RM-ROADMAP project has received funding from the European Union's Horizon Europe programme under grant agreement number 101058475.

Page 1: Who are Research Managers?

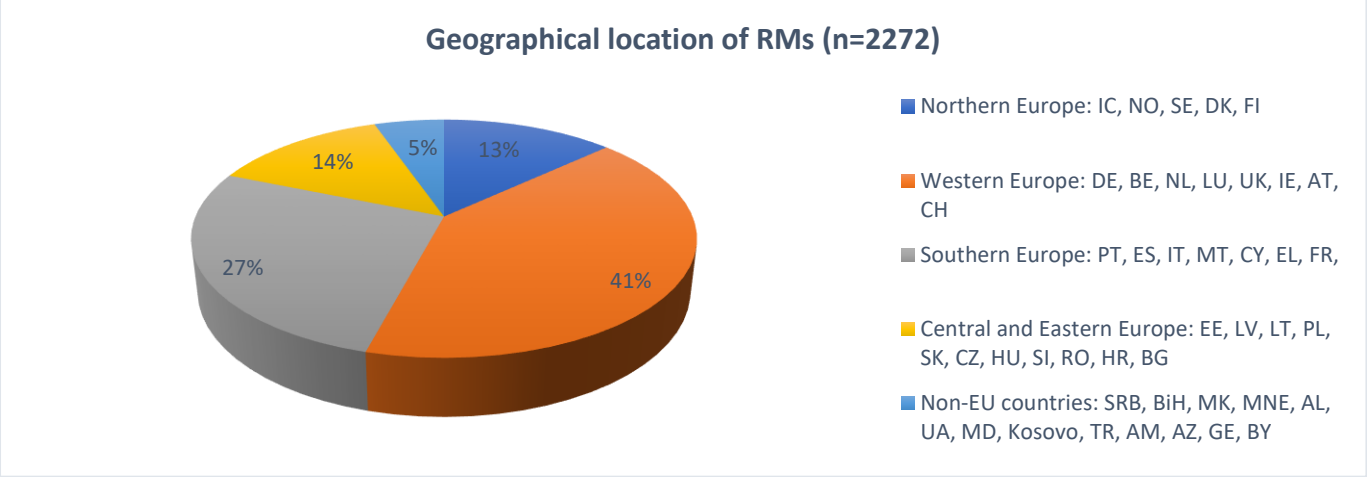
Results of the RM Roadmap survey

This page summarises the basic demographical character of Research Managers responding to our survey.

Main messages
Three quarter of Research Managers are women. Majority of the are between 35 and 54 years old and half of them have spent at least 10 years in the profession. Research Managers across Europe primarily speak English as a foreign language, and majority of them confirmed the importance of English knowledge for their job.

A total of 3,069 responses were received by the closure of the questionnaire. Following the screening process, 2,212 respondents' responses were entered into the database.

The RM ROADMAP survey confirms the results of previous surveys (RAAAP, CARDEA), according to which Research Management across Europe are predominantly carried out by women (74.10% of the respondents are female).

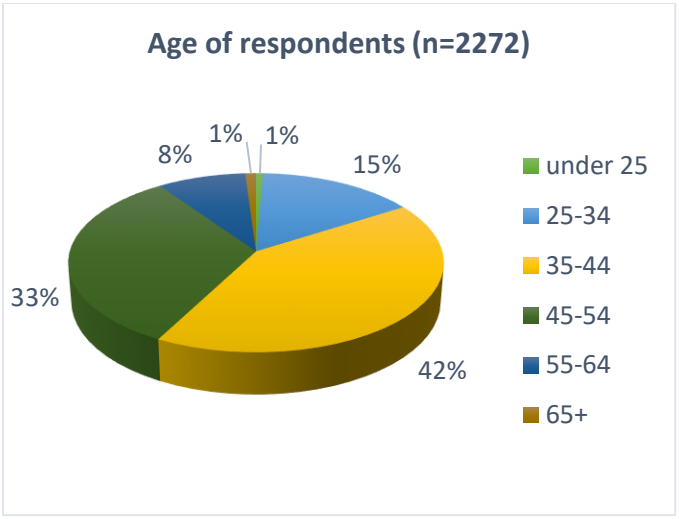


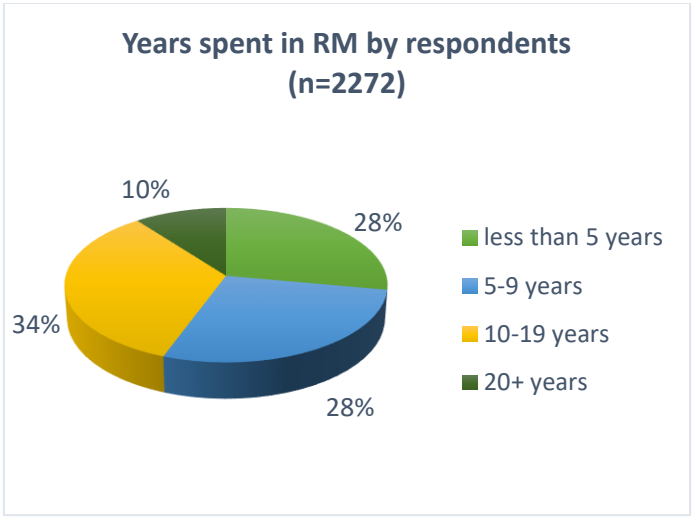
An important achievement of our survey is that the sample present a representative sample of Research Managers across Europe in terms of geography: half of the respondents are based in Western and Northern Europe, while the other half in Southern, Central and Eastern Europe, as well as in non-EU countries. Nevertheless, there are differences among countries' representation: 100 respondents or more were from Spain, the United Kingdom, France, Germany, the Netherlands, Portugal, Italy, respectively; while Finland, Norway, Belgium, Ireland, Turkey, Denmark and Poland had over 50 respondents.

Authors: Virág ZSÁR, Luca KOLTAI, Márton MARKOVICS at HETFA Research Institute Ltd.
Survey results and database available at:
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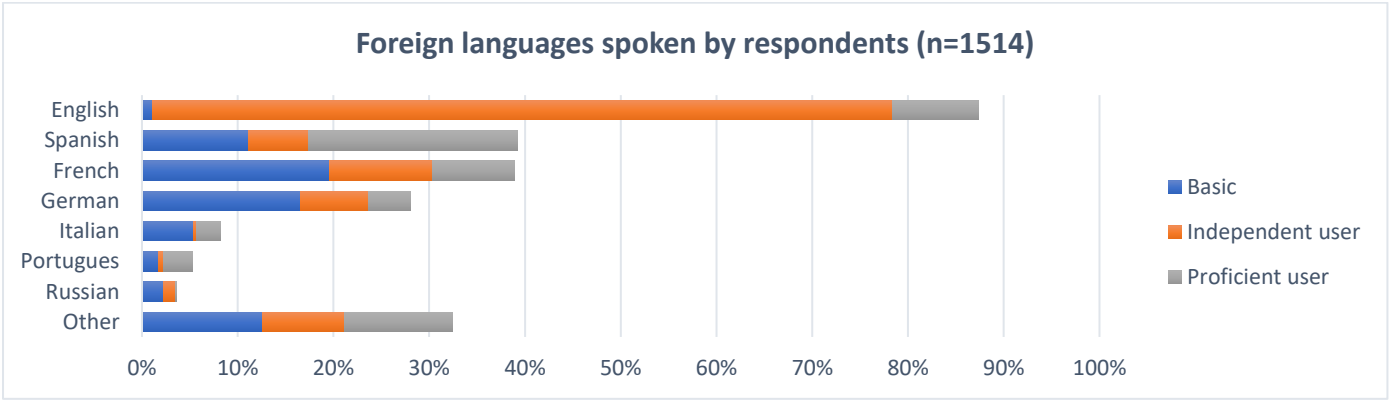
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Majority of Research Managers can be considered as middle-aged, as they are between 35 and 54 years old (75%). Respondents have been engaged in the field of Research Management for an average of 9.5 years: more than two third of them are working in the profession for at least 5 years, but generally more.



Research Managers primarily speak English as foreign language, at least as independent users, but some as proficient users indicating the dominance of the English language in the field of RM. English is also considered by the majority of respondents (63%) as important for their job. Beside English, Spanish, French and German are spoken mainly by Research Managers, but none of these languages are considered important for the job itself.

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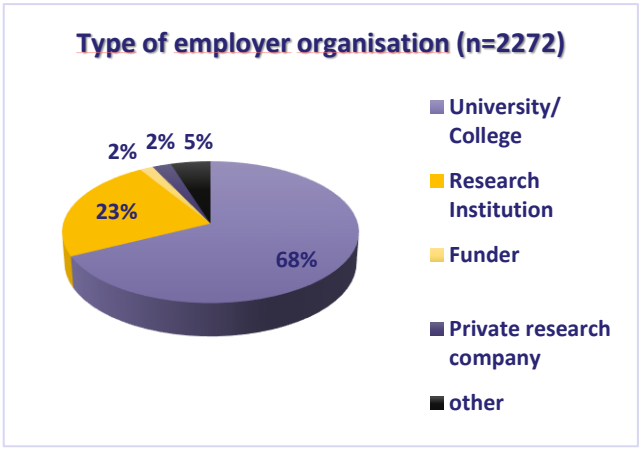
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Page 2: Where do Research Managers work?

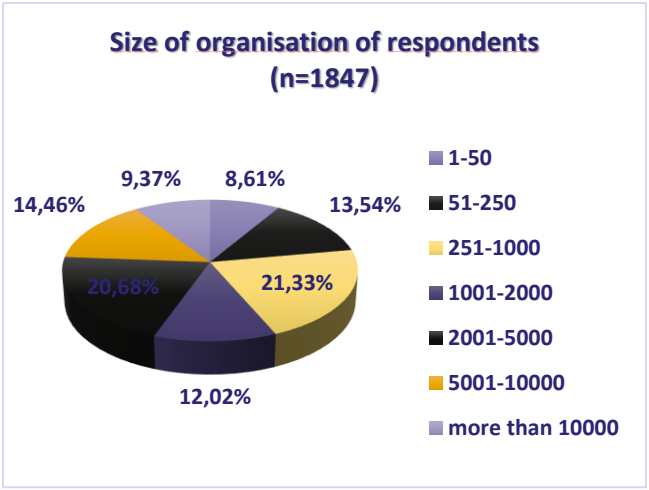
This page summarises the characteristics of organisations employing Research Managers having responded to our survey.

Main messages
Research Managers across Europe works in a great variety of organisations, primarily in universities and research institutions, but also at other types of organisations, including private companies, private non-profit companies and research funders.
The variety of the employer organisations is also demonstrated by the number of employees of these organisations. We can find Research Managers at a huge diversity of Research Performing Organisations, starting from small companies and NGOs to universities employing several thousands of staff.
Most Research Managers work at the central level of their organisation who tend to cover less specific areas than their colleagues at the decentralised levels. This suggests that Research Managers at the departmental level tend to provide more diverse support, while on the central level rather focused support.

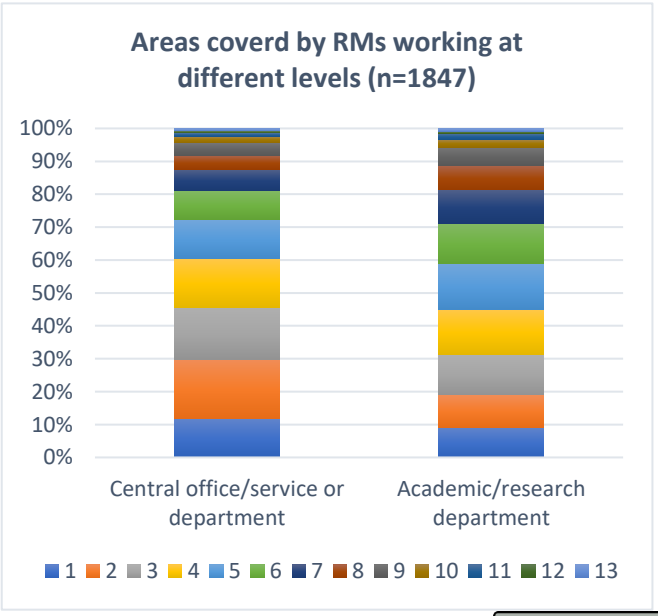


Most of our Research Managers work in public organisations (76%), while 14% works in non-profit private and 6% in private organisations or company. The fact that the RM Roadmap survey could engage a broader group of Research Managers working beyond the public sphere can be considered a great achievement.

This is also demonstrated by the fact that beyond universities, colleges and research institutions, a certain proportion is employed at other types of organisations, such as private companies and research funders. Approximately one-third of Research Managers were affiliated with a top-tier university, while an additional 22% were employed at a research-active university and a further 7% were engaged at a primarily teaching university.



The diversity of the employer organisations is also demonstrated by the fact that the number of employees shows a huge diversity and the different sizes are represented proportionately. Interestingly no major correlation can be found between the size of the organisation and the areas covered by Research Managers in their everyday work, so the size does not necessarily imply specification.



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Most Research Managers work at the central level of their organisation (58.63%), while less than one quarter of them work at departmental level (22.78%). Research Managers working at the central level tend to cover less areas in Research Management then their colleagues at the decentral level. While 30% of Research Managers at the central level cover maximum 2 different RM areas, the same proportion at the departmental level can cover 3 different RM areas. This suggests that RMs at the departmental level tend to provide more diverse support, while on the central level rather focused support.

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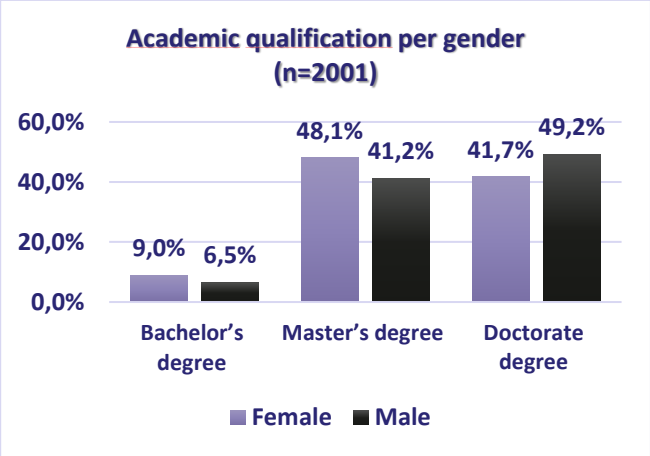
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Page 3: Education and Experience of Research Managers

This page summarises the educational background, work experience and job positions of Research Managers responding the RM ROADMAP survey.

Main messages
Research Managers are highly educated as 90% holds either PhD or Master's degree. Significant differences cannot be found between women and men, though slightly more men hold doctorate degree while slightly more women have Master's degree.
Research Managers have diverse educational background which is not necessarily related to the support they provide.
Important to note that almost two-third of Research Managers don't have certification or degree related to Research Management.
Almost half of Research Managers work in managerial position and almost one-fifth as advisors. 16% declared to hold a leadership position, either related directly to supervising research support services or with broader responsibilities within Research Performing Organisations (RPO). Respondents inserted more than 1000 different job titles, while the most common job titles are project manager, research manager. All these aspects underline the emerging nature of the professions reflecting on the emerging nature of the profession

Research Managers are highly educated as 43.42% holds PhD, while 46.47% Master's degree. Significant differences cannot be found between women and men, though slightly more men hold doctorate degree and slightly more women have Master's degree.

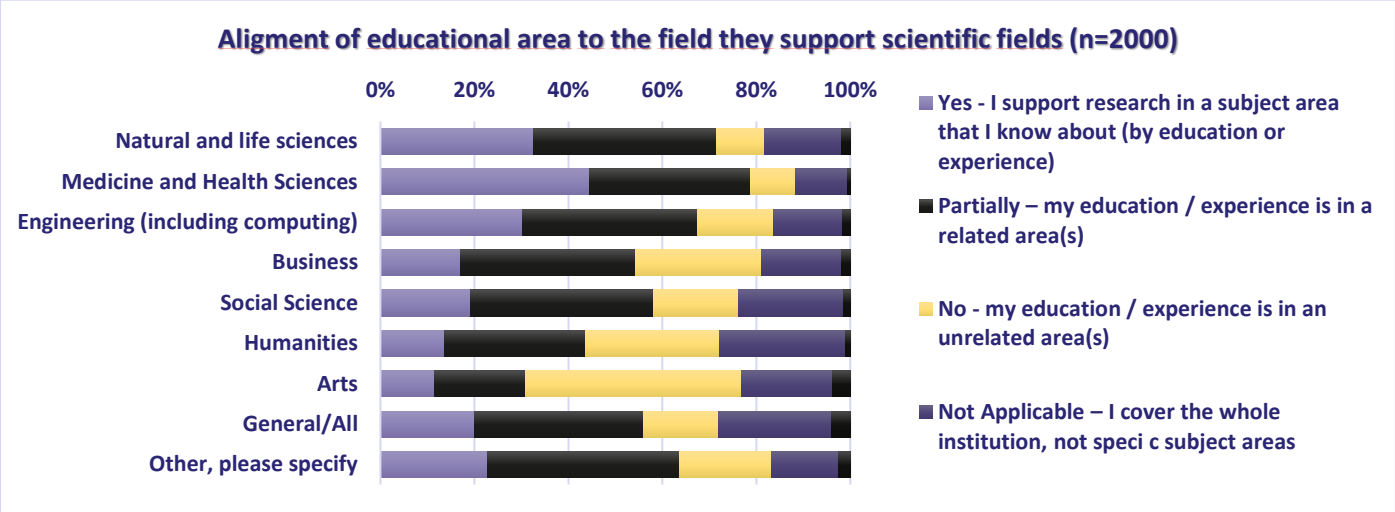


Research Managers have diverse educational background, coming from natural and life sciences (28.15%), social sciences (20.25%), humanities (14.75%), business (10.30%), and engineering (8.60%).

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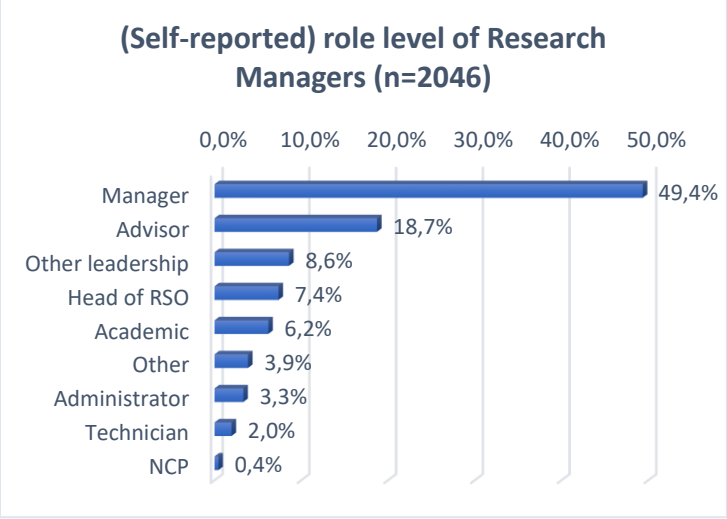
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Interestingly, more Research Managers support the subject area in which they hold a degree in the field of medicine and health sciences, natural and life sciences and engineering. In other fields, they have either partial or no relation to the scientific area they support. On the other hand, Research Managers covering the whole institutional profile are coming primarily, but not exclusively, from Humanities and Social sciences.

It is important to note that 64.81% of Research Managers don't have professional accreditation in Research Management illustrating the emerging nature of the profession. Only 10% accomplished either Master or PhD studies with an emphasis on Research Management. Regarding the certificate programmes, 5.41% accomplished the EARMA Certificate in Research Management (CRM), and almost 3% one of the ARMA certificate programmes.



Almost half of Research Managers (49.4%) reported to have managerial positions, while 18.7% advisor (internal or external), 3.3% administrator and 2.0% technician. 16% declared to hold leadership position, either by leading the Research Support Office or having leadership positions at the RPO, such as Head of Research, Vice Dean, etc. Compared to previous surveys, significant differences regarding gender in the different positions cannot be found.

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The emerging nature of the profession is also proven by the diversity of job titles. Respondents inserted more than 1000 different job titles, while the most common job titles are project manager and research manager. We see a lack of consistency either at the national or at the institutional levels.



Page 4: Areas of Research Management

This page summarises the areas of Research Management based on the RM ROADMAP survey and the 2nd co-creation exercise under the title "Who are Research Managers? Skill and Competences".

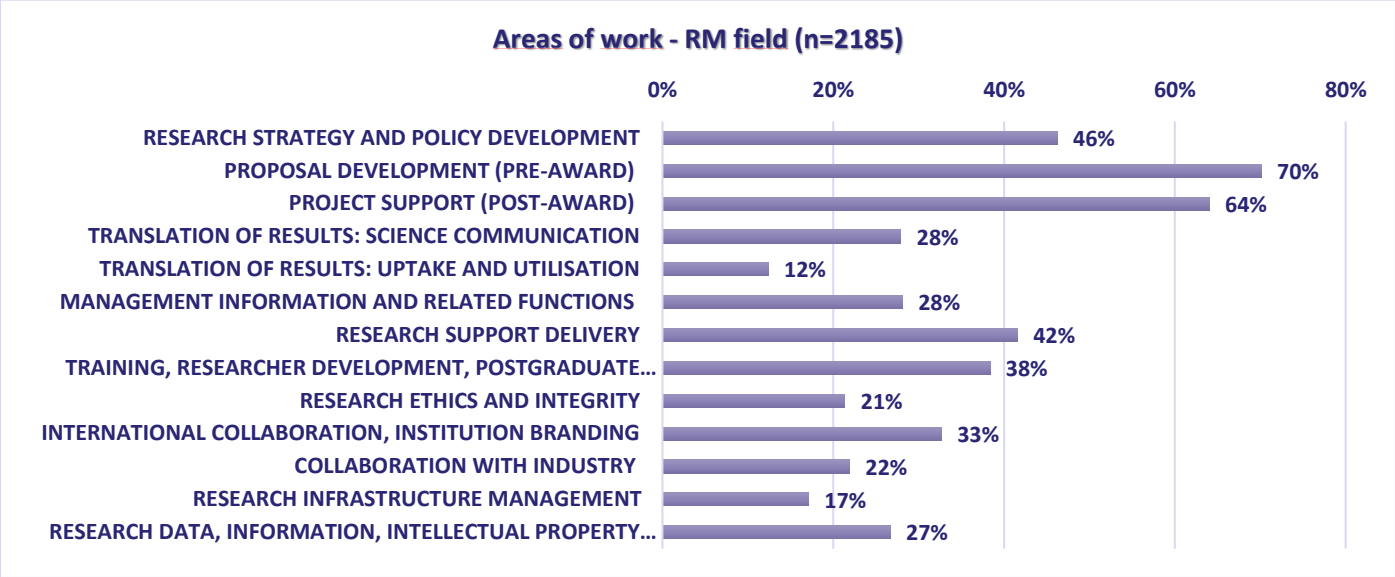
Main messages
Research Managers work in a huge diversity of fields along the whole stream of research, while most of them cover (at least) proposal development (pre-award) and project support and management (post-award).
Research Management covers other fields too, such as Research Strategy and Policy Development, Research Support Delivery, Training and Researcher Development, as well, as International Collaboration, Institution branding.
Only a small portion of Research Managers covers only one area in their daily work, while a quarter of them cover 2 or even 3 different RM areas. All these underline the fluid, flexible nature of the profession, the diverse and complex activities, the shifting environments, the blended and constantly emerging roles in Research Management.

Identifying the main areas of Research Management is important for defining the profession. Our survey results show that Research Managers work in a huge diversity of fields along the whole stream of research, while most of them cover (at least) proposal development (pre-award, 70%) and project support and management (post-award, 64%). But Research management is nowadays much more than only pre-award and post-award: several RMs do also work in Research Strategy and Policy Development (46%), Research Support Delivery (42%), Training and Researcher Development (38%), as well, as International Collaboration, Institution branding (33%).

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Only a small portion (10.3%) covers only one RM area in their daily work, while a quarter of them (24.4%) cover 2 or even 3 different RM areas, while another quarter (25%) cover 4 or even 5 different areas.

The 2nd co-creation exercise of the RM ROADMAP aimed to validate the preliminary results of the survey regarding the areas covered by Research Managers aiming to pave the way for the common definition. While agreeing with the multifaceted and complex job-roles of RMs, national and thematic groups mentioned that the **following sub-areas could be considered as separate areas** of Research Management:

- **financial management and advising,**
- **legal advising, contract management**, **ensuring compliance**;
- **management of and advising on open science**;
- **AI and emerging, technologies**;
- **collaboration with other stakeholders;**
- **impact management**.

Secondly, the outcomes of the consensus documents suggest that

- **management of human resources** could be the overarching category including the training, career development of researchers and RMs as well as taking care of mental health;
- **innovation management and business development** could be merged and could replace the existing categories of "Translation of Results: Uptake and Utilisation" and "Collaboration with the Industry".

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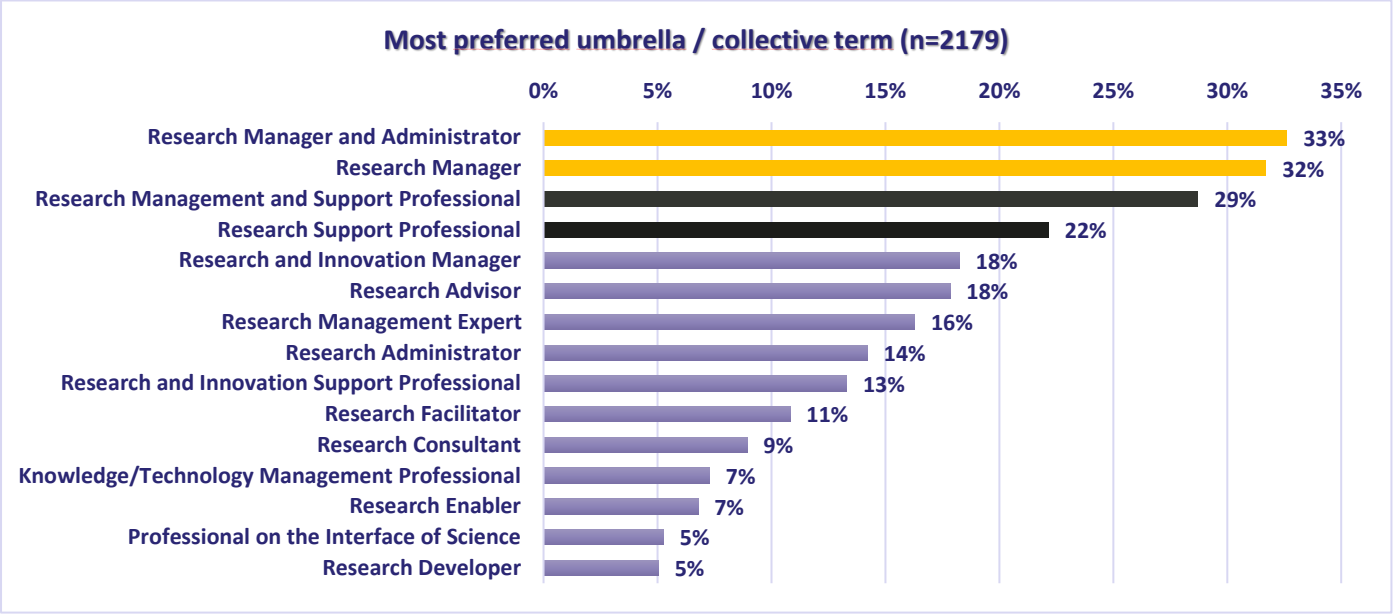
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Page 5: Seeking for a European term preferred by Research Managers

This page summarises Research Managers' preferences towards a common terminology of the profession based on the RM Roadmap survey and the 2nd co-creation exercise under the title "Who are Research Managers? Skill and Competences".

Main message
European Research Managers' most preferred 3 umbrella / collective terms are
1) Research Manager and Administrator,
2) Research Manager, and
3) Research Management and Support Professional.
The co-creation session altered slightly the results, bringing Research Managers to the top and shifting RMA to the second place. Both has its merits and drawbacks, and certain geographical differences can also be observed. These differences shall not be reflected in the consensual European term rather at national levels.

The professional recognition of Research Management necessitates a common terminology that is used and understood not only by professionals but the relevant stakeholders. According to the RM Roadmap survey, Research Managers' most preferred 3 umbrella / collective terms are 1) Research Manager and Administrator, 2) Research Manager, and 3) Research Management and Support Professional.



Based on the survey, certain regional specificities can be observed regarding the preferred terminology.

Northern Europe (IC, NO, SE, DK, FI)	Western Europe (DE, BE, NL, LU, UK, IE, AT, CH)	Southern Europe (PT, ES, IT, MT, CY, EL, FR)	Central and Eastern Europe (EE, LT, LV, PL, SK, CZ, HU, SI, RO, HR, BG)	Non-EU countries (SRB, BiH, MK, MNE, AL, UA, MD, Kosovo, TR)
Research Advisor	Research Manager	Research Manager	Research Manager and Administrator	Knowledge/Technology Management Professional
Research Support Professional	Research Management and Support Professional	Research Manager and Administrator	Research Management and Support Professional	Research Enabler

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Research Administrator	Research Manager and Administrator	Research Management and Support Professional	Research Manager	Research Developer

During the co-creation session, **Research Manager** was ranked at first place by 14 countries and 3 thematic communities, while at the second by 2 countries.
Research Managers and Administrator was ranked at first place by 10 countries and 1 thematic community, while at the second place by 6 countries.
To a certain extent, some geographical patterns can be observed: communities from Southern Europe prioritised almost unanimously the term Research Manager and put RMA on second place, which was prioritised by Northern European communities.
The terms **Research Management and Support Professional** was favoured at first place by the 4 national communities, while **Research Support Professional** generally appeared at third or fourth place, except for one country putting it on first place.

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