member (2-year term 2023-2025)



Luigi Pellegrino  
Member (2-year term 2022-2024)



Evelina Brännvall  
Member (2-year term 2023-2025)



Maarit Haataja  
Member (2-year term 2022-2024)



Sylvie Burianová  
Member (2-year term 2022-2024)

In 2023-2024, 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.

The highlight of the PRC work in 2023-2024 is the preparation of the FP10 position paper. This work will consolidate EARMA’s capacity in positioning on policy issues and will bring more visibility to the association and the profession.

The PRC has engaged in a wide consultation of EARMA members to prepare the position paper. All the Committee members, the Board and the Chairs of thematic groups were involved in the cocreation process.

It was the second time that the PRC engaged in such a consultation, the 1st time being at the beginning of 2023 for the preparation and development of the EARMA position paper in response to the “Public consultation on the past, present and future of the European Research & Innovation Framework programmes 2014-2027”. With the position paper on FP10, the PRC has improved the consultation process. The result has been the biggest participation of members to express their opinion and input into a policy work to date.

The publication of the position paper, followed by an ad hoc event, will enhance EARMA’s visibility and pertinence in the ongoing debate about the future Framework Programme in Brussels and allow constructive discussions with the European Commission and other stakeholders.

## The Professional Development and Recognition Committee



Michael Papadopoulos Chair  
(2-year term 2023-2025)



Maria Maunula  
Member (2-year term 2023-2025)



Lucy Kerstens  
Member (From 1/09/2022 to 31/08/2024)



Edwin Kanters  
Board Representative (From 1/09/2023 to 31/08/2024)



Silva Mitro  
Member (From 1/09/2023 to 31/08/2025)



Cristina Borrás  
Member (From 1/09/2023 to 31/08/2025)



Tim Engels  
Member (From 1/09/2023 to 31/08/2025)



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 EARMA CRM, alignment with RM Roadmap, and EARMA training and branding, as well as two task forces (mentoring and Widening).

The current period was marked by several events which are expected to thoroughly change the activities and modus operandi of the PDRC committee. The Certificate in Research Management (CRM), which was one of the forefront activities in which the PDRC was engaged, has been paused. In the meantime, the new EARMA 2024-2028 strategy was presented during the EARMA Strategy meeting in Krakow and the recently developed implementation plan, will guide the PDRC activities in the years to come.

#### Key Achievements:

- Alumni event organised during the 2023 EARMA conference. Due to limited attendance, the event is being re-planned as a digital event to take place in 2024.
- Contribution to the definition, design and launching of the EARMA Mentoring Scheme
- Preparation of a position paper in support of ERA Action 17, adopted by the EARMA Board for submission on behalf of EARMA.
- Successful implementation of the Digital event on “The Past, Present and Future of Professional Development of Research Management” with more than 150 attendees.
- Collaboration with the EARMA Board in developing a new strategic plan, focusing on quality assurance of EARMA training activities.
- Revision of the PDRC's Terms of Reference to align with current and future needs.

## 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 Nuria Benitez and Declan McGrath, EARMA’s current internal auditors. The internal auditors pay particular attention to ensure that 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 the taskforce coordinated by Eleonora Zuolo and members of the Professional Development and Recognition Committee and the Awards Committee who were responsible for setting up EARMA Mentorship Scheme in addition to Harald Hasler-Sheetal who has taken over the responsibility from Eleonora to lead the programme.

This year the Board held the internal strategy event in Krakow, Poland. The Board would like to thank Zygmunt Krasinski for assisting with the organisation of this event as well as all the local RMAs who joined us.

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

Name	Organization
Joana Dias de Sousa	Eindhoven University of Technology
Rosemary Madnick	The Lundquist Institute
Morgane Colleau	Norwegian University of Science & Technology (NTNU)
Mathias Björklund	University of Vaasa
Luke John Murphy	Danish Technological Institute
Maria Cruz	Algarve University
Max Myklagard	BI Norwegian Business School



Hannelore Vanhaverbeke	KU Leuven
Luigi Pellegrino	Bocconi University
Ondrej Hradil	Masaryk University
Adéla Jiroudková	
Zuzana Vémolová	Masaryk University
Daniel Spichtinger	Ludwig Boltzmann Gesellschaft
Katarzyna Świerk	University of Gdansk
Ivo Grigorov	Technical University of Denmark (DTU)
Kristina Muranova	Slovak Academy of Sciences
Torben Høøck Hansen	University of Copenhagen
James Casey, Esq., CPP	City University of New York
Anke Hoffmann-Pantha	University of Luxembourg
Ojas Deshpande	University of Luxembourg
Astrid Vigtil	Norwegian University of Science & Technology (NTNU)
Ana Sofia Alves	Fundação Calouste Gulbenkian
Shonny Lehane	iCrag
Alma Erenstein	University of Groningen
Andre Barros	Centre for Genomic Regulation
Claudia Barbosa	Instituto de Telecomunicacoes
Judit Fekete	Corvinus University of Budapest
Stephen McHugh	University College Dublin
Liliana Avila-Ospina	Liliana Avila-Ospina
Zoé Bidaud	Sorbonne University
Ksenia Bagrintseva	Institut Pasteur Paris
Noora Tiihonen	CSC - It Center for Science
Marianne Gauffriau	University of Copenhagen
Laura Damiano	University Medical Center Groningen
Rita Gil Mata	Impact Funding Europe
Nazaré Guimard	Institut Pasteur Paris
Sonia Utermann	Steinbeis Wissens- und Transferzentrum GmbH
Levin Pal	Jožef Stefan institute
Petra Auer-Nahold	Graz University of Technology

### **EARMA internships**

Last but by no means least, we would also like to thank the EARMA interns who have formed part of the team during 2023 to 2024. EARMA provides internship opportunities for both students and recent graduates. EARMA has welcomed the following individuals as interns:

Sergio Lopez Alonso  
Isabella Prado  
Francisco España  
Esther Slyngstad  
Lorenzo Molina

Management Team  
Management Team  
Communications Team  
Member Engagement Team  
EU Projects Team

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

## Plans for the coming year

In the forthcoming period, EARMA will embark on the implementation of the EARMA Strategy 2024-2028, designed to continue to empower and unite research managers and administrators across Europe while supporting the development of excellent research and innovation. As we progress, the need for our roles and the significance of our contributions are increasingly evident within research performing, innovation and funding organisations. While we celebrate the growing recognition of our profession by key stakeholders, we acknowledge the existing disparities across European RMA communities in terms of recognition, expertise and value.

The EARMA Strategy, The Future is Now 2024-2028 - Research management and administration in a changing world, delineates our vision and mission for the next period, developed in close consultation with our active membership. It embodies qualities of being informed, responsive, resilient, agile, and aligned with emerging best practices. We are fully committed to implementing and delivering our strategic goals in partnership with and for our members.

To realise the goals outlined in our strategy, we present the EARMA Implementation Plan 2024-2025. This plan, structured around the three strategic priorities of the EARMA Strategy 2024-2028, aims to bring us closer to realising our objectives and overarching vision.

### Community engagement:

- Deliver clear rules for thematic group empowerment, fostering opportunities for peer exchange both at conferences and within thematic events, both online and in person.
- Continue to create a large platform for members through events, enhancing their experience with EARMA systems, services, and administration.
- Continuously enhance EARMA member value and experience, providing access to travel bursaries and recognition opportunities through awards.

### Professional development:

- Initiate a professional development pilot programme, offering practical and concise online and in-person workshops.
- Investigate accreditation processes and requirements, allowing members to propose new workshops and become trainers.
- Host in-person and online professional development workshops, offering insights into future trend-setting practices.
- Ensure members benefit from EU-project outcomes, providing access to the latest information and know-how relevant to RMA.

**Recognition:**

- Conduct stakeholder consultations on RMA recognition, striving for acknowledgment as a valuable partner of the R&I ecosystem.
- Propose joint projects to the Leiden Group (The European Group of Research Management Associations), taking structural actions toward achieving recognition.
- Take a leading role in ERA Action 17 and its successors, reinforcing RMA training, networking and professionalisation.
- Engage in FP10 advocacy, advocating for a strong voice in research management ERA actions and RMA policy debates.

In addition to this, we will continue to support the European green agenda through promoting sustainable and ethical practices in EARMA's sector whilst reviewing and completing our sustainability policy to ensure that our practices are sustainable and that the association is a leader in highlighting the ways in which our community can support a more sustainable world.

This implementation plan, subject to annual updates, outlines concrete actions for 2024 and 2025, ensuring alignment with the values and objectives of the association. We embark on this journey with enthusiasm, driven by a shared commitment to advancing the strategic capacity of Europe's research ecosystem.



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