



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

## Momentum in Research Management:

*By Nik Claesen (EARMA Managing Director)  
NARMA Annual Conference 26 March 2025*

# Nik Claesen

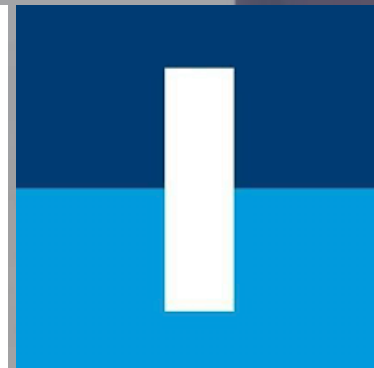
Managing Director at EARMA

Coordinator of RM Roadmap and RM Framework

ERA Action 17 stakeholder representative

## Background:

- Management, Economic History
- EU funding and policy expert
- Proposal writer
- Participant portal expert





# KEY FIGURES



- Over **350 member organisations** (RPO's, RFO's, NCP's) **spread over 35 countries** (predominantly located in the EU and Horizon Europe Associated Countries)
- Consisting of over **10.000 registered individual contacts**
- Over **3500 event and workshop participants** annually
- Coordinator of **two Horizon Europe Coordination and Support Actions** underpinning the **ERA** and specifically ERA Action 17
- **8 Thematic Groups** on Impact, AI, Ethics & Integrity, Project Management, Equality, Open Science and access to Excellence and University Alliances





**inorms**  
International Network of Research Management Societies  
**madrid 2025**



**May 6-8, 2025**

**Join us in Madrid to explore the pivotal role of research management in shaping a sustainable future for our profession and the world at large**

**earma.org**

# Recent but changing situation in Europe

no clear information  
for policy making

no common term and  
definition

no commonly  
accepted classification  
segmentation in  
subcategories

no standardisation of  
research management  
across the ERA

# Lack of Awareness

Researchers

Research  
managers

RPO, RFO and  
government  
policy makers

Politicians

R&I system  
stakeholder

# RM ROADMAP

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

Connect new and existing networks on a community platform to:

1. create a bottom-up consensus about the future of RM
2. inform about the existing training, networking, funding and mobility opportunities.

Clarify the role and potential for Research Managers to support the ERA and overall R&I System:

- Efficiency & Effectiveness
- Reducing (administrative) burdens for researchers
- Trust and accountability
- Policy alignment
- Impact



# Consortium

## Beneficiaries



Crowdhelix

## Associated partners



# Methods

Surveys

Desk  
research

Focus  
groups

Interviews

Cocreation

# The RM Roadmap

A roadmap to improve R&I systems through research management

R&I system

## Objective:

More, more efficient and more impactful R&I

## Benefits to the R&I system:

More time for R&I, efficiency gains, better policy alignment, better connectivity, trust, accountability and governance

Pillars

A.  
Upskilling

B.  
Capacity  
building

C.  
Networking

D.  
Awareness  
creation

3. Framework conditions

2. Value proposition with evidence base

1. Definition and segmentation of part of RM

Base

**RM**  
ROADMAP

# RM Roadmap Ambassadors and Associate Ambassadors



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

**List of RM Roadmap (Thematic) Ambassadors and Associate Ambassadors**

The Ambassador/associate is not officially representing the RM Roadmap project or consortium and cannot make any commitments of any kind on behalf of the consortium. All ambassadors and their thematic groups were selected in accordance with experience and connectivity to existing research management networks.



**Research Policy and Strategy Officer/Adviser**

**Ambassador(s):**

- Adele Del Bello, RESTART Foundation, [adele.delbello@fondazione-restart.it](mailto:adele.delbello@fondazione-restart.it)
- Cristina Manjón Castro, Blanquerna Foundation, [cristinamanjoncastro@gmail.com](mailto:cristinamanjoncastro@gmail.com)

**Associate Ambassador(s):**

- Mariangela Lupo, Università degli Studi di Bari Aldo Moro, [mariangela.lupo@uniba.it](mailto:mariangela.lupo@uniba.it)
- Linda Margaret Warnier, UC Louvain, [linda@warnier.net](mailto:linda@warnier.net)

**RM Roadmap Contact Partner:**

- EARMA: [projects@earma.org](mailto:projects@earma.org)



**Research Grant Officer/ Adviser (Pre-Award)**

**Ambassador(s):**

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- Bedanna Bapuly, Austrian Academy of Sciences, [bedanna.bapuly@oeaw.ac.at](mailto:bedanna.bapuly@oeaw.ac.at)

**Associate Ambassador(s):**

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- Elena Sultana, University of Malta, [elena.sultana@um.edu.mt](mailto:elena.sultana@um.edu.mt)

**RM Roadmap Contact Partner:**

- EARMA: [projects@earma.org](mailto:projects@earma.org)

✓ **About 110 National Ambassadors and Associates**  
✓ **35 Thematic Ambassadors and Associates**

**You can find the list of RM Roadmap Ambassadors on the RM Roadmap Website [here](https://rmroadmap.eu)**



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**List of RM Roadmap (National) Ambassadors and Associate Ambassadors**

RM Roadmap Ambassadors inform their national/local communities about the RM Roadmap project based on information given by the RM Roadmap consortium partners.

The ambassador/associate is not officially representing the RM Roadmap project or consortium and cannot make any commitments of any kind on behalf of the consortium. Please note that country groupings are based upon a match between contact partners and the relevant research management skillsets and are not geographically or politically selected. All ambassadors and their countries were selected in accordance with experience and connectivity to existing research management networks.

**Albania** 

**Ambassador(s):**

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**RM Roadmap Contact Partner:**

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**Austria** 

**Ambassador(s):**

- Aron Wittfeld, University of Vienna, Faculty of Social Sciences, [aron.wittfeld@univie.ac.at](mailto:aron.wittfeld@univie.ac.at)

**Associate Ambassador(s):**

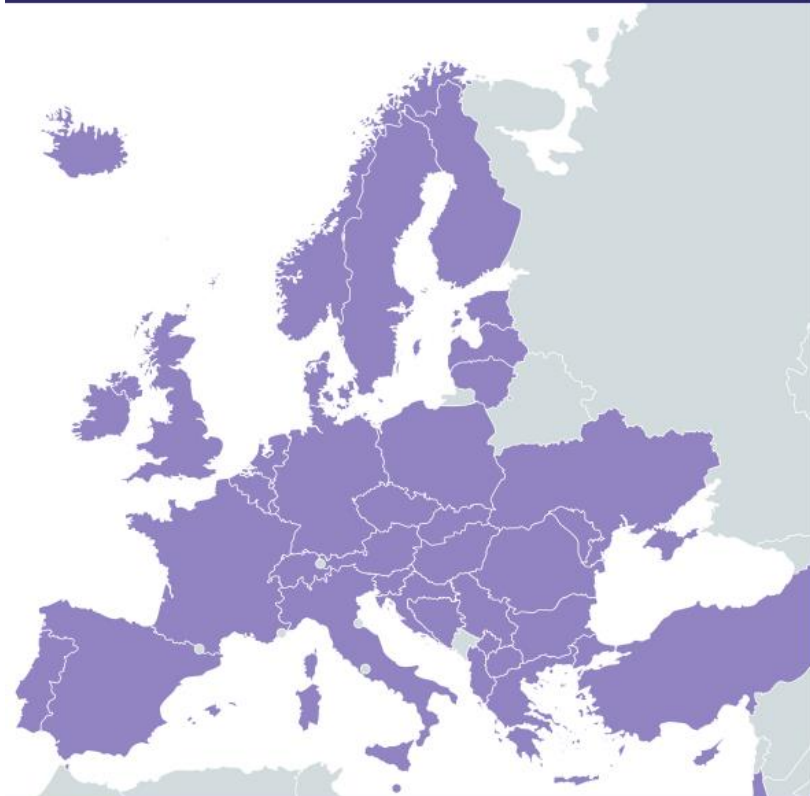
- Niall O'Brien, Institute of Science and Technology Austria (ISTA), [niall.obrien@ista.ac.at](mailto:niall.obrien@ista.ac.at)

**RM Roadmap Contact Partner:**

- Laura Macdonald, ASTP, [laura.macdonald@astp4kt.eu](mailto:laura.macdonald@astp4kt.eu)

# UNDERSTANDING THE LANDSCAPE: NATIONAL NETWORKS AND ASSOCIATIONS

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



RM  
ROADMAP

Understanding the landscape: National networks and associations

Figure 3. Consensus documents from the 35 country communities from the first co-creation session - "Understanding the landscape: national networks and associations"



RM  
ROADMAP

Understanding the landscape: National networks and associations



# Results from Co-Creation Session 1: UNDERSTANDING THE LANDSCAPE: NATIONAL NETWORKS AND ASSOCIATIONS



## 1. Executive summary



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



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



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



89 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.

Full Report available  
[here](#).



Understanding the landscape: National networks and associations

# Results from Co-Creation Session 1: UNDERSTANDING THE LANDSCAPE: NATIONAL NETWORKS AND ASSOCIATIONS

3

## 1. Executive summary



28 national communities and 4 thematic communities elaborated the consensus reports.



As for the **definition**, communities emphasized the need for a broad definition that acknowledges emerging fields and the blend of administrative, management and support tasks.



When it comes to the **areas covered by Research Management**, it is important to separate areas such as financial management, legal advising, and open science.



As regards the **terminology**, **Research Manager** was ranked at first place by 14 national and 3 thematic communities. **Research Manager and Administrator** was ranked at the first place by 10 national communities.



There are essential '**horizontal**' **skills** crucial across all RM roles, such as critical thinking, communication, and problem-solving.



Communities underlined the importance of **digital skills**, **including IT and AI competencies**, highlighting the need for RMs to stay current with technological advancements and ethical considerations.

Full Report available  
[here](https://rmroadmap.eu).



RM  
ROADMAP

Who are Research Managers, Skills and Competences

RM  
ROADMAP

rmroadmap.eu

# Deliverables: August 2023 and 2024

## Deliverable 4.3. Activity report on Knowledge and Community Platform (KCP) and Dissemination, Communication, Exploitation (DCE)

This deliverable provides knowledge and information on the activities and the Demonstrator prototype for the RM Roadmap Knowledge and Community Platform (KCP). This report is prepared in month 12 of the project (August 2023) and is an update of deliverable 4.2 prepared in month 6 (February 2023).

The information about Dissemination, Communication, Exploitation (DCE) is provided in D4.1 (February 2023) and D4.4 (August 2023).

WP4, Community, Communication, Dissemination, EARMA

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## D4.4: Preliminary Dissemination, Communication and Exploitation Report

The RM ROADMAP Dissemination, Communication, and Exploitation (DCE) Report summarizes the Dissemination, Communication and Exploitation Activities of the RM ROADMAP Consortium in the first year of the project. In particular, the report presents the launch of the Research Management Helix on the CrowdHelix Open Innovation Platform as part of the RM Roadmap Knowledge and Community Platform; the establishment of the RM Roadmap Ambassador Network; as well as broader dissemination via presentations at different fora, including conferences, webinars and media outreach.

WP4, CrowdHelix, Community, Communication and Dissemination

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## EUROPEAN POLICY BRIEF

A ROADMAP FOR RESEARCH MANAGEMENT (RM) TO STRENGTHEN THE EUROPEAN RESEARCH AREA (ERA)

Enabling the success of European research by providing a Roadmap for Research Management (RM) to support the objectives in ERA Action 12—as well as the other actions—of the ERA Strategic Agenda.

31 August 2023

### 1. INTRODUCTION

Research Management (RM) is a profession defined by its inextricable relation to research (see Figure 1). RM contributes unique expertise and skill set without which the Research and Innovation (R&I) system will not function. RM is not defined by laws and rules but emerges in response to real and intrinsic needs in the R&I system. This is reflected in the European Research Area (ERA) Policy Agenda, where well-functioning RM is a prerequisite to achieve the goals set out in all the twenty Actions. RM is specifically targeted in ERA Action 17 RESEARCH MANAGEMENT INITIATIVE – Enhancing the strategic capacity of Europe's public research performing and funding organisations.

Europe can now strengthen the R&I system by strengthening European RM, which is already a large and vibrant community. However, Europe is lagging behind the USA, where RM has been an established profession for at least 70 years and is recognised as a necessary component for the success of the R&I system. As confirmed by Preliminary report on ERA-wide landscape from the [RM Roadmap project](#) (Deliverable 1.1), European RM needs a commonly accepted definition, improved framework conditions, and better establishment in many regions in Europe.

The consequences for the current ERA include (selected examples):

- European research and innovation systems that are slow and inefficient in adapting and responding to challenges.
- Reduced research productivity due to lack of support, leading to inefficient innovation and knowledge transfer.
- Talent drain from Europe due to inadequate RM expertise and support for researchers.
- Lost networking and collaboration opportunities due to inadequate facilitation.

The RM Roadmap project is addressing the challenges using an ambitious co-creation approach to produce an evidence-base for strengthening the ERA and drawing up a roadmap for harnessing the full potential of European RM.

- EUROPEAN POLICY BRIEF - Page 1

## D2.1 Preliminary report on professional development opportunities

This report provides a first overview of existing professional development opportunities targeting Research Managers (RMs). Five categories were defined to collect the data mainly focused on opportunities targeting RMs: Training, Mobility, Networking, Funding opportunities, and RM Networks.

WP2, Training and Development, NOVA University Lisbon (NOVA)

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

## D5.3 First Management and Coordination report

The purpose of this management and coordination report is to provide an overview of the activities, achievements, and challenges faced by the management and coordination team during the reporting period September 2022 – August 2023.

WP5, Project Management, EARMA

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## 3.2 Overarching Roadmap Plan

This deliverable includes the Overarching Roadmap Plan for the RM Roadmap project.

This report outlines:

- What the objective and the purpose of the Roadmap is;
- Which issues and challenges the Roadmap seeks to address;
- How the different parts of the project will come together in the Roadmap.

WP5, Roadmap and Advocacy, EARMA

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## D1.1 Preliminary report on ERA-wide landscape

This preliminary report aims to provide an overview on the current state-of-the-art of the profession of Research Management (RM) within the European Research Area (ERA), focusing on the following topics: 1) definition and terminology of Research Management, 2) job categories in Research Management, 3) professional development and career path, 4) relevant skills and competences of Research Managers (RMs).

WP1 Intelligence, HETFA Research Institute, August 2023

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## Deliverable 6.1 Sustainability Plan

This deliverable provides summary of lessons learned towards preparing a sustainability roadmap for the RM Roadmap Knowledge and Community Platform (KCP). This report is prepared in month 12 of the project (August 2023) and is a forward look summarizing the plan moving forward to enable generation of the detailed Sustainability Report due as Deliverable 6.2.

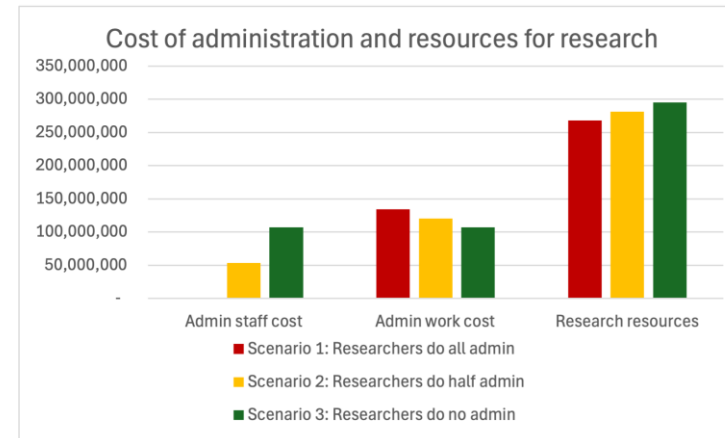
WP6, Sustainability and Exploitation, ASTP

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# The RM value proposition: Pieces of the puzzle

## RM as a strategic investment: cost model insights

- ◆ When researchers do admin, research output drops and costs increase.
- ◆ Delegating admin tasks to RM staff **saves money** and improves research efficiency/output.
- ◆ Investing in RM is a **win-win** for research and all its stakeholders.





# Training, networking and mobility for RM catalogue:

<https://www.rmroadmap.eu/rm-professional-development-opportunities>





The RM  
Momentum is  
growing



# RM COMP

A COMPETENCE BASED APPROACH FOR RESEARCH MANAGER CAREER  
DEVELOPMENT IN THE EUROPEAN RESEARCH AREA



# RM COMP, adopted by EC in Jan 2025.

[https://research-and-innovation.ec.europa.eu/jobs-research/rm-comp-european-competence-framework-research-managers\\_en](https://research-and-innovation.ec.europa.eu/jobs-research/rm-comp-european-competence-framework-research-managers_en)



# Definition of Research Manager in RM Comp

*Definition: Research Managers enable, facilitate and support the performance of research in all its applications. Research Managers hold generalist or specialized roles within the research and innovation ecosystem.*

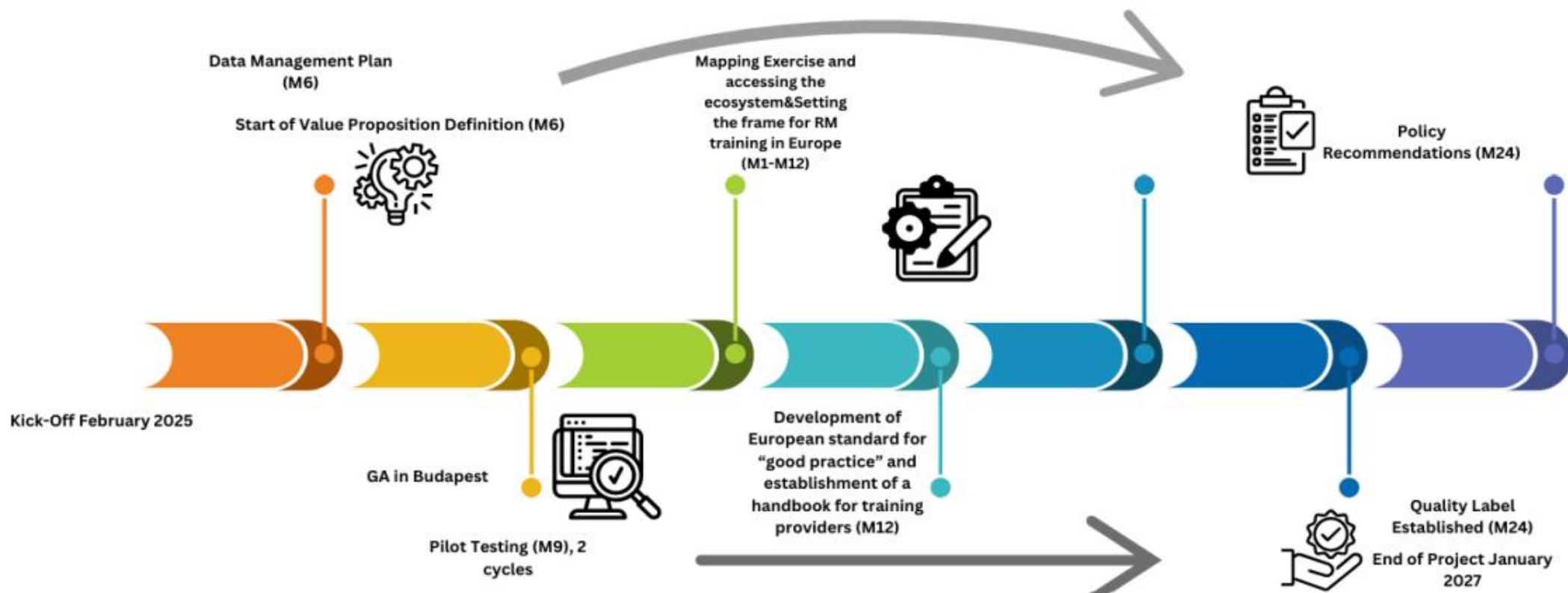
## RM Framework



RM Framework project has received funding from the European Union's Horizon Europe programme under grant agreement number 101188073







# A New Era in Research Management



# The RM Roadmap

A roadmap to improve R&I systems through research management

R&I system

## Objective:

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## Benefits to the R&I system:

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1. Definition and segmentation of part of RM

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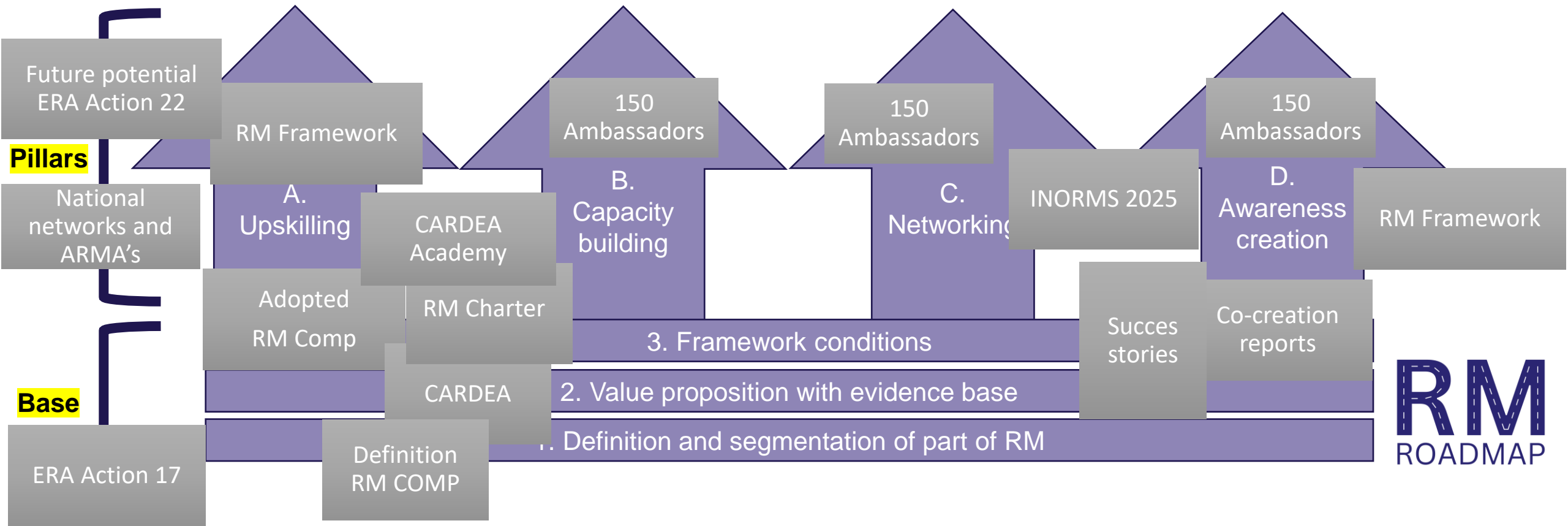
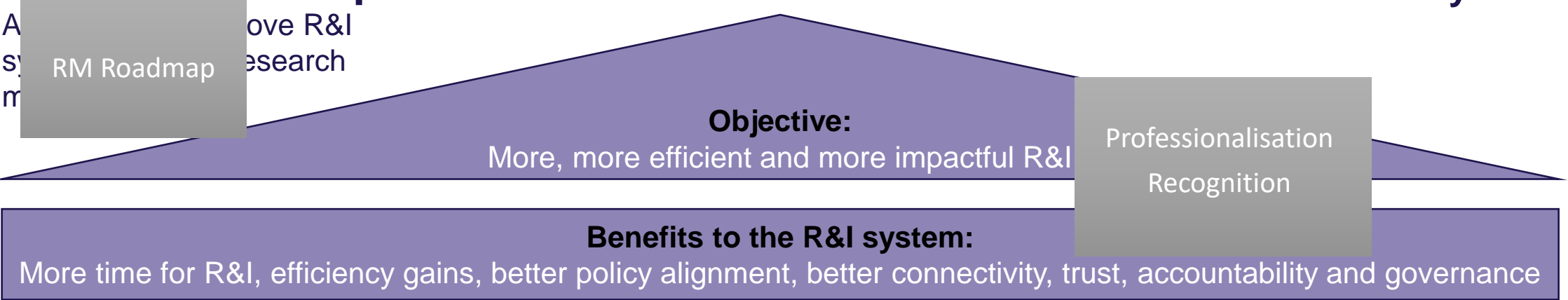
RM ROADMAP

RM

rmroadmap.eu

# The RM Roadmap

R&I system



# Resources

[RM Roadmap website](#)

[The Research Management Helix](#)

[The RM Roadmap Ambassadors](#)

[EARMA Website](#)

Submit Abstract



## INORMS Congress 2025 - Call for abstracts

IFEMA Palacio Municipal in Madrid, Spain

May 06-08, 2025



# RM ROADMAP



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And the RM Roadmap Consortium and advisors

Our many fantastic RM Roadmap Ambassadors

And made possible by the support and funding from the EC through Horizon Europe and the  
EARMA board, office, committees and members.



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