RM ROADMAP

# Report from First Co-Creation Session of the RM Roadmap project

## Understanding the landscape: National Networks and Associations

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rmroadmap.eu

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# 1. Executive summary



29 countries mention the existence of national initiatives, formal or informal networks or associations.



263 national initiatives, formal or informal networks or associations are collected in this report.



23 countries indicate the existence or relevance of national RM laws and policies.



91 different national RM laws or policies have been collected in this report.



Discussions have been led by about 120 RM Roadmap national ambassadors.



Around 1,800 individuals have registered for the Co-Creation Session on the Knowledge and Community Platform.



Onboarding for RM community members started on 25 September 2023 and is ongoing until 2025 through this link.

## Executive summary continued

Since the RM Roadmap consortium took the first steps towards creating framework conditions for research management to strengthen the European Research Area (ERA) in 2022, the journey so far has been both inspiring and enlightening. Already, we have seen an impressive level of participation and dedication from research managers in Europe in seeking to assess the breadth and scope of the community of research management professionals across the European Union and beyond as part of the first RM Roadmap co-creation session. Their contribution has already led to groundbreaking discoveries in the pursuit for recognition of the research management profession in Europe.

For the first time, the RM Roadmap consortium has been able to identify national research management communities operating across the ERA and has been provided with insights into the issues faced by research managers on a daily basis. The issues highlighted include a **need to build connections** between national research management communities, to **provide information** that makes research managers aware that they are part of an existing large and vibrant community of professionals, and the current **lack of professional development opportunities or established career pathways.** The experiences of our community of professionals are shaping the roadmap that will be used by stakeholders to tackle these issues head on.

This preliminary report from the first co-creation session on the RM Roadmap Knowledge and Community Platform - Understanding the landscape: National Networks and Associations – can be used as a resource to identify research management communities in your area for you to connect with. The report also serves as an **introduction to the needs of research managers across Europe**, which will be further explored as the RM Roadmap co-creation sessions progress. Please see the RM Roadmap co-creation sessions timeline in Annex 3.

## RM Roadmap consortium

RM ROADMAP consists of 8 partners: European Association of Research Managers and Administrators (Belgium); HETFA Research Institute (Hungary); Nova University Lisbon (Portugal); Association of European Science and Technology Transfer Professionals (Netherlands); Crowdhelix Limited (Ireland), The Cyprus Institute (Cyprus) and associated partners Janssen Pharmaceuticals (J&J) and Una Europa (Belgium).

## 2. Introduction

This is an important moment for the research management (RM) community in Europe. The European Commission (EC) and countries across Europe want to better understand the current research management landscape to further strengthen the European Research Area (ERA).

The RM Roadmap Knowledge and Community Platform (KCP) brings research managers together to shape the future of the profession and support the strengthening of an inclusive research management community in Europe. The KCP is a place where research managers share their views and introduce issues for discussion in a solution-focused endeavour. RM Roadmap Ambassadors lead the discussions for each country or thematic group on the Knowledge and Community Platform, supported by national, regional and thematic RM networks.

Research management includes a broad range of professionals supporting researchers to achieve excellence in research. For the purpose of the RM Roadmap co-creation exercise, research managers (RMs) are to be considered as broad as possible including: research policy advisers, research managers, financial support staff, data stewards, research infrastructure operators, knowledge transfer officers, business developers, knowledge brokers, innovation managers, etc. For simplicity, we use the term research management but this endeavour covers also other terms such as research support, research management and administration, professionals at the interface of science and other terms which are used regularly in the national landscapes across Europe.

This co-creation is the biggest collaboration between RM networks ever to take place in Europe. With a focus on learning insights from RMs, the co-creation seeks to establish a robust framework that can support professional growth and collaboration across the EU and associated countries.

The Knowledge and Community Platform is an open and accessible platform, inviting people with experience in research management to exchange information about different topics of interest, and the current situation of research management on the national level, as well as on the European level. This facilitates a bottom-up approach, paving the way for the future development and professionalisation of research management in Europe.

The RM Roadmap project will use the outcomes from this co-creation exercise to make a roadmap for the future of research management in Europe and to build and exchange solid knowledge on career framework opportunities, upskilling and networking for research managers. RM Roadmap will ultimately build a value proposition for policy makers and institutional leaders who want to strengthen and modernise their research support departments.

The RM Roadmap project has identified the following five topics to be addressed from 2023 to 2025:

1. Understanding the landscape: National networks and associations
2. Who are research managers: Skills and competences
3. Training, networking and professional development opportunities
4. Career development framework
5. Value proposition




Figure 1. Co-creation sessions

The main aim of the co-creation exercise was to outline the national landscapes for research managers in the respective 40 country communities, in particular in regards to: (1) Existence (or not existence) of national RM networks, associations, laws, policies or initiatives in Europe; (2) Perceived value of national RM initiatives by RM staff; (3) Challenges encountered by RM professionals in their national frameworks.

Section 3 will provide the overview of existing associations in Europe based on the national consensus documents. We have gathered a total of 263 initiatives which comprise of existing networks and associations from 29 countries.

Section 4 includes the list of existing laws and policies regarding research management in Europe. A total of 91 national RM laws and policies from 23 countries are collected in this report.

In Section 5 we will focus on the added value of existing networks and associations to the RM community.

This will be followed by section 6, highlighting the challenges faced by research managers including recommendations on how to address these.

Section 7 will draw conclusions and explain the next steps of the co-creation session.

All consensus documents depicting the national landscape as a result of this first co-creation will be available to view at the project website.

Figure 2 includes the full list of the country communities.

Figure 3 shows the available consensus documents for the topic of «Understanding the landscape: National Networks and Associations».

*Disclaimer: This report is based on the results gathered in the 36 consensus documents generated between October-November 2023 in 36 countries in Europe and was complemented with information from RAAP Survey and the Mapping the training, mobility, networking and funding opportunities for research manager in Europe. The main objective of this report is to summarise the information gathered in the co-creation with no changes to the content of the national consensus documents.*

**Figure 2. RM Roadmap 40 country communities on the Knowledge and Community Platform**

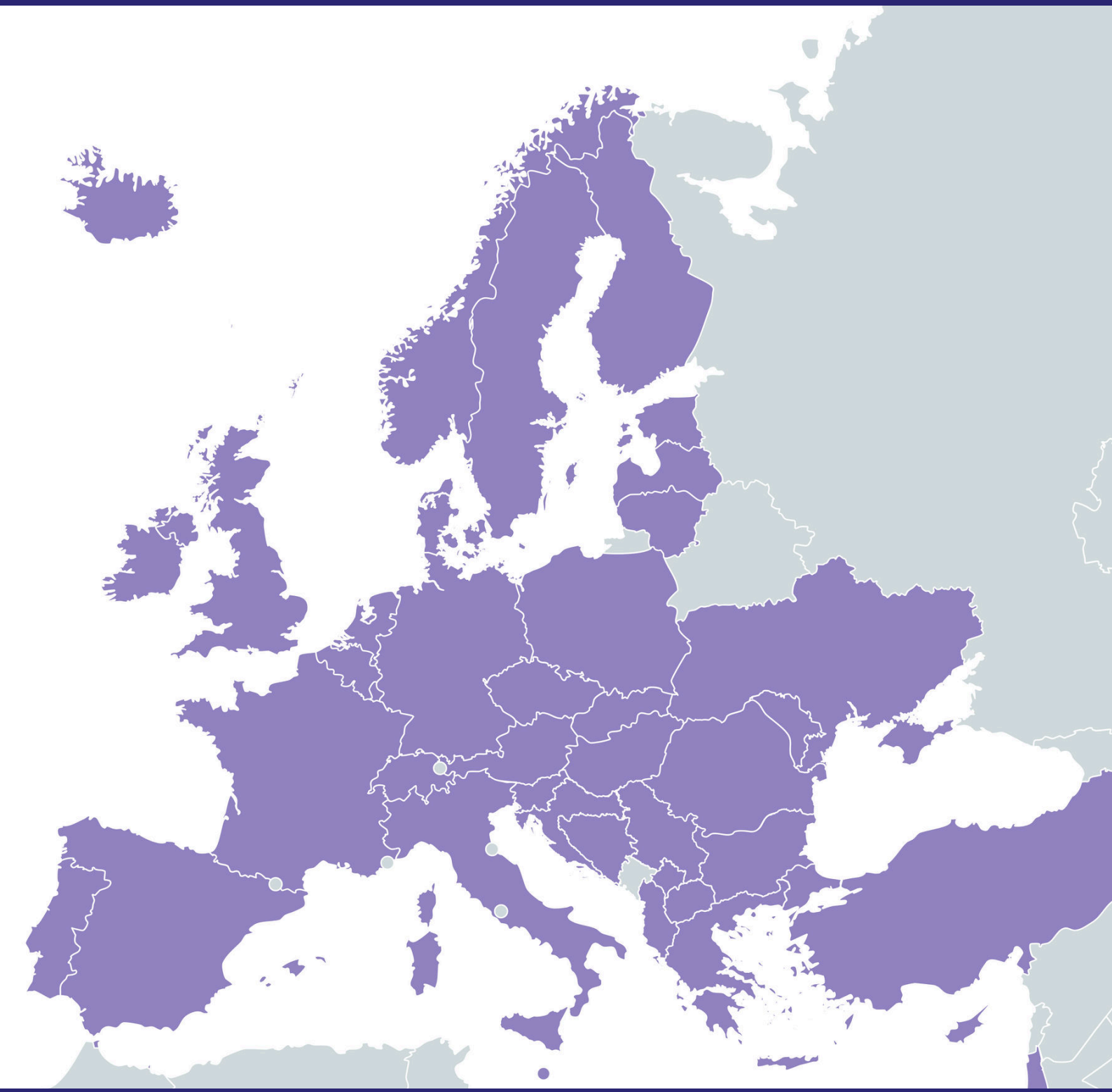
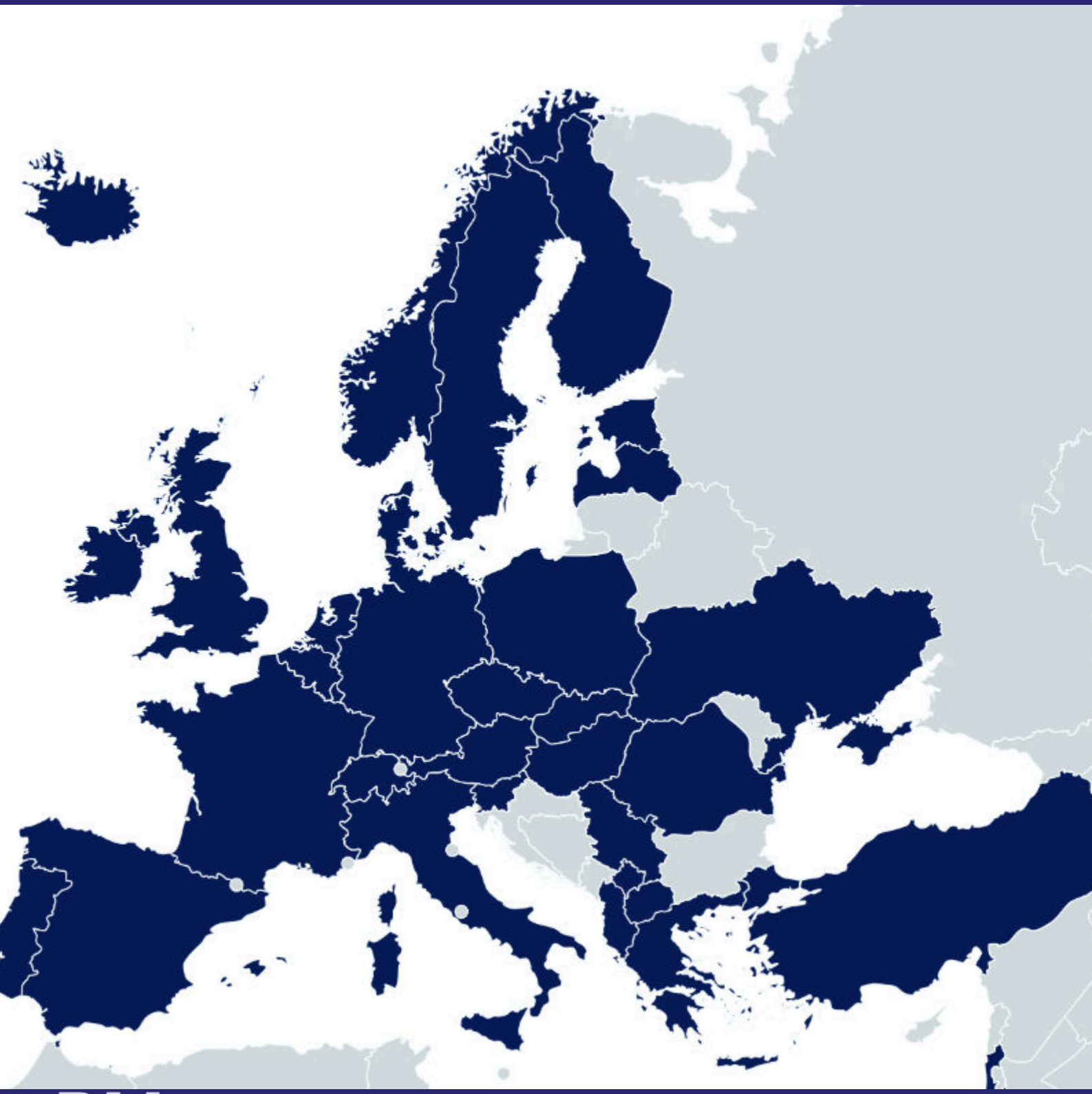


**Figure 3. Consensus documents from the 36 country communities from the first co-creation session - "Understanding the landscape: national networks and associations"**



# 3. An overview of existing national RM networks, associations and initiatives in Europe

This section outlines existing national RM networks, associations and initiatives in Europe as collected in the first RM Roadmap Co-Creation exercise.

29 countries mention the existence of national initiatives, formal or informal networks or associations. 263 initiatives are collected in this report. 7 countries stated that they are not aware of any national RM networks, associations or initiatives.

The below list covers the following countries: Albania, Austria, Belgium, Croatia, Cyprus, Czechia, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Kosovo, Latvia, Luxembourg, Malta, Netherlands, North Macedonia, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Türkiye, Ukraine, United Kingdom.

There are major differences in regard to networks in Europe, linked to organisational culture and traditions, and the landscape of research management. The networks that are listed are directly or indirectly supporting research managers. The included networks are working on a national level in addition to networks working on a European level.

The below list cannot be used for benchmarking. The information that was gathered is based on the discussions on the Knowledge and Community Platform and was collected by the RM Roadmap ambassadors of the respective country communities, leading to a difference in the level of details. Furthermore, the information has been complemented with information from the Research Administration as a Profession (RAAAP) Survey and the RM Roadmap Mapping the training, mobility, networking and funding opportunities for research managers in Europe.

Full consensus documents for each country highlighted below will be available to view on the project website.

## Albania

Albania has no formal or informal networks of research managers.

## Austria

**Austrian Universities' Research Administrators and Managers (AURAM / ARGE FoFö)**
The network has regular meetings about diverse topics all across the RM field of activities.

**lus.ac.at**

**Ausseruniversitäre Forschungsorganisationen und Services (AUFOS)**

The network organises in-person meetings twice per year to share professional experiences or interests. This involves staying in touch, sharing updates on work, and offering support and assistance when needed.

**ffg.at**

**Austrian Collective Research**

A network of private research institutes offering applied R&D for companies. Their demand oriented services are tailored to meet the needs of SMEs, in order to support their innovation efforts, to provide the necessary know-how and to strengthen their competitiveness.

**air.ac.at**

**ERA Portal Austria**

The ERA Portal Austria is a knowledge-sharing platform from the Federal Ministry of Education, Science and Research to help RMs stay informed on European Research Policy.

**era.gv.at**

### Horizon Europe Community Austria

The Horizon Europe Community Austria links Austrian researchers, research technology and innovation (RTI) organisations and non-RTI organisations, public administration, funding agencies, citizens' initiatives and users.

**horizon-europe-community.at**

## Belgium

### BE-ARMA

BE-ARMA is a Belgian initiative to support professionals active in European funded research and innovation projects. BE-ARMA supports the targeted professionals by creating a “meeting place” and a knowledge and expertise network.

**bearma.be**

### European Regions Research and Innovation Network

**errin.eu**

### NCP Flanders

NCP Flanders is a cooperation between FWO, the Research Foundation Flanders, and VLAIO, Flanders Innovation and Entrepreneurship. It offers several services aimed to inform and raise awareness, train, assist, advise and inspire.

**ncpflanders.be**

### NCP Wallonie

NCP Wallonie offers guidance and assistance for stakeholders, news and event updates, covering all domains and topics of Horizon Europe, Horizon 2020 and Digital Europe.

**ncpwallonie.be**

**Tech Transfer Offices- Flanders**

TTO Flanders is a joint initiative of the five Flemish universities: Ghent University, Hasselt University, KU Leuven, University of Antwerp and Vrije Universiteit Brussel.

**ttoflanders.be**

**Réseau Lieu**

The LiEU Network brings together the knowledge transfer offices (KTOs) of six universities of the Fédération Wallonie-Bruxelles: Liège Université, UCLouvain, Université de Mons, Université de Namur, Université Libre de Bruxelles and Université Saint-Louis Bruxelles.

**reseaulieu.be**

**VLIR (Vlaamse Interuniversitaire Raad)**

Within the VLIR, member universities compare their research and innovation policies with each other, formulate common positions and prepare advice on the policy of the Flemish and European governments.

**vlir.be**

**CRef (Conseil des rectrices et recteurs)**

CRef consists of a Board of Directors bringing together the rectors of the 5 university institutions of the FWB and a general assembly bringing together the aforementioned rectors as well as the general secretary of the F.R.S.-FNRS, and the secretary of the Council of Rectors and rectors.

**cref.be**

**Hub Brussels**

**hub.brussels**

## Bulgaria

### Bulgarian Network for Technology Transfer (BNTT)

BMTT as a component of national innovation infrastructure in accordance with the national innovation strategy will support organisations for technology transfer more effectively disseminate information on technology offers and requests, will perform the search for partners in Bulgaria and Europe for joint innovative projects, and promote cooperation and development scientific, technological and business collaborations.

**gis-tc.org/news**

### Bulgarian Research and Education Network (BREN)

**bren.bg**

## Croatia

### Agency for Mobility and EU Programmes (AMEUP)

First informal network of scientific managers established during the FP7 Programme were crucial for setting up the collaboration/informal network at a national level composed of **research managers and National contact points (NCP) at the AMEUP.**

### Informal thematic network for research mobility

This is an informal thematic network for research mobility led by Department for Horizontal Areas and Mobility of Researchers in AMEUP that supports researchers and research managers.

**University of Zagreb project support network**

This is an informal network that helps research managers with employment tenders, general project and University of Zagreb information, education and funding opportunities, specific project management and issues related to workshops, networking and general communication, etc.

**project-support@unizg.hr**

**Networks of research managers at the University of Rijeka and the University of Split**

These are informal networks that keep members regularly informed with information on EU programmes and ESI funds.

**Network of Technology Transfer (TT) managers**

This network was created as a bottom-up initiative of professionals in technology transfer, and a result of a need to share experiences and discuss issues among TT managers when trying to commercialise technologies.

**Informal thematic group led by legal and financial NCPs at the AMEUP and composed of research managers from the biggest research organisations in Croatia and representatives of the MSE**

**Project management association**

NGO association and branches of the international Project Management Institute with the membership model of involvement.

**pmicroatia.hr**

**The first national conference for research managers**

The conference was organised in June 2023 and was envisaged as a long-term platform for networking of research.

## Cyprus

**European Office of Cyprus**

**eoc.org.cy**

**The National Contact Point for research and innovation funding programmes**

**Cyprus Research and Innovation Foundation**

**research.org.cy**

**Deputy Ministry of Research, Innovation and Digital Policy**

**dmrid.gov.cy**

## Czechia

**Czech Association of Research Managers and Administrators (Czarma)**

Czarma members highlighted that the association has significantly broadened their professional networks across the whole country. The association has 13 working groups to identify a broad range of professions covered by research management.

**czarma.cz**

**Transfera.cz**

The national platform Transfera.cz protects the interests of the Czech transfer community with the aim to promote and develop activities in the field of technology and knowledge transfer.

**transfera.cz**

**Association of University Staff (APUA)**

**apua.cz**

# Denmark

**Danish Association of Research Managers and Administrators (DARMA)**

DARMA is the national research management organisation.

**darma.dk**

**EU-DK**

The Danish Education & Research Agency runs an EU network (+20 years old) focusing on the framework programmes, and a more recently created network that also covers e.g., Creative Europe, Digital Europe etc.

**eusupport.dk**

**EU-ERFA**

EU-ERFA is a group for administrative staff in the Danish public sector working with Horizon Europe.

**ufm.dk**

**Gcp-units in Denmark**

**gcp-enhed.dk**

**OPEN**

**open.rsyd.dk**

**Regional work groups**

**regioner.dk**

**National initiative on better use of health data**

**sundhedsdatastyrelsen.dk**

### Danish Research Library Association

The Danish Research Library Association is a joint organisation for research and academic libraries in Denmark and their employees.

dfdf.dk

## Estonia

- Estonia currently lacks a formal association dedicated specifically to research managers and administrators.
- Estonian Research Council (ETAg): A governmental institution overseeing research funding and policy in Estonia, maintains formal communications with research managers and administrators. Structured conferences and seminars by ETAG provide dedicated platforms for administrators to discuss policy initiatives, get to know forthcoming working programs and discuss grant management. Key participants: Administrators of research grants, project managers, government representatives.
- Estonian Universities' Research Administration offices convene annually for a conference aimed at addressing current challenges and fostering collaboration. The conference operates on a rotation basis, with each host university organizing the event in turn. Participants from respective organizations cover the costs associated with attending the conference.
- Universities and Research Institutions have internal networks for research managers and administrators within their institutions. • Formal channels primarily involve administrators of research grants, project managers, and government bodies overseeing research initiatives.

Informal:

- Informal connections are fostered through intra-institutional online forums, targeted social media groups, and specialized events tailored to the needs of research support officers.
- The network remains ad-hoc and adaptive, ensuring the specific needs of administrators are met for efficient and impactful project management. • Continuous efforts are underway to address challenges and implement valuable suggestions tailored to the administrative aspects of research.
- Emphasis on targeted training programs for project managers and research support officers.
- Proposals for specialized training workshops for project managers and research support officers.
- Calls for the development of user-friendly grant management tools. Calls for improved systems for tracking project progress and resource allocation.

**Estonian Universities' Research Administration offices convention**

**Välisteaduskoostöö**

social media group managed by the Estonian Research Council's External Science Cooperation (ERC) Department. The group focuses on such questions as: What is the future of the European Research and Innovation Programme? How will the European Research Area evolve? What opportunities are there to fund your own research and development efforts? How can we work better together?

## Finland

### The Federation of Finnish Learned Societies

tsv.fi

### Finn-ARMA

The association brings together research management and administration experts from higher education institutions and research institutes in Finland. The mission of Finn-ARMA is to promote co-operation and the professional development of its members.

wiki.eduuni.fi

### FinEd-The Finnish Multidisciplinary Doctoral Training Network on Educational Sciences

fined.fi

## France

The Agency for the Pooling of Universities and Higher Education or Research Institutions and Support for Higher Education or Research (AMUE).

amue.fr

### European projects jobs blog

This blog is intended to disseminate links to job offers in the field of European projects.

projetseuropeens.com

**Informal network of alumni of the Master in European Studies**

**Association of Innovation Consulting**

**asso-conseils-innovation.org**

**Association Européenne des Conseils en Innovation**

The European Association of Innovation Consultants (EAIC) gathers active innovation consultants in the field of European research and innovation projects.

**eaic.eu**

**Informal « Association Rouages » of University Cergy-Pontoise**

The Association Rouages is made up of students from the Master European Project Manager.

**Europe Correspondents" of "France Universités"**

France Universités brings together the executive directors of universities and higher education and research establishments in order to bring the voice and values of universities into the public debate.

**franceuniversites.fr**

**Network C.U.R.I.E**

The C.U.R.I.E. Network unites 210 valorisation professionals from public research institutions, universities, hospitals, engineer schools and valorisation subsidiaries to bridge research and private sectors.

**curie.asso.fr**

**Club « Europe, Innovation and Competitiveness » of the ANRT (National Association for Research and Technology)**

This club brings together stakeholders involved in European research policy and aims to enhance their performance within the European research programme.

**anrt.asso.fr**

**Club Europe of Cap Digital**

Cap Digital focuses on digital content and services, bringing together companies, research labs, universities, and other stakeholders to foster collaboration and innovation in the digital sector.

**capdigital.com**

**Réseau Noé Bretagne**

The Noé network brings together around thirty Breton structures operating in the field of research and innovation.

**bdi.fr/fr/noe-bretagne**

**Réseau SATT**

**satt.fr**

**Research Network on Innovation (RNI)**

**rri.univ-littoral.fr**

**Informal regional network of European Units (Auvergne-Rhône-Alpes)**

Meeting 1 to 2 times a year to discuss issues encountered when submitting proposals and during project management, and to exchange best practices.

**Association Française pour l'Information Scientifique (AFIS)**

**afis.org**

**French NCP Research Infrastructures**

ncp.frs-fnrs.be

**CAP Recherche**

CAP Recherche is the network of professionals bringing together individuals responsible for supporting scientists in the submission and administrative, financial, and legal implementation of their research projects with national or regional public funding organisations.

cap-recherche.fr

**R3Sup**

The R3Sup network brings together research managers from higher education and research institutions for the purpose of exchanging knowledge and professional development.

helloasso.com/associations/r3sup

**National Committee for Research Coordination (CNCR)**

The CNCR plays a central role in supporting hospital research, addressing its challenges and organisational aspects.

cncr.fr

**Network RICH**

The association RICH aims to promote and support health research and innovation. It serves as a network for exchange and collaboration among healthcare research and innovation professionals working within hospital centres.

reseau-rich.fr

**Club Europe of the Scientific and Technical Network of the Ministry of Ecological Transition and Territorial Cohesion**

The ministry oversees organisations, public institutions, or state technical services engaged in research or scientific and technical expertise.

**ecologie.gouv.fr**

**French NCP Research Infrastructures**

**ncp.frs-fnrs.be**

**The French Association of Science Journalists**

**ajspi.com**

**France Universités**

**franceuniversites.fr**

## Germany

**Science Management Network**

**netzwerk-wissenschaftsmanagement.de**

**FORTRAMA e.V**

FORTRAMA is a network for research and transfer management focusing on the professionalisation and the awareness of professions. Furthermore, the network wants to connect people, offer training, and provide a platform to exchange knowledge.

**BAK- National Working Group (Bundesarbeitskreis) of EU Funding Advisors at German Universities and Colleges**

**uni-giessen.de**

**Bavarian network of EU research managers**

**Bavarian network of EU research managers at UAS**
**BAK Working Goup Legal Experts**

**uni-giessen.de/bak/recht**

**BAK Working Group Project Management**

**unigiessen.de/bak/Management**

**Working Group (Landesarbeitskreis) of EU Funding Advisors at universities and colleges in the state of Baden-Wuerttemberg**

**uniulm.de**

**Group of EU funding advisors from the German states of Baden-Wuerttemberg and Bavaria, and German speaking Switzerland**

**League of European Research Universities (LERU) European Research Project Managers Policy Group (LERU-ERPM)**

**leru.org**

**KOWI - European Liaison Office of the German research organisations**

KoWI is a hub on all aspects of European research funding. The network has close connections with EU institutions and supports stakeholders in the German science community applying for EU funding.

**kowi.de**

**Alumni network of the MBA Higher Education and Research Management (University for Applied Sciences Osnabrück)**

**Wissenschaftsmanagement online**

Wissenschaftsmanagement online is an online platform for research managers to connect, and exchange knowledge.

**wissenschaftsmanagement-online.de**

**Award- Einstein Foundation Berlin**

The Einstein Foundation Berlin is a foundation that defines its goal as promoting science and research of top international caliber in Berlin.

**TBH- Transferstellen aller Bayrischen Hochschulen**

TBH is functioning as a point of transfer of 12 bavarian universities and 19 bavarian universities for applied science.

**tbh.bayern**

**UniWind**

**uniwind.org**

**Wissenschaftsmanagement München (WiMaMuc)**

WIMaMuc is a network of research managers from scientific facilities in Munich.

**wimamuc.de**

**EU Research Support Lower Saxony (EU-ReasoN)**

EU-ReasoN is a network aiming at acquiring and using European funding for research in Lower Saxony. The network also provides advice on all EU research related issues.

**eu-reason.de**

**German Federation of Industrial Research Associations (AIF)**

The AIF is a national organisation promoting applied research and development benefiting Germany's small and medium-sized businesses.

**aif.de**

**TFhnet**

Fhnet is a network of universities of applied sciences. The goal is to increase the visibility of universities of applied sciences across Europe and to raise more funding for research.

**eu-strategie-fh.net/de**

**TransferAllianz**

**transferallianz.de**

**VDI – The Association of German Engineers**

**vdi.de**

## Greece

**The Enterprise Europe Network Hellas (EEN HELLAS)**

EEN HELLAS consists of 16 industry associations, research and technological institutes, chambers of commerce and industry, and renowned actors in the field of innovation and small and medium-sized enterprises.

**een.gr**

**EUROPE DIRECT in Greece**

Europe Direct is an information provider on questions related to the EU. The goal is to inform citizens on EU policies. Furthermore, Europe Direct organises seminars, lectures, information gatherings, and events on issues related to EU policies.

**greece.representation.ec.europa.eu**

**The Technology Transfer Offices Networks including gnΩsi, ScienceAgora, Spira, Archimedes**

gnΩsi is the largest network of technology transfer offices in Greece. The aim is the exploitation of knowledge produced by 11 leading universities and research institutions.

**gnosi.tech**

**TScienceAgora** is a cooperation network for enhancing the technology transfer of the largest research and academic bodies in Athens.

**scienceagora.eu**

**Spira** is the Technology Transfer Office of the Centre of Research and Technology Hellas leading a technology transfer network of three universities and a research centre.

**spira.certh.gr**

**Archimedes** is a centre for innovation and entrepreneurship and aims to connect the research community with industry.

**archimedes.uoa.gr**

**The National Contact Point (NCPs) networks**

The network of NCPs is the main structure to provide guidance, practical information and assistance related to participation in Horizon Europe.

**Praxi Network**

PRAXI Network is the leading technology transfer and innovation support organisation in Greece, bringing together 30 years of unique know-how in assisting small and medium-sized enterprises (SMEs) and research organisations throughout the country.

**praxinetwork.gr**

## Hungary

**Hungarian Research Management Community, including its Steering Group, organised by the National Research, Development and Innovation Office**

**International Liaison Officers' Network, organised by the Hungarian Research Network International Department**

**University Technology Transfer Forum, organised by Semmelweis University**

**semmelweis.hu**

**Territorial Innovation Platforms, coordinated by the National Research, Development and Innovation Office, organised and operated on a local level by recognised Hungarian universities**

**nkfih.gov.hu/for-the-applicants/territorial-innovation-platforms**

## Iceland

### ICEARMA

ICEARMA is the Icelandic Association of Research Managers and Administrators.

**icearma.is**

### SMES

SMES is an internal institutional group for research support for external funding at the University of Iceland.

### Technology Transfer Office Iceland (TTO Iceland)

**ttoiceland.is**

## Ireland

### All-Island Research Excellence Network (AIREN)

AIREN is a network of 3 universities to connect research managers and administrators across Ireland.

**airen-network.ie**

### The Library Association of Ireland (LAI)

The LAI is the professional association for librarians in Ireland representing librarians in all sectors.

**libraryassociation.ie**

**International Federation of Library Associations & Institutions (IFLA)**

The aim of the IFLA is to inspire, engage, enable and connect the global library field.

**ifla.org**

**European Association of Institutions of Higher Education (EURASHE)**

The goal of EURASHE is to promote the interests of professional higher education (PHE) at national and European level, cooperate internationally on the development of PHE, and to promote internationalisation within its member institutions.

**eurashe.eu**

**Consortium on National and University Libraries (CONUL)**

**conul.ie**

**Ligue des Bibliothèques Européennes de Recherche – Association of European Research Libraries (LIBER)**

**libereurope.eu**

**Knowledge Transfer Ireland (KTI)**

KTI is aims to support businesses and the research base to maximise innovation. KTI has a Research Directory of Ireland providing details on state funded research organisations.

**Irish Knowledge Transfer Association (IKTA)**

**knowledgetransferireland.com**

**Trinity's Research Development Office (pre-award)**

Trinity's Research Development Office provides information on research funding opportunities, funder announcements and upcoming events.

**Irish research managers** have participated in co-founding and leading several new EARMA thematic groups (Impact, Post-Award Project Management and the European Universities Initiative) and many are and have been active in leadership positions within EARMA.

**The Irish Universities Association (IUA)** has research officer sub-groups for Horizon Europe and the main Irish funders: Health Research Board (HRB), Irish Research Council (IRC) and Science Foundation Ireland (SFI).

**iua.ie**

**The Technological Higher Education Association (THEA) has a Research Officers working group**

**thea.ie**

**A standing meeting of research managers from Science Foundation Ireland Centres (multi-institution)** is organised periodically to pool knowledge and resources on operational issues. These centres often have small teams of operations staff who work across most RM roles and have a specific remit to collaborate with industry.

**Enterprise Ireland,** who coordinates Ireland's National Contact Points (NCPs) and National Delegates for Horizon Europe, organise periodic National Support Network (NSN) meetings where research funding staff from HEIs can meet each other and NCPs. Ireland's NCPs are part of the Europe-wide NCP networks. Enterprise Ireland is also a member of the Enterprise Europe Network for SMEs. Enterprise Ireland's IDIRUS platform is a knowledge bank and forum primarily for preaward RMs and NCPs.

**enterprise-ireland.com**

CPs or national funders facilitate several informal networks, including:

**MSCA-COFUND managers group – facilitated by the NCP but run by members**

**Health Research Board (HRB) Cancer Trials Groups Project Managers**

**Health Research Board (HRB) Programme Managers**

**SFI Programme Managers**

## Israel - None supplied

## Italy

**Italian Research Manager Network: the first Italian network specifically dedicated to RMs**

**italianresearchmanagers.eu**

**Italian RMs involved in European Alliances (e.g. UNIMI is member of the 4EU+ Alliance)**

**Research managers in charge of the National Recovery and Resilience Plan project management (mandatory to recruit one project manager per each project);**

Regional: 1) RM network of Trentino-South Tyrol “exchange experience” based on a mailing list; 2) Ricerca

**Pisana**

Pisana is an informal group from Scuola Normale Superiore, Scuola Sant’Anna and Università di Pisa. It shares ideas, discusses common issues, organises training sessions for researchers and administrative staff.

Research Data Managers: **ongoing attempt to start an Open Science competence centre** and an Italian network of data stewards connected with the EOSC platform. Both initiatives are coordinated by ICDI in collaboration with the Skills4EOSC European research project.

**skills4eosc.eu**

**Netval (Italian Network for Research Valorisation)**

It is open to academic and non-academic organisations as well. Focuses on TT and provides support mainly through the organisation of networking events, webinars and training.

**netval.it**

**PNC Life Science TTO Network**

A network funded by the Ministry of Health through funds complementary to the Recovery and Resilience Plan fund.

**JoTTO:** the Joint Technology Transfer Office of School IMT Advanced Studies Lucca, Scuola Normale Superiore, Scuola Superiore Sant'Anna, School for Advanced Studies IUSS Pavia, School for Advanced Studies SISSA and Gran Sasso Science Institute. It provides a common service of exploitation of research through training activities and consultancy.

**NICo – Italian Network Core Facilities**

**corefacilitiesital.wixsite.com**

**Apenet (Italian Network of Universities and Research Centres for Public Engagement)**

**apenetwork.it**

**APRE (Italian Agency for the Promotion of European Research)**

APRE is the National Contact Point for Horizon Europe. It supports and promotes Italian participation in the European Union research and innovation (R&I) programmes by providing information, education and assistance services. APRE also provides a tailored support and consultancy service (pre-award phase, award phase and post award phase).

**apre.it**

**CRUI (Conference of Italian Universities' Rectors):**

**crui.it**

**Comitato promotore per l'istituzione del ruolo dei Tecnologi nelle università italiane**

Technologists are recruited on projects as project managers in academic institutions; they usually have both scientific as well as research management competences.

**IGIURI** (more on institutional level)

GIURI is an informal group of Italian research and innovation EU liaison offices in Brussels.

**Promis**

**promisalute.it**

**Codau** (Conference of Italian Universities' General Directors) Research Groups

Codau organises networking events and training, coordinates thematic working groups to share documents and information on research management and valorisation

**codau.it**

**TOUR4EU:** Association promoting Tuscany research within the EU. Provides support by lobbying with EU institutions, organising webinars, info days, trainings and networking events.

**EELISA innoCORE (European University EELISA - European Engineering Learning Innovation and Science Alliance)**

It delves into the institutional transformation initiated by the alliance, by focusing on its R&I. It works on codefining a common open science strategy and a gender equality plan and analysing barriers hampering cooperation. It pays special attention to the role of RMs fostering networking and sharing of experiences within the alliance.

**AIB (Associazione italiana biblioteche): Italian library associations**

**aib.it**

**SWIM - Science Writers in Italy association**

SWIM promotes cooperation and debate within the professional community and with the scientific community and supports multidisciplinary research on science and science writing. It is composed mostly of science reporters, editors, popularisers, but is open to all involved in the communication of science.

**sciencewriters.it**

**Formicablu**

Formicablu is a team of experts in science communication.

**formicablu.it**

**Italian Research Staff Association**

The Italian Research Staff Association (ItalianRSA) represents salaried research staff in Italy, including researchers within universities, research centres and associations, and individual researchers who lack representation through an RSA, and to advocate for their common interests at a national and international level in particular towards the goal of sustainable research careers.

**italianrsa.org**

**SIMA (Società Italiana di Management)**

The association aims to operate on different levels: in the academic field, to make the discipline grow, represent it and protect it in its institutional environment of reference; in the economic and social field, to promote the advancement and transfer of entrepreneurial and managerial culture.

**societaitalianamanagement.it**

**National Agency for the Evaluation of the University and Research System (ANVUR)**

The Agency for the Evaluation of the University and Research System (ANVUR) supervises the national public system for the evaluation of the quality of universities and research institutions. It takes care of the external evaluation of the quality of the activities of the universities and research institutions receiving public funding and directs the activities of the evaluation units.

**anvur.it**

**ASSOEURO**

The Italian Association of Europlanners - ASSOEURO is the first Italian association for the professional protection of Europlanners and registered in the list kept by the Ministry of Economic Development pursuant to law 4/2013. The association's primary objective is the protection and enhancement of the profession of Europlanner and correct information in the sector.

**assoeuro.it**

## Kosovo - None supplied

## Latvia - None supplied

## Luxembourg

**KTLux community**

The KTLux community, a group of individuals, active in knowledge transfer activities, working in multiple institutions across the country (most research centres in Luxembourg are present); KTLux is an informal network that meet regularly (3-4 times a year) to i) exchange on best practices through peer-learning and ii) enable fruitful exchanges with all stakeholders: researchers, funders, policy makers, etc.

**University of Luxembourg**

**FNR and Luxinnovation**

Based on the strength of the first Joint Call HealthTech, the Ministry of the Economy, the FNR and Luxinnovation join again forces to further build the collaboration culture between companies, research and healthcare organisations to match HealthTech products or services at prototype stage with research and healthcare expertise to co-develop and validate these solutions at a clinical level for the benefit of patients and deliver leading innovation.

## Malta - None supplied

## Netherlands

**ARMA-NL**

ARMA-NL aims to enhance excellent research and innovation in the Netherlands by supporting research managers (RMs) in their profession, specifically and in a broad sense.

**armanl.eu**

**Learning Communities**

**armanl.eu/events**

**NL/EU RM Roadmap Working Group**

**armanl.eu/standingcommittees**

**Universities of the Netherlands**

In Universities of The Netherlands (UNL), Dutch universities work together towards a strong university sector.

**NFU (Netherlands Federation of University medical centres)**

The NFU supports the university medical centres in their common tasks, and promotes the interests of the university medical centres towards governments and network partners.

**nfu.nl**

**Netherlands Federation of University Medical Centres Working Group of Liaison Officers (NFU-LO)**

**nfu.nl/en/themes/research-and-innovation/europe**

**NL-LO** Health Netherlands Working Group of Liaison Officers (of the (Technical) Universities and University Medical Centres)

**JOAZ** (includes a KTO Chapter) Juridisch Overleg Academische Ziekenhuizen; i.e. legal discussion group academic hospitals (literally translated), academic hospitals being an old term for university medical centres, KTO Chapter stand for knowledge transfer offices.

Platforms Science Policy Advisors; Recognition and Rewards, Clinical Studies and Biobanks, Platform Graduate Schools, Libraries, HR.

**KTO Director Forum (with UNL and UAS) )**

Knowledge Transfer Office Directors Forum of NFU (Netherlands Federation of University medical Centres), UNL (Universities of The Netherlands) and UAS (Universities of Applied Sciences). The NFU binds and supports the university medical centres in the Netherlands (UMCs) in their core common tasks.

**UASNL (University of Applied Sciences Netherlands)**

UASNL is a collaboration of 17 Dutch Universities of Applied Sciences (UAS), who work together to strengthen their European research profile.

**verenigingh**ogescholen.nl

**DTIS**

The Data Stewardship Interest Group meets every two months in person at the beginning of the DTL Programmers meeting.

**dtls.nl**

**LCRDM (National Coordination Point Research Data Management)**

**lcrdm.nl**

**4TU (Dutch Technical Universities Federation)**

The universities of technology, plan to educate and deliver sufficient excellent engineers and technological designers, to deliver internationally renowned and societally relevant research, and to stimulate cooperation between research institutes, industry, and public organisations.

**4tu.nl**

**The European Higher Education Society**

The European Higher Education Society, is a unique international association for higher education researchers, practitioners, students, managers and policymakers.

**The Network for Advancing and Evaluating the Societal Impact of Science (AESIS)**

AESIS is an international, open community for various types of professionals working on stimulating and demonstrating the impact of science on economy, culture and well-being.

**aesisnet.com**

## North Macedonia - None supplied

# Norway

**Horizon Europe training events**

forskningsradet.no/en/horizon-europe/ncp-national-contacts

**Horizon Europe courses Horizon Europe courses (forskningsradet.no)**

forskningsradet.no/en/horizon-europe/horizon-europe-courses

**Horizon Europe National reference groups national reference groups**

forskningsradet.no/en/horizon-europe/national-reference-groups/

**EU advisors meetings organised by the Research Council of Norway**

**University EU advisor meetings**

**EU networks funded by the Research Council of Norway**

narma.no

**Competence/knowledge brokers regional and national networks EU-nettverk i Horisont Europa**

forskningsradet.no

**Informal EU-network for Research Administrators**

**Regional EU-networks, e.g., Horisont Trøndelag**

Horisont Trøndelag is an EU network in Norway. The network is aims at increasing Norways participation in Horizon Europe.

horisonttrondelag.no

**UnILiON (Universities Informal Liaison Offices Network in Brussels)**

UniLION is representing excellent universities based in Europe and Japan and offers the possibility to exchange knowledge and network.

**unilion.eu**

**Networks within umbrella organisations, partnerships, projects, or alliances where RMs play important roles or are the primary target group. Examples include working groups in Nordic Five Tech, project teams in ENHANCE and ENHANCERIA, and task forces in CESAER.**

**nordicfivetech.org** **enhanceuniversity.eu**

**enhanceuniversity.eu/enhanceria**

**Scholars at Risk Norway Section**

Scholars at Risk arranges short-term, temporary research and teaching positions for threatened scholars. Furthermore, Scholars at Risk provides advisory, referral and career support services for scholars.

**scholarsatrisk.org**

**NORHED informal network for research managers involved in NORHED projects. NORHED II (norad.no)**

The Norwegian Programme for Capacity Development in Higher Education and Research for Development (NORHED) is a programme to increase South-North collaboration. The programme is aiming at strengthening the performance of higher education institutions in the South.

**norad.no**

**ISPIM - International Society for Professional Innovation Management**

**ispim-innovation.com**

# Poland

### KRAB - National Council of EU Research Project Coordinators

fens.org.pl/krab

### PACTT - The Polish Association of Centres for Technology Transfer

PACTT involves major universities in Poland and is responsible for protection, management and the commercialisation of intellectual property.

Pactt.pl

### IZTECH Working Group on the EU Framework Programme Horizon Europe

iztech.pl

### Horizon Europe Navigators

Horizon Europe Navigators is a network of research support offices of the institutes of the Polish Academy of Sciences coordinated by the Polish Science Contact Agency "PolSCA" of the Polish Academy of Sciences in Brussels.

polsca.pan.pl

### PSC - The Polish Association of University Knowledge Transfer Companies

The PSC is a forum for cooperation of 34 universities as part of a special purposes vehicles with the aim to commercialise scientific research results from universities and carrying out applied research delegated by enterprises.

psc.edu.pl

### SOOIPP - Polish Business and Innovation Centres Association in Poland

SOOIPP acts as a network in entrepreneurship, innovation, and regional development.

sooipp.org

**TUPMO Technical Universities' Project Management Offices Forum**

tu.kielce.pl

**Polonium Network**

The Polonium Network is a platform for researchers and innovators with an interest in research and innovation collaborations and opportunities. The Polonium Network supports researchers in building a network, exchanging information, finding job offers, identifying advisers or mentors, and everything related to their career paths.

poloniumnetwork.org

**Intellectual Property Management**

jwp-poland.com

## Portugal

**PIC - Plataforma de Interface à Ciência (informal network of science managers at national Portuguese level)**

sites.google.com/view/PIC-pt

**SciComP**

SciComPt is an association of heterogeneous, multidisciplinary science communication profiles that aims to serve the science communication community.

scicom.pt

**Scientific illustration group**

facebook.com/groups/558770177483443

**Network of Science Managers and Communicators**

facebook.com/groups/1683238242004890

**Algarve STP**

algarvestp.pt

## Romania

**Association of Research Managers and Administrators in Romania (RARMA)**

rarma.ro

**RP HEU NCP network** (33 counselors/contributors of the Ministry of Research, the Innovation and Digitalisation located in the main cities of Romania, including also a **Romanian Office for Science and Technology to the European Union** – ROSTeu, located in Brussels, and officers of the Executive Agency for Higher Education, Research, Development and Innovation Funding under the Ministry of Education)

iglortd.org/romania

**Reteaua Enterprise Europe Network (RO EEN network)**

The RO EEN network supports businesses to innovate and grow in other markets, through services provided by experts.

een.ec.europa.eu eenromania.ro

**The Romanian EURAXESS Network**

EURAXESS is a platform for researchers, entrepreneurs, universities and businesses to get in contact with each other. The platform focuses on mobility issues for researchers and entrepreneurs and connects people, projects and funding.

euraxess.ec.europa.eu euraxess.gov.ro

**Directorate for Management of Scientific Research Activity (DMACS) of the National Science and Technology Polytechnic University in Bucharest**

upb.ro

**Centre for Scientific Research Management of "Babes-Bolyai" University in Cluj-Napoca**

**cercetare.ubbcluj.ro**

**Service for Management of Scientific Research Activities (SMACS) of "Alexandru Ioan Cuza" University in Iasi**

**uaic.ro**

**Office of Research and Doctoral Programmes of the Romanian Academy from Bucharest**

**acad.ro**

**Project Management and Marketing Office of the National Institute of Research and Development on Marine Geology and Geo-ecology GeoEcoMar in Bucharest and Constanta**

**geoecomar.ro**

**Technology Transfer Centre of the National Institute of Research and Development for Biological Sciences**

**incdsb.ro**

**13 Project Support Centres,** financed by the Competitiveness Operational Programme, Axis 1 Research, technological development and innovation (RDI) in support of economic competitiveness and business development, Action 1.1.3: Creating synergies with RDI actions of the European Union's Horizon 2020 framework programme and other international RDI programmes, Project type: Support Centres.

BioNanoTech-Support, Support Centre for Horizon 2020 projects – "Petru Poni" Macromolecular Chemistry Institute in Iasi (under Romanian Academy)

**bionanotech.ro**

**Development of the Support Centre for initiating and implementing European and International Research and Development Projects within NIRD GeoEcoMar – CESP - National Institute of Research and Development on Marine Geology and Geo-ecology – GeoEcoMar from Bucharest and Constanta**

**cesp.ro**

**Horizon 2020 Support Centre for European Project Management and European Promotion** – PREPARE - National Institute of Research and Development for Optoelectronics from Magurele-Bucharest

**inoe.ro**

**Support Centre for European Cooperation in MIcro- and Nanotechnologies** - CESMIN - National Institute for Research and Development for Microtechnology - IMT Bucharest

**mt.ro**

**Support Centre for participation in international projects** – SupportTM – West University in Timisoara

**supporttm.projects.uvt.ro**

**Support centre for preparing proposals of research and innovation projects - Institute for World Economy in Bucharest (under Romanian Academy)**

**projectscenter.iem.ro**

**Horizon Support Centre 2020-UBB (CeSo2020-UBB) – "Babes-Bolyai" University in Cluj-Napoca**

**ceso2020.granturi.ubbcluj.ro**

**Support Centre for the development and implementation of research and development projects with international funding in the field of new and emerging technologies** – Access 2020 – "Gh. Asachi" Technical University in Iasi

**suport-proiecte.tuiasi.ro**

**HUB-UCv - International CD Project Support Centre for Oltenia region – University inCraiova**

cdioltenia.incesa.r

**Support Centre POLITEHNICA Orizont activities and expenses Export XLSX Component 12020 –UPB4H – National Science and Technology Polytechnic University in Bucharest**

upb.ro

**CeS-UTCN** – Scientific Excellence and Smart Specialisation by creating a Support Centre dedicated to facilitating the access of public and private entities to RDI projects/competitions Technical University of Cluj – Napoca

research.utcluj.ro

**Support Centre for international RDI projects in the field of Mechatronics and Cyber MixMechatronics - National Institute of Research and Development in Mechatronics and Measurement Technique in Bucharest (INCDMTM)**

incdmtm.ro/CMSCyM/dc.htm

**Creation of the Management Centre "IBA SUPORT" - National Institute for Research and Development for Bioresources in Bucharest**

bioresurse.ro

## Serbia

**Serbian Association of Research Managers and Administrators (SARMA)**

sarma.org.rs

## Slovakia - None supplied

## Slovenia

**Koordinacija samostojnih raziskovalnih inštitutov (KOSRIS II network )**

The network was established on the basis of informal cooperation between research institutions and hosts regular meetings for research managers.

**University of Ljubljana - research manager network**

**Consortium of technology transfer offices**

## Spain

**RedOE, network for the European Project Offices for the Spanish Universities**

**crue.org**

**RedOTRI, national network for Universities Research Results Transfer Offices**

**edotriuniversidades.net**

**SOMMa WG, the 'Severo Ochoa' Centres and 'María de Maeztu' Units of Excellence**

**somma.es**

**Research projects' Network in CSIC, Consejo Superior de Investigaciones Científicas, State Research Performing Organisations**

**csic.es**

**MSCA COFUND Grants WG, National working group run by NCPs**

**beneficiarios-cofund@googlegroups.com**

**MCAA RM group Marie Curie Alumni Association Research Management Working Group founded by a Spanish research institute**

**medium.com**

**Alumni networks from RM trainings, per example CDTI-SOST (The Spanish Office for Science and Technology**

**sost.es**

**Linkedin groups, with around 500 alumni from a postgraduate course on European Research Management**

**blogs.upm.es/researchmanager**

**RedOTRI Andalucía (ROA)** regional network of Public Universities in Andalucia, integrated by the Research Results Transfer Offices of Andalusian Public Universities.

**redotriandalucia.es**

**Catalan Research Managers network** (CARMA), regional network in Catalonia, which supports 2 working groups for the professionalisation of research managers in Catalonia and a Working Group for Research Project Management.

**agaur.gencat.cat**

**CERCA WGs, Centres de Recerca de Catalunya, Working Groups**

**cerca.cat**

**Redtransfer, association on knowledge transfer and innovation management professionals**

**redtransfer.org**

**La Asociación Catalana de Comunicación Científica (ACCC)**

The Associació Catalana de Comunicació Científica (ACCC) was established in 1990 as a professional organisation that brings together scientific communicators, specialised journalists, scientists, disseminators and editors from the Catalan field with an interest in communicating scientific information in written and audiovisual media.

**accc.cat**

**Asociación Galega de Comunicación de Cultura Científica e Tecnolóxica**

**divulgaccion.org**

**Fundación Andalusa para la Divulgación de la Innovación y el Conocimiento – DESCUBRE**

The Discover Foundation is a private non-profit institution promoted by the Ministry of University, Research and Innovation of the Junta de Andalucía.

**fundaciondescubre.es**

**CRUE: Conferencia de Rectores de las Universidades Españolas**

Crue Universidades Españolas, established in 1994, is a non-profit association made up of a total of 77 Spanish universities: 50 public and 27 private.

**crue.org**

## Sweden

**Swedish Association of Research Managers and Administrators (SWARMA)**

**swarma.se**

**Swedish Network for Innovation and Technology Transfer Support (SNITTS)**

**snitts.se**

**The Swedish National Data Service (SND Network)**

**snd.gu.se**

**Unilink**

Unlink is a non-profit, independent association with Swedish universities and colleges as members. Unilink is a member-driven organisation that supports higher education institutions as well as the individuals at higher education institutions to develop cooperation with the rest of society.

**unilink.se/om-oss/organisation**

## Switzerland

**Euresearch, a national association to inform and advice on Horizon Europe and other EU initiatives**

**euresearch.ch**

**Swisscore, the liaison office in Brussels for education, research and innovation, linking together various European and Swiss players**

**swisscore.org**

**Grants office meetings organised by the Swiss National Science Foundation (SNSF)**

**snf.ch**

**SNSF mailing list among RM dealing with SNSF funding**

**BiblioSuisse for Libraries (place for Research Data Management)**

**bibliosuisse.ch**

**National working groups surrounding Open Science, such as the Delegation Open Science (swissuniversities) or the SteerCo + CoG of the ORD branch**

**swissuniversities.ch**

**AKOA (National Open Access expert group - mandated by SLiNER)**

**swissuniversities.ch**

**Swiss chapter of CoARA (very recently launched)** concerning research evaluation reform and facilitated by the SNSF.

**coara.eu**

**SWiTT, Swiss Technology Transfer Association**

**switt.ch**

**Switzerland Global Enterprise offers also networking opportunities and services**

The global network of the Swissnex link the research and innovation communities in Switzerland and their respective countries.

**s-ge.com**

**The four Swiss Academies provide specific networks for RMs e.g. The Swiss Academy of Engineering Sciences (SATW) launched a network for Artificial Intelligence groups.**

**akademien-schweiz.ch**

**satw.ch**

## Türkiye

**TUBITAK: The Scientific and Technological Research Council of Türkiye**

**YOK: Council of Higher Education**

**Ministries: Ministry of Industry and Technology, Ministry of National Education, Ministry of Agriculture and Forestry, Under secretariat for Defence Industries, Ministry of Foreign Affairs**

**Directorate for EU Affairs**

**KOSGEB: Small and Medium Enterprises Development Organisation**

**Turkish National Agency (administering EU Structural Funds)**

**State-Funded Research Institutes**

**TPE: Turkish Patent Institute**

**Governorships**

**Technology Transfer Offices**

**University research management units**
**University research and application cente,**

**Research Infrastructures**

**Technoparks, Technology Development Zones**

**Incubation Centres**

**Chambers of Commerce and Industry**
**Organised Industrial Zones**

**Industrial R&D Centres**

**Regional Technology Centres (TEKMER)**

**USIMP - University-Industry Cooperation Centres Platform of Turkey**

**ARGEMİP – Association of Industrial R&D Centres**

## Ukraine

**The Professional Network of Research and HE Managers**

The network is emerged as a result of the DAAD-funded projects “Management of Internationalisation and German-Ukrainian Cooperation” (led by the Leibniz Universität Hannover, Germany) and THEA Ukraine and THEA – Ukraine X (led by the FH Münster, Germany). The PNRM aims at creating a network of professional managers of education and science of Ukraine, training professional managers and teams for transformation and integration into European and global research areas, as well as forming a new mobile elite as a foundation for rebuilding Ukraine in the postwar period.

**Section of University Libraries at Ukrainian Librarian Association**

ula.org.ua

**The association of technical universities rectors**

ar-tech-uni.org.ua

**The union of rectors of Ukraine**

Their objectives among others are international cooperation in higher education and science, participation in public-state partnership in the field of education, science and international activities etc.

vo.knu.ua

## United Kingdom

**The Association of Research Managers and Administrators (ARMA)**

arma.ac.uk

**Advance Higher Education**

advance-he.ac.uk

**PraxisAuril: relevant to knowledge exchange**

praxisauril.org.uk

**Vitae: focus on researcher development and support**

vitae.ac.uk

**UKCGE (UK Council for Graduate Education): related to graduate education**

ukcge.ac.uk

**BUFDG ((British Universities Finance Directors Group)**

bufdg.ac.uk

**UPEN (University Professional and Enabling Network)**

**upen.ac.uk**

**UKRI**

Based in Brussels, the UKRI team supporting the UK's involvement in the EU's key research and innovation programme – Horizon Europe

**PRISM (The UK's network for professional research investment and strategy managers)**

**pris-managers.ac.uk**

**National Centre for Research Culture (NCRC)**

NCRC is coordinating a network to empower research enablers with a focus on culture change in recognition of the roles played by research management colleagues. The National Centre also organises the International Research Culture Conference (IRCC). The IRCC had a session on 'inclusive recognition' and discussed taxonomy and the roles of professional services colleagues in changing research culture.

**warwick.ac.uk/research/ncrc/**

**N8 International Research Managers Network**

**n8research.org.uk**

**North East Universities Research Management Network**

**North East Global Challenges Network Research Managers Network for LMIC Partnerships**

**Midlands RMs**

**UK Evaluation Society**

**evaluation.org.uk**

**British Universities Finance Directors Group**

**bufdg.ac.uk**

**Museums Association**

museumsassociation.org

**BUFDG (British Universities Finance Directors Group)**

bufdg.ac.uk

**RM Roadmap consortium group photo in Belgrade, Serbia, September 2022**



# Additional European networks

### European Association of Research Managers and Administrators

earma.org

### The Guild of European Research- Intensive Universities

Founded in 2016, The Guild comprises of twenty-two of Europe's most distinguished research-intensive universities in sixteen countries, and is dedicated to enhancing the voice of academic institutions, their researchers and their students.

the-guild.eu

### Core Technologies for Life Sciences

Core Technologies for Life Sciences is a networking non-profit association that brings together scientists, technical and administrative staff working across the world in core facilities, research infrastructures and other shared resource laboratories.

ctls-org.eu

### European Association of Research and Technology Organisations

EARTO promotes Research and Technology Organisations (RTOs) and represents their interest in Europe. RTOs are non-profit organisations whose core mission is to produce, combine and bridge various types of knowledge, skills and infrastructures to deliver a range of research and development activities in collaboration with public and industrial partners of all sizes.

earto.eu

**Open Access Research Infrastructure in the Western Balkans Support Programme**

The Regional Cooperation Council Secretariat has launched Open Access Research Infrastructure in the Western Balkans Support Programme to assist development of research infrastructures in the region within the Multi-annual Action Plan for a Regional Economic Area (MAP REA) endorsed at the WB Leader's Summit in July 2017 in Trieste.

**rcc.int**

**European Industrial Research Management Association (EIRMA)**

**eirma.org**

**European Strategy Forum on Research Infrastructures (ESFRI)**

The European Strategy Forum on Research Infrastructures (ESFRI) plays a key role in policy-making on Research Infrastructures in Europe. It is composed of national delegates nominated by research ministers of EU countries and countries associated with Horizon 2020. It also includes a Commission representative.

**research-and-innovation.ec**

**European Citizen Science Association**

**ecsa.ngo**

**European University Association**

**eua.eu**

**Europa Media**

Europa Media Trainings is the training division of Geonardo and Europa Media Non-profit. It provides practical training courses for the European science and technology community. Their courses impart hands-on experience in developing and managing EU research and innovation projects, equipping individuals and organisations with the necessary knowledge and skills to successfully participate in EU-funded projects.

**europamediatrainings.com**

**European Association for International Education**

The EAIE is the European centre for expertise, networking and resources in the internationalisation of higher education. We are a non-profit, member-led organisation serving individuals actively involved in the internationalisation of their institutions.

**eaie.org**

**PM2 Alliance**

The PM² Alliance is an international, not-for-profit organisation. Founded by PM² practitioners, the alliance brings together individuals from institutions, companies and the academia to inspire dialogue, share resources, and address the field's challenges while promoting the wider adoption of the PM² Methodology.

**pm2alliance.eu**

**Nordic Association of University Administrators**

**nuas.org**

# 4. National RM laws and policies in Europe

This section outlines existing national RM laws and policies in Europe as collected in the first RM Roadmap Co-Creation exercise.

23 countries indicate the existence or relevance of national laws and policies. A total of 91 different laws or policies have been collected in this report. Thirteen countries have mentioned that they are not aware of any national laws or policies.

The below list covers the following countries: Albania, Austria, Belgium, Croatia, Cyprus, Czechia, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Kosovo, Latvia, Luxembourg, Malta, Netherlands, North Macedonia, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Türkiye, Ukraine and United Kingdom.

The below list cannot be used for benchmarking. The information that was gathered is based on the discussions on the Knowledge and Community Platform and was collected by the RM Roadmap ambassadors of the respective country communities, leading to a difference in the level of details.

Full consensus documents for each country highlighted below will be available on the project website.

## Albania

**Law on Higher Education and Scientific Research in the Institutions of Higher Education in the Republic of Albania**

**Draft National Strategy for Scientific Research, Technology and Innovation (2023-2030)**

**Research Infrastructure Roadmap for Albania by Regional Cooperation Council and Western Balkans Research and Innovation Infrastructure Roadmap**

**National Agency for Scientific Research and Innovation (NASRI)**

**RASH the Academic Network of ALBANIA is the National Research and Education Network (NREN)**

## Austria

**"Der Gesamtösterreichische Universitätsentwicklungsplan 2022 - 2027"** (which is to be considered in the creation of each university's so-called "development plan") does not directly mention RM (called "Forschungsservice"), but does speak about strengthening research profiles and output:

**Individual development plans of each university regularly mention RM**

**One of the Institute of Science and Technology's (ISTA) 'core missions' is "to implement best practices in science management"**

**Austrian Academy of Sciences (ÖAW) will develop a career model for research administration (Entwicklungsplan 2024-26)**

**The Austrian ERA-NAP 2022-25**

Chapter 3: Strengthening human resources for science and research in Austria - The initiative follows the development and implementation of measures to strengthen human resources for science and research in Austria. The focus is on attractive research careers including international and inter-sectoral mobility, the reform of the assessment system for scientists and researchers, and the further development of research management.

## Belgium

Many policy documents on research, innovation and technology emphasise the importance of research management, but 'research managers in the broad sense' are not mentioned as such. These documents rather focus on the researcher, the faculty's research policy, and the function and importance of, for example, the research council and the private and public partners.

## Croatia

Regulation on Programme Funding for Public Higher Education Institutions and Public Scientific Institutes in the Republic of Croatia

In July 2023, as a part of the reform of the higher education financing system this regulation entered into force and contributed to the recognition of RM profession on the national level. Specifically, the Agency for Mobility and EU Programmes proposed that the Regulation explicitly mentions the strengthening of the human resources of professional services (research managers) as one of the specific objectives that a public higher education institution or public research institute achieves within the agreed funding period. This suggestion was adopted by the MSE which shows a high level of understanding of the importance of strengthening the role of RMs.

A section dedicated to research managers on the Horizon Europe national portal

MSE has implemented national measures supporting (financially) participation in EU programmes for R&I, including research managers. Decision on measures supporting national participation in European Union programmes for research, innovation and space – May 2021.

## Cyprus- None supplied

## Czechia

Significant development of the RM profession was previously facilitated by **direct financial interventions using European Structural and Investment Funds (ESIF)**

**In programming period 2007-2013: Operational Programme Education for Competitiveness** (OP VK, funded by European Social Fund – ESF) involved a dedicated call for establishment of grant offices at Czech institutions. This has laid the foundations of many successful offices (while some did not achieve sustainability and recognition), showing the value of professional RM to researchers and institutional managements.

**Operational Programme Research and Development for Innovations** (OP VaVpI, funded by European Regional Development Fund –ERDF) supported establishment of many top-tech scientific facilities. Importantly, it was not only construction and procurement of equipment – the new centre had to come with significant innovations in terms of institutional management. Here, the foundations of professional management of research evaluation and research assessment in Czechia are.

Also, the new centres offered excellent opportunities for international fundraising – and built important RM competences in the area of EU R&I Framework Programmes. Also, OP VaVpI had a dedicated call for establishment of Technology Transfer Offices. Due to both OP VK and OP VaVpI, the new project landscape required significant increase of project management capabilities across the R&I sector in Czechia. Project managers and administrators became essential for research organisations to benefit from the ESIF opportunities. On the other hand, research management in Czechia became connected to project management – and exploring and recognising the more diverse facets of the profession was left for the coming periods.

**In programming period 2014-2020:** Operational Programme Research, Development, Education (OP VVV, funded jointly by ESF and ERDF), besides the obvious need for project management, involved two major calls for improvement of research environment at Czech (academic) institutions. These calls were strongly bound to Human Resources Strategy for Researchers (HRS4R) – beneficiaries had to commit to enter the process. With this, it opened a new dimension of research management for Czech institutions, and along with it, the calls for research environment also allowed activities improving research assessment, grant support, or science communication. OP VVV was also adapted to allow co-financing of Teaming projects in H2020, which was a major incentive for entering these demanding institutional upgrading initiatives.

**Period of 2021-2027:** Operational Programme Jan Amos Komenský (OP JAK, funded jointly by ESF and ERDF) also has calls on "research environment" planned – however, we are awaiting the publication and the exact targeting is currently unclear. As before, professional management and administration is eligible (and needed) in all calls. Co-financing of Teaming, which can also develop RM capacities, is continued via OP JAK also towards Horizon Europe.

Outside of ESIF, major support mechanisms that also recognise the importance of research management facilities are provided as the so-called "systemic" projects funded by Ministry of Education, Youth and Sports:

**CZERA:** Providing support for involvement in international R&I programmes, relevant to project management professional community.

The project includes three modules: (1) National Information Centre for European Research (NICER), TC Prague, (1) National Information Centre for Gender Issues in European Research, NCC Gender and Science, (3) EURAXESS CR, Centre for Joint Activities of the CAS.

CZERA replaced the previously decentralised support for RM in very particular segment of supporting involvement in international, especially EU programmes for R&I. The mechanism of establishment of support offices involved upon calls of the INTER-INFORM programme administered by Ministry of Education, Youth and Sports. The decentralised system is described in previous sections under the NINET network, as the beneficiaries of the INTER-INFORM projects were constituents of the network.

**STRATIN: strategic intelligence for policy support, relevant for professionals in research evaluation.**

**NCIP10: information sources, relevant for professional in open science.**

**National policy of research, development and innovation of the Czech Republic 2021+11** actually mentions a decrease of administrative burden as one of its targets, but does not identify how RM professional may contribute to the target.

**Transfera.cz:** Within the framework of national and subsidy policies, Transfera.cz cooperates with ministries, state administration bodies and other entities. The Ministry of Education, Youth and Sports implementation and participation in OP JAC projects. Ministry of Industry and Trade Working Group for spin-off, implementation of OP TAC projects. Technology Agency of the Czech Republic, strategy for further support of PoC and project solutions, especially GAMA/SIGMA.

**CzechInvest** cooperates in the Transfera Technology Day event and participates in technology incubation projects. Within the Ministry of Regional Development, Transfera.cz actively participates in the implementation of international cooperation projects within the Interreg project scheme - for cross-border cooperation or for the European level.

## Denmark

In Denmark, research management is normally referred to as 'forskerstøtte' (literally "researcher support"), 'forskningsstøtte' (literally "research support") or 'forskningsservice' ("research service"). This is reflected in the names of many research support offices in Denmark. A few selected examples include Copenhagen University ("Forskningsstøtte"), Aarhus University ("Forskningsstøtteenheden" – 'research support unit'), Aalborg University ("Forskningsservice"), DTU ("Forskningsservice").

Research support can therefore be regarded as the established term used in Denmark, with the variations outlined above. In official documents, research support is rarely referred to explicitly by name, but some examples include a report from Danish Regions with the title "Forskningsstøtte i sundhedsforskningen – Status og anbefalinger" ('Research support in health research – status and recommendations') from 2013 (PDF available on request), or a series of reports from the think tank DEA, for example 'international research funding' and two other related reports, which is in English and the term 'research support' is used. Research support is referred to in strategy documents, e.g. the current Region of Southern Denmark "Strategy for Health Research" (using "forskningsstøtte").

In summary, whenever research management is referred to in Denmark in any formal or semi-formal setting, the terms research support, researcher support, or research services are typically used.

Most respondents were not aware of specific policy documents or funding that mentioned research management. It was stated that: "On the institutional level, RM is seen as a part of the overall administrative set-up, and as such mentioned in internal rules, policies etc., but only as being gatekeepers, service providers and so on". One respondent mentioned that they: "feel that the work establishing the reference groups supporting the ministry explicitly recognised our role". A link to Denmarks Forskningsportal Advisory Board was provided (of which DARMA is a member).

## Estonia

**Estonian Research and Development, Innovation and Entrepreneurship Strategy 2021-2035**

One of the strategic goals outlined in the Estonian 2025 strategy is focused on Research in Estonia that shall be high-level, effective and diverse. Within this goal, there is a specific indicator - 'volume of R&D contracts' - that assumes that the benchmark will be met, among others, through an overall improvement of research management capacity. •

**Organisation of Research and Development Act outlines the management structure of research and development institutions in Estonia**. Additionally, the law delineates the categories of members within research and development institutions, encompassing research staff, technical staff, auxiliary staff, and other specified personnel involved in research and development activities.

## Finland

Policy documents and funding which mentions research management or the equivalent national name(s) for research management

Research management: tutkimushallinto

Research services: tutkimuspalvelut

Research manager: tutkimusasiamies, tutkimusasiantuntija

**The National Roadmap for Research, Development and Innovation**

**The Act on Research and Development Funding in 2024–2030**

## France

**“Universities by 2030: More freedoms, more responsibilities” by the “Cour des Comptes” ("Court of Accounts"), 2021**

**“Research management in universities” by the “Cour des Comptes” ("Court of Accounts"), 2005**

**“Evaluation report of the National Research Agency (ANR)” by the AERES (French academic research evaluation agency), 2019 Research and Innovation Programming Law (LPPR)**

**Research and Innovation Programming Law (LPPR)**

**The national action plan to improve French participation in European Research and Innovation funding mechanisms (PAPFE)**

## Germany

**In the new version of the Bavarian Higher Education Act (BayHIG) research managers are mentioned in Art. 59.** It is just stated that they exist. They are included in a very short category "everything other than research".

**The Wissenschaftsrat Paper "Recommendations on higher education governance" has a chapter dedicated to administration and science management**

## Greece

**Law 4957/2022 for the Higher Education Institutions - (most relevant articles: Article 48 - par. 9 and Articles 221, 222, 234 , 235, 244)**

**Law 4386/2016 for the Research Centres - (most relevant articles: Articles 16 and 24)**

**In Greece, the terms "principal investigator" or "research director" are mainly used as an equivalent of a research manager in regards to planning and securing funding for research projects.** All institutions have a dedicated department (Special Account for research grants or research management office) that manages the administrative part of the implementation of these projects. People that staff these departments are mainly administrative employees "administrative staff". The creation of technology transfer offices (TTOs) in every institution have been actively encouraged lately. People that staff TTOs and/or relevant research support structures fall mainly in the category "specialised scientific − technical, technical, administrative and auxiliary staff".

## Hungary - None supplied

## Iceland

**The University Cooperation Fund** established in 2023 by the Ministry of Higher Education, Science and Innovation has the aim to support strategies at university level. There are six priorities identified of which two can be linked to research management; Administration, support services and infrastructure utilisation to increase quality, efficiency and effectiveness and; internationalisation of Icelandic universities.

## Ireland

**National Strategy for Higher Education to 2030, Report of the Strategy Group, January 2011.**

**Innovation 2020, Ireland's Strategy for Research and Development, Science and Technology, Interdepartmental Committee on Science, Technology and Innovation, 2015.**

**Impact 2030: Ireland's Research and Innovation Strategy**

**Ireland's National IP Protocol 2019 and associated IP Protocol Resource Guide**

**Enterprise Ireland KT Boost Programme**

**SFI ARC Hub Programme: Accelerating Research to Commercialisation**

**SFI Research Centres Programme**

**National Smart Specialisation Strategy for Innovation 2022- 2027**

**Innovators' Initiative (2023)**

**Irish Research Council: Strategic Plan 2020- 2024***

**Shaping Our Future – SFI Strategy 2025 (SFI, 2021)***

**National Framework on the Transition to an Open Research Environment (National Open Research Forum, 2019)**

## Italy

There are recent articles mentioning RM as a role. It is much more common to find publications where roles similar to RM, are associated with those of project manager or research support.

For example, Italian national calls for empowerment and capacity building of technology transfer offices 2022. The call foresees a new professional figure, named Innovation Promoter, which will have to play a linking role between the world of academic research and the world of industry. The Innovation Promoter has to act as an enhancer of patent titles towards companies potentially interested in developing and marketing innovations.

The “development of a new generation of research managers" is stated as a priority in 2021-2027 Italian National Programme for Research (PNR). The role of high-skilled research managers is also mentioned in the National Recovery and Resilience Plan documents.

An Italian law which mentions the Italian professional figure of “Tecnologo” described as the staff whose role is to carry out professional and managerial activities to support and coordinate research, promote the technology transfer process, design and manage infrastructure, as well as protect industrial property (L. 240/2010 “Tecnologi a tempo indeterminato”, D.L. 36/2022, L. 79/2022).

**Piano Nazionale di Ripresa e Resilienza M4, C2** (National Recovery and Resilience Plan): The calls foresee the possibility to hire RMs for research projects, and the obligation to hire an infrastructures research manager in the case of calls funding research infrastructures.

**Piano Nazionale Infrastrutture di Ricerca 2021-27 (National Research Infrastructure Plan 2021-27):** Concerning the new emerging professional figure of RM, the documents reports the following statements:

"Research managers" will have to be the glue between the training systems at all levels, research, businesses and of the institutions, to promote and accompany the twin transitions, digital and green (Page 29).

The new generation of research managers will also have to accompany the transition to an open science and open innovation approach (Page 30).

Highly qualified research managers, who understand the languages of both worlds, that of science and that of business (Page 30).

The training and recruitment of new professional figures to support research, for example, staff scientists, data managers, data analysts, facility managers and knowledge exchange managers (Page 42).

**Programma Nazionale per la Ricerca 2021-27** (National Research Programme 2021-27, Italian Ministry of University and Research - MUR): the Programme shapes research policy in Italy and aims at providing a pluriannual strategic plan in line with the priorities of the European Commission and the objectives of Cohesion Policy 2021-27, UN Agenda 2030 and Next Generation EU. Within the priorities identified for our country (Investing in young people, strengthening fundamental research, encouraging interdisciplinary research, promoting higher education and research at the international level, exchanging knowledge between the research and productive system, the key role of research manager is extremely important.

**Open Science Italian National Plan:** The main objective is to lay the foundations for the full implementation of Open Science in Italy, encouraging the transition towards an open, transparent, fair, inclusive system, in which the scientific community takes over the communication of research results, with benefits for the whole society. The National Plan for Open Science is an essential element of the National Research Programme (NRP) and is a complement to the National Plan for Research Infrastructures.

The plan aims to create the conditions for the full participation of Italy within the European and international processes of Open Science. The development of university curricula and training for "data scientist", "data steward" and “tecnologi” is foreseen.

Italian Universities documents (Università di Trento, Università di Milano Statale, Università di Milano Bicocca and Università di Bologna) including policies on research data management are listed in the references.

## Kosovo

The current law on higher education does not provide provisions on research management. The process of drafting the new legislation has started.

**The National Science Programme (NSP, 2023)** which is a public discussion process does not foresee any provisions on research management.

**The University of Prishtina**, the biggest university in Kosovo, has drafted the new statute which has been sent to the Ministry of Education, Science, Technology, and Innovation of the Republic of Kosovo for assessment. In the following months, it will be voted in the parliament. The draft document foresees research management as a component of the university administration. Furthermore, a new regulation for systematisation of the administration is being developed, and it foresees the enlargement of the office (ZKPS) to include more research managers.

## Latvia

Specific policy documents or funding aimed at research management have not been identified in Latvia. Usually, the capacity building of RMs comes as a supplementary or indirect objective of other initiatives.

## Luxembourg

Research Luxembourg is a joint initiative of the main actors in Luxembourgish public research, with the support of the Ministry of Higher Education and Research: Luxembourg Institute of Health (LIH), Luxembourg Institute of Socio-Economic Research (LISER), Luxembourg Institute of Science and Technology (LIST), University of Luxembourg, Luxinnovation and Luxembourg National Research Fund (FNR). Research Luxembourg is a collaborative effort involving prominent stakeholders in the field of public research in Luxembourg, with the backing of the Ministry of Higher Education and Research. These stakeholders include the Luxembourg Institute of Health (LIH), Luxembourg Institute of Socio-Economic Research (LISER), Luxembourg Institute of Science and Technology (LIST), University of Luxembourg, Luxinnovation, and Luxembourg National Research Fund (FNR).

The Luxembourg government has identified research and innovation, along with higher education, as fundamental elements of the nation's vision for the future. Its policy in the realm of research and innovation aims to foster competitiveness and economic growth, enhance the performance of the public research sector, and bolster the country's involvement in international research initiatives and collaborations. The national research and innovation strategy can be found here. Over the years, research institutions in Luxembourg have experienced consistent increases in funding from successive governments. Starting at 24 million euro in 2000, the funding grew to 1.5 billion euro for the 2018-2021 period. Notably, Luxembourg has committed to a significant boost in research funding, with an increase of nearly 300 million euro, bringing the total to 1.7 billion euro for the 2022 – 2025 period, marking a 17.6% increase compared to previous years. This robust support has cultivated a thriving research environment in Luxembourg, earning recognition on the global stage, particularly in areas such as materials science, health, information and communication technology (ICT), and sustainability.

**The Ministry of Higher Education and Research (MESR)** is responsible for organising, coordinating and overseeing the Luxembourg higher education landscape. Within this context, the MESR acts as the supervising ministry of the University of Luxembourg and is in charge of the accreditation of the programmes leading to a higher technician certificate (brevet de technicien supérieur) as well as of foreign higher education institutions established on the territory of the Grand Duchy and of their study programmes. In addition, the MESR defines, coordinates and implements the national public research policy.

The MESR acts as the supervising ministry of:

Luxembourg Institute of Science and Technology (LIST); Luxembourg Institute of Health (LIH); Luxembourg Institute of Socio-Economic Research (LISER).

**National Research Fund (FNR):**

The Fonds National de la Recherche (FNR) in Luxembourg plays a central role in research management and funding. It is the primary funding agency for research projects and activities in the country. The FNR administers various funding programmes, research grants, and initiatives to support researchers and research institutions.

**National Research and Innovation Strategy:**

Luxembourg has a National Research and Innovation Strategy that outlines the country's vision and priorities for research and innovation. This strategy often includes elements related to research management and funding allocation.

**Luxinnovation**: Luxinnovation is a national agency responsible for innovation and research promotion. They collaborate with various stakeholders, including research institutions and businesses, to support research projects and facilitate funding opportunities.

Horizon 2020 and Horizon Europe: Luxembourg's involvement is coordinated by national research management entities (i.e., those overseen by MESR (Uni.lu, FNR, Luxinnovation, LIST, LIH, and LISER) and Luxembourg companies.

## Malta

**No policy documents and funding which mentions research management** or equivalent could be identified in Malta. Nonetheless, one must note that job titles and job descriptions in the two main research performing organisations in Malta, namely the University of Malta and MCAST, largely reflect research management roles. Job titles and job descriptions pertaining to research support services manager/Officer at the University of Malta and senior/research officers at MCAST are directly linked to research management and support activities in these main research performing entities in Malta.

## Netherlands

**House of Representatives of the Netherlands Action plan innovation on valorisation**

**Letter from Universities of the Netherlands (UNL) and the Netherlands Scientific Council (NWO) to the Ministry of Education, Culture and Science** addressing actions to be taken to adapt to or mitigate the negative consequences of the so-called 'systems pressure'.

"**Section 2c**: Strengthening the University Research Support Services: NWO and the universities jointly improve the information provision of research support offices so that institutions gain insight into the applications that have been submitted done."

**Professionalising data stewardship in the Netherlands.** Competences, training and education. Dutch roadmap towards national implementation of FAIR data stewardship.

**Recognising and rewarding professional support roles - an experiment into understanding the status quo position paper.**

**Utrecht University - From academic staff (WP) and support staff (OBP) to colleagues**

**Erkennen en waarderen in de praktijk - Utrecht University**

## North Macedonia - None supplied

## Norway

**Long-term plan for research and higher education 2023–2032**

**Strategy for Norway's participation in Horizon Europe and the European Research Area**

**Nasjonal handlingsplan for Det europeiske forskningsområdet 2022–2024**

## Poland- None supplied

## Portugal

**Portuguese law to formally establish the research career for PhD holders, transitioning from scholarships to employment contracts associated with career progression.** Although it specifically mentions RM roles (research management and science communication), it considers a possible national regulation of this specific career separately from research and development and has been mostly used by RPOs for hiring researchers. It gives a very specific emphasis on PhD hiring towards RM positions and careers with a limited view of the sector and does not take into account the knowledge, skills and experience that can still be found in many RMs that do not have a PhD diploma, therefore favouring PhDs for RM positions in detriment of other professionals with experience. While it can correctly be argued that a PhD provides experience in transversal skills relevant to RM, a professional whose career focused on RM will be always more relevant than one whose actual focus was another theme.

**Regulamento n.º 744/2020, de 4 de setembro (Gestor de Ciência e Tecnologia)**

At the University of Aveiro, RMs are recognised as having a special career, different from the other technicians/administrative staff members. Purely administrative and financial staff is not included in this career.

Ciência e Inovação em Portugal 2020-2030 - Propostas para promover a qualidade científica, emprego e carreiras para doutorados na próxima década.

**ANICT (the national researchers' association) suggests the promotion of a new career of "Técnico Superior de Ciência" (different from the generic "Técnico Superior")**, focusing on supporting PhD holders within of science communication, science management, and specialised technical support for research roles. The aim is to promote new RM style roles for PhD holders, rather than support the creation of an inclusive career.

## Romania

**Order no. 1.832/856/2011 of the Minister of Labour regarding the classification of occupations in Romania** stipulates classification codes for several occupations related to research management, such as “head of research and design, project manager, head of project/programme, scientific director of research and development, R&D department director, manager”, but does not provide a classification code explicitly for “research manager”.

**Order of the Minister of Labour, Family and Social Protection and of the President of the National Institute of Statistics no. 1.832/856/2011** regarding the classification of occupations in Romania, published in the Official Monitor nr. 561/8.08.2021.

**Law nr. 319/2003 on the status of research and development personnel enumerates in art. 20 management positions** - general manager or director, scientific, technical director, scientific secretary, head of research and development department and scientific coordination positions - director of the research and development programme, research and development project manager, head of research and development programme, head of research and development project. Art. 21 states that the specific management positions in research and development institutions or units shall be occupied by personnel who meet as a minimum condition - a certificate for management in research and development, for the general manager or director positions. Art. 28 mentions that “the personnel with management positions are obliged to improve in the field of management for research and development; in order to occupy management positions and maintain in these positions, which also involve administrative responsibility, training and improvement stages are organised in the field of management for research and development”.

Law nr. 319/2003 on the status of research and development personnel, published in the 12 Official Monitor no. 530/23.07.2003.

**Government Decision no. 1188/29.09.2022** regarding the **approving the National Plan for Research, Development and Innovation 2022-2027** (NPRDI IV) stipulates, in Annex no. 2 – Ceilings within which direct wage costs for financing contracts from budgetary funds allocated to NPRDI IV are calculated, the following positions: “scientific researcher – simple, rank I, II, III, research assistant, technological development engineer – simple, rank I, II, III, university professor, associate professor, university lecturer, university assistant, project/programme director/manager/responsible, legal/technical/acquisitions/ financial responsible, specialised staff, PhD student, master student”.

**Government Decision no. 1188/29.09.2022** regarding the approval of the **National Plan for Research, Development and Innovation 2022-2027** (NPRDI IV), published in the Official Monitor no. 969/5.10.2022.

## Serbia

The ambassadors of Serbia are not aware of the existence of any public document or policy that formally recognises research management as a profession in Serbia.

## Slovakia

There are many policies or documents at national level aimed at research, innovation, students' relations within universities. There are national calls from agencies like The Scientific Grant Agency of the Ministry of Education, Science, Research and Sport of the Slovak Republic and the Slovak Academy of Sciences (VEGA), KEGA projects focusing on methodological topics of the development of study programmes, the Slovak Research and Development Agency, together with European Regional Development Fund and Recovery and Resilience Facility funding. But none of the above mentioned directly support the development of RMs. In each of them, there are positions that can be occupied by managers and therefore funded, but activities are not aimed at their development. In 2022, there was a call from Norway funds which allowed support for RMs through international mobility.

## Slovenia

Currently there is one larger funding scheme that is established exclusively for research managers. Further details not supplied.

## Spain

**The new Spanish Science Law (Law 17/22)**, approved in August 2022, modifies Law 14/2011, of June 1, on Science, Technology, and Innovation. Article 2 recognises the express about the inclusion in the Spanish Science, Technology and Innovation System of technical staff and staff performing management, administration and service functions, as fundamental and essential elements of the same. Article 23 bis identifies the indefinite contract which includes a so-called, scientific-technical activities contract, meant for the hiring of research technical or management personnel. The contracts will be concluded for an indefinite period, independently of the public employment offer.

**The first science law in Catalonia 9/22**, approved in December 2022 (LLEI 9/2022, del 21 de desembre, de la ciència). Articles 17 and 19 incorporate a specific regulation for research support staff, named “technologist and technical research support staff, and administrative staff with functions in research collaboration and assistance, research development and innovation”, and it highlights the important role of research support staff in supporting and strengthening research, development and innovation (RDI). The law recognises the need for research support staff to have sound training and experience that enables them to carry out tasks that require specific skills. As such, the law recognises the need to facilitate their professional development. As well, Article 78 points out the need to promote the training of undergraduate students and, more intensively, of postgraduate students in the management of research.

**National call for the preparation and management of European projects and facilitating the attraction of international talent 2023** (budget 12 million euro). Aimed at providing public and private research organisations with the structure and knowledge, to support the management of international projects, improve participation in Horizon Europe, as well as facilitating the attraction of international talent. Its purpose is to strengthen the structures of the applicant institutions by providing them with tools to attract international research management personnel, their incorporation, and their consolidation.

**National call for the recognition of knowledge transfer offices (OTCs) in RPOs**
OTCs act as an interface in the science-technology-business system. The main objective of the OTCs is to act by favouring and facilitating the transfer of technology between the public and private sectors. OTCs are responsible for managing technology transfer activities abroad such as the negotiation and preparation of contracts, the preparation of patent applications, the organisation and dissemination of the technological offer, direct contact with companies, start-up creation and other related matters.

Publications and reports to consider:

**The professional and curricular profile of the Research Manager of International and Innovation Projects in Catalonia (2010). Report AGAUR**.

**The International Research Manager in Catalonia (2020) Report AGAUR**.

**Professionalising research management in Catalonia** (October 2023). RM ambassadors for Spain. Case study based on the good practices, challenges and reflections shared by research management staff, within the event which took place on June 15, 2023.

**The importance of being a research manager (October 2023).** Post by Gabriele Picarella (Preaward Coordinator at the CRG, Barcelona) and Joana Porcel (Head of the Projects Unit and research manager at IS Global, Barcelona).

## Sweden - None supplied

## Switzerland

The Federal Department of Economic Affairs, Education and Research leads policy and development for research management, in particular with the State Secretariat for Education, Research and Innovation (SERI), which also plays an active role in facilitating the coordination among the several formal and informal structures.

At some institutions, there are discussions on the development of the staff in the third space. e.g.:

**University of Zurich,** Centre for Higher Education and Science Studies: Transformation Processes | CHESS - Centre for Higher Education and Science Studies | UZH.

**University of teacher education St-Gallen Third Space** | Pädagogische Hochschule St.Gallen (phsg.ch).

**Academy of Social Sciences and Humanities**
Bulletin article Third_Space.pdf (sagw.ch)

**Analysis and Report: Next Generation und Third Space:** neue Karriereprofile im Wissenschaftssystem - Schweizerische Akademie der Geistes - und Sozialwissenschaften (sagw.ch).

There are different opportunities for continued education for RM, e.g.

**Certificate of Advanced Studies (CAS) in Leadership and Governance at universities,** at the University of Zurich: | CAS Leadership und Governance an Hochschulen | UZH.

**Certificate of Advanced Studies (CAS) in Leadership and Governance at universities**, at the University of Zurich: | CAS Leadership und Governance an Hochschulen | UZH

## Ukraine

**The main law regulating research activity in Ukraine is the Law on Science, Scientific and Technical activity**. It uses a term 'scientific and organisational activity' (науково-організаційна діяльність), which is defined as activities aimed at methodical, organisational support and coordination of scientific, scientific-technical and scientific-pedagogical activities.

In addition, many universities have developed educational programmes on research management issues. There are some examples of such programmes:

**Lviv National University - Management of Scientific Research**

**Chernivtsi National University - Management of Scientific Research**

**Kharkiv National University – Methodology and organisation of scientific research**

## United Kingdom

In the UK, associations and groups have influenced various policies, such as RAE/REF, FEC, research governance, clinical trials regulations, OA (Open Access), concordats, KEF (Knowledge Exchange Framework), innovation policy, treasury policy, and VAT treatment.

Research managers are increasingly asked to contribute to policy and sector-wide initiatives and strategy, although this is not always formalised, hence the lack of material in the public domain which demonstrates this.

**HM Government R&D Roadmap**

**Research and Development (R&D) people and culture strategy**

**UK Research and Innovation (UKRI) launched the "101 Jobs" initiative** which recognises the contributions of communities beyond academia to research, including research managers.

**HM Government Review of Research Bureaucracy**

**Research management (RM) is mentioned in research grant calls and sector policy documents, particularly in the context of international research collaboration**.

Mentioned policies and initiatives include UCKDR (UK Collaborative on Development Research), Africa Charter, Cape Town Statement, and COHRED (Council on Health Research for Development). Funding sources in this area include MRC Applied Global Health Research, Royal Society International Collaboration Awards, and NIHR Global Health Research Groups.

In summary, UK policymakers are increasingly recognising the importance of research management even if not explicitly addressing it. A big challenge is that a significant portion of funding relies on academics to apply for research management activity.

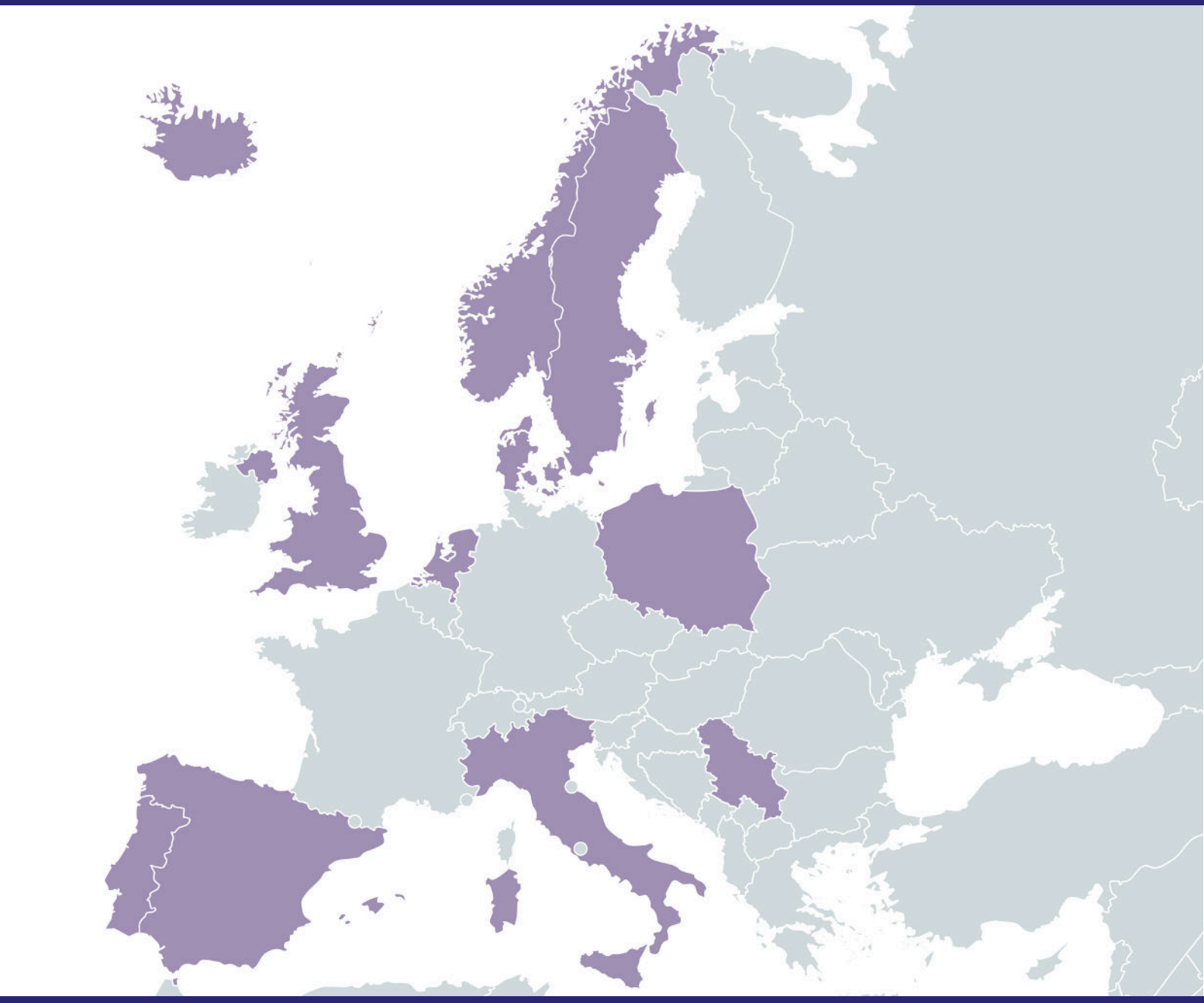
**RM Roadmap, first ambassador meeting, 8 May 2023, Budapest, Hungary. Image credit Iván Ssöllősi**



# 5. Role of RM national initiatives, networks and associations: experiences

This Section outlines experiences with existing national networks that have been highlighted by contributors in the consensus documents. The following question was addressed: **«If you have a national network (formal or informal), how did it help you? If you don't, please say how you have built your (internal) network and are using it.»**

**Figure 4. Experiences of research managers reporting the added value of existing networks and associations**



# DARMA - Denmark

> DARMA provides a network of RM people with different backgrounds and areas of expertise, who are eager to share their knowledge and develop the RM profession.

> My experience as a Board member of DARMA and EARMA, and then as DARMA's Chair, opened up networks that simply couldn't have been accessed in any other way, networks that ultimately made it possible for me to start my own business two years ago. So for me, RM networks have been all-important, going from nice-to-have back in 2010 to crucial resources today.

# Networks in Italy

> The added value of participating in those networks is to get to know your peers and to have some contact points for quick exchanges on specific questions.

> Participating in networks opens up the opportunity to stay up-to-date on new developments in research policy/programme requirements (e.g., gender equality plans, data management, impact, activities for ERA 17).

> Being part of a network can support the learning process about best practices which helps to understand how to implement research policies within your home institution (what is necessary, what might work, avoiding errors).

## ARMA-NL - Netherlands

> As a result of the phenomenon of ‘system pressure’ in our national R&I ecosystem, we encounter pressure on systemic, institutional, and individual levels. ARMA-NL has been the first beginnings of recognition of our group in terms of added value and relevance.

> Getting to know these networks gave me confidence and the strength to know that my struggles were not unique to me.

> Just the fact that the research managers pull together is fantastic. We support each other and help improve the profession in its visibility and recognition.

> The ARMA-NL network is an excellent way to connect with your peers. First of all, it gives you a 'I'm not alone' feeling. You can talk about problems, challenges, best practices, etc. with people who understand.

## NARMA - Norway

> NARMA, the Norwegian national network, provides RM proficiency courses and sector-wide networking.

> EU advisors are more active at the EU level, with networks like EARMA offering specialised knowledge.

## ICEARMA - Iceland

> ICEARMA has helped members to recognise others who work in RM in Iceland and whom to contact at other organisations when is comes to RM matters, hence ICEARMA has an active role in creating and supporting a national network of RMs.

> Seminars held by ICEARMA in collaboration with the Icelandic Centre for Research (Rannís) have also been beneficial and have opened up the discussion on RM and RMs outside individual organisations. ICEARMA has also opened up access to international conferences and training opportunities.

# Networks in Poland

> They help in professional development, networking and performing tasks in various ways, including networking opportunities that enhance the creation of an RM community, and increasing recognition of the RM profession.

> Networks are a place to exchange experiences and good practices related to the management of EU research projects. Furthermore, networks support establishing cooperation with research managers at international level, participation in the EU Framework Programmes, and creates an opportuity to express opinions on legal changes concerning participation of Polish scientists in EU research projects.

> Networks provide possiblity to organise meetings and symposia on key topics related to the implementation of EU projects in Poland. Furthermore, they give the chance to exchange information on pre- and post-award procedures and practices, as well as cooperations with EARMA, NCURA and sister associations in EU countries.

# PIC - Portugal



> PIC acts as a source of information regarding research management initiatives and other (job opportunities, training offers, and doubts), and promotes interaction as well as networking with other RMs to enhance building a community.

> PIC is very relevant for professional/career development as it encourages exchange of experiences and sharing, and contributes to the portuguese community/RMs to participate and engage in other initiatives and networks (eg. BESTPRAC, EARMA).

> PIC is inspirational (e.g. development of different initiatives for researchers at RM institution), and is instrumental in enhancing the understanding of the RMs role. Furthermore, PIC helps to build a nationwide RM identity.

# Networks in Spain

> They are a forum for the exchange of knowledge and best practices among research managers, a valuable space to share common doubts, ask questions and receive support from people who do similar work in other institutions. Contributors benefit from exchanging tools, learning from others who had similar challenges or validating actions where appropriate.

> They enable communication and constructive interaction with public research funding bodies, provide the basis for attempting to influence research policy and thus directly contribute to the strengthening of the Spanish Research, Development and Innovation (RDI) ecosystem.

> They help create a stronger identity for the RM role, and an opportunity to invest in professional development. Additionally, they help promote best practices, offer networking opportunities, and advocate for the recognition of research management as a distinct profession.

> The networks facilitate the creation of new synergies and collaborations between different institutions.

# SARMA - Serbia



> SARMA supports the research community to recognise and understand the value and importance of the RM community. On top of that SARMA facilitates the exchange of knowledge and experiences.

> SARMA promotes the profession and train new members by organising various events like trainings and conferences.

> The association builds and strengthen the internal capacities of all institutions involved in research and development, such as universities, research organisations, companies etc. and serves as the connection between European and the Serbian RM community.

## SWARMA - Sweden



> In Sweden, we have the network SWARMA for research managers working at higher education institutions. The network and the community overall is very open and non-competitive with each other, it is rather supporting each other openly.

> For lots of people, the network has been a huge help both in the day-to-day work and also for contacts in more complicated questions.

> There are lots of subgroups in SWARMA covering important areas as ethics, financial compliance, national funding and so on. Unfortunately, RMs working in other sectors are not part of SWARMA, and the discussion about this comes up from time to time. Therefore many people don't know about SWARMA, or know but can not be part of it.

> There are also people in SWARMA who need to collaborate with people in other sectors and for them a more open network would have helped a lot. Now they create their own smaller groups based on existing contacts instead.

# ARMA - United Kingdom

> ARMA conferences, special interest groups (SIGs), and mentoring programmes have been beneficial for career development, knowledge exchange, and building professional relationships.

> The participation in ARMA activities, such as the introduction of workshops, helped early-career professionals to gain relevant knowledge and skills. Moreover, ARMA has helped individuals feel a sense of community and pride in their profession, going beyond just a job.

> Some have actively contributed to ARMA by becoming SIG Champions, delivering training, and even serving on the ARMA Board.

> ARMA offers training, which has proven valuable, particularly for those new to research management. The effectiveness of ARMA training depends on one's background and prior experience in the field.

## 6. Challenges and recommendations introduction

This section addresses challenges and recommendations pointed out by research managers during the first RM Roadmap co-creation exercise (October - November 2023). Results have been collected as a response to the following question:

**«What challenges do RM networks and associations encounter in contributing to national and European R&I systems? If there are no networks, please elaborate if there have been networking initiatives and if not, please state why you think that is the case.»**

Full consensus documents from the reports of the 36 countries will be available on the project website.

Several European countries mentioned are without national formal networks for research managers. The non-existence of formal networks also leads to less impact.

If networks exist, it has been mentioned that they often lack recognition. Therefore, upskilling is hindered which is also linked to the fact there is no well-structured educational system meeting the needs of research managers.

In addition to this, there is no opportunity for research managers to connect with others. Moreover, there is a strong focus on academia, resulting in a lack of cooperation with other stakeholders.

Many countries mention the lack of resources and funding also in relation to a high competition for national, European and industry funding. Funding for professional services staff, including RM professionals is limited and undervalued. Many networks heavily rely on volunteers and salaries are low, leading to less resources. Furthermore, there is a lack of experienced staff since there are no career plans in the majority of organisations, leading to the organisation diverting extra financial resources towards research staff instead of research managers.

Another challenge that has been mentioned is the missing unified framework in research management. This is also connected to the challenge that many countries do not have a definition of research management leading to a misunderstanding of the role of research manager.

# 7. Recommendations



## Training and education

- Improving training activities and training programmes or professional mobility programmes will enable mutual leaning, exchanges of experiences, and would benefit the research management community.
- Less experienced research managers should have the opportunity to connect with seasoned professionals who can provide guidance and mentorship.
- There should be support from academic institutions to integrate research management education and support within academic programmes.



## Networks, communication and collaboration

- More networking opportunities are required to encourage collaboration on finding solutions and building a sense of community.
- There is a need for information and resource sharing platforms such as forums where research managers can exchange information, best practices and experiences with their peers.
- The awareness of networks should be raised in research organisations' leadership.
- Expand the existing stakeholders and collect input from external stakeholders outside of academia.



## Policies

- There is a need for support from government bodies and funding agencies to establish and sustain research management networks and associations.
- Policy initiatives that are as inclusive as possible, due to the high level of diversity within research management, need to be implemented.



## Self-recognition of networks

- Self-recognition: raising awareness among the professionals in research management is necessary to recognise the profession.
- Research management needs a framework which defines job descriptions.

## 8. Conclusion

Considering the current landscape of the profession of research management in Europe, it is important to avoid fragmentation, inconsistency, and the lack of interoperability between organisations and countries in the ERA and Europe. This improvement could be drastic and game-changing in the longer term in comparison to the current siloed approach, where many systems and organisations create their own models.

As part of the RM Roadmap main outcomes, a roadmap will be available in 2025. The Roadmap is a plan to strengthen the European Research Area (ERA) by improving the quality of the profession of research management in Europe. The Roadmap will:

- Support and inform EU policy and serve as a tool for national research and innovation (R&I) systems to utilise and to adjust where necessary for their own purposes.
- Identify the current context in Europe and outline how it will become a tool to address those issues.
- It will not be a quick fix but a tool for different (national) actors to establish a dialogue and create their own plan or roadmap.
- Such a (national) plan will be specific to the relevant context but through using the guidance, standards and best practice examples of the roadmap, consistency and interoperability will improve.

The creation of the roadmap is an open invitation and tool for actors from across Europe to unlock the potential of the RM community for their own benefit and the benefit of their (national) R&I systems. A preliminary version of the Overarching Roadmap Plan was published in 2023 and is available here. The final roadmap will be released in 2025.

The RM Roadmap consortium looks forward to continuing this process in consultation with the relevant stakeholders, related projects and ERA Action 17 representatives and the Member States.

We would like to thank all ambassadors, associate ambassadors and their employers/institutions/national networks for the support in such a collective and crucial endeavour.

The second RM Roadmap Co-Creation Session will take place from March until May 2024 on the topic of "Who are research managers/skills and competences".

**RM Roadmap project website:** www.rmroadmap.eu

# Annex 1. First co-creation timeline

## RM Roadmap co-creation timeline

**Session 1 on the Knowledge and Community Platform - Understanding the landscape: National networks and associations**

**October 2- October 13, 2023**

**Ambassadors work on a consensus document**

**October 16 - October 27, 2023**

**Voting on the consensus document via the poll**

**October 30 - November 17, 2023**

# Annex 2. Second co-creation timeline



## RM Roadmap co-creation timeline



**Session 2 on the Knowledge and Community Platform**
**Who are research managers/skills and competences**
**March 14 - April 18, 2024**



**Ambassadors work on a consensus document**
**April 19 - May 7, 2024**



**NO Voting on the consensus document**

# Annex 3. Co-Creation timeline overview

## Online sessions

1. UNDERSTAND THE LANDSCAPE: NATIONAL NETWORKS AND ASSOCIATIONS **2-13 October 2023**

2. WHO ARE RESEARCH MANAGERS/ SKILLS AND COMPETENCES **14 March- 18 April 2024**

3. TRAINING, NETWORKING AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES **3 June- 8 July 2024**

4. CAREER DEVELOPMENT FRAMEWORK **14 November- 19 December 2024**

5. VALUE PROPOSITION

## Physical/Online meetings

1st Ambassador meeting
BUDAPEST
**9-10 May 2023**
**Back-to-back with 2nd European Commission workshop of Action 17, European Research Area**

2nd Ambassador Meeting
LISBON
**13 March 2024**

3rd Ambassador Meeting
BRUSSELS/ONLINE
**12-13 November 2024**
**THE FUTURE OF THE AMBASSADORS**

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