

A photograph of two women in a kitchen setting. The woman on the left is seen from the back, wearing a striped beanie and a dark t-shirt with a light-colored apron. The woman on the right is facing her, smiling, wearing a white long-sleeved shirt and a light green apron. The background is a plain white wall with a light switch.

Future prospects for Research Managers as a community of practice within European Alliances

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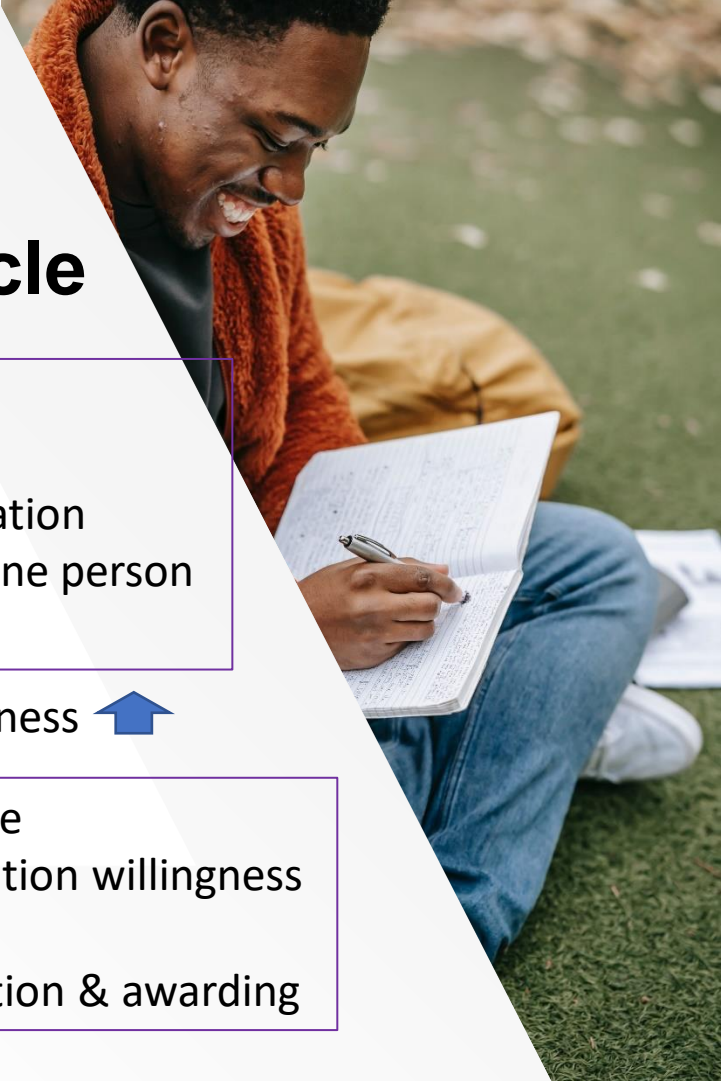
Project (Management) Life Cycle

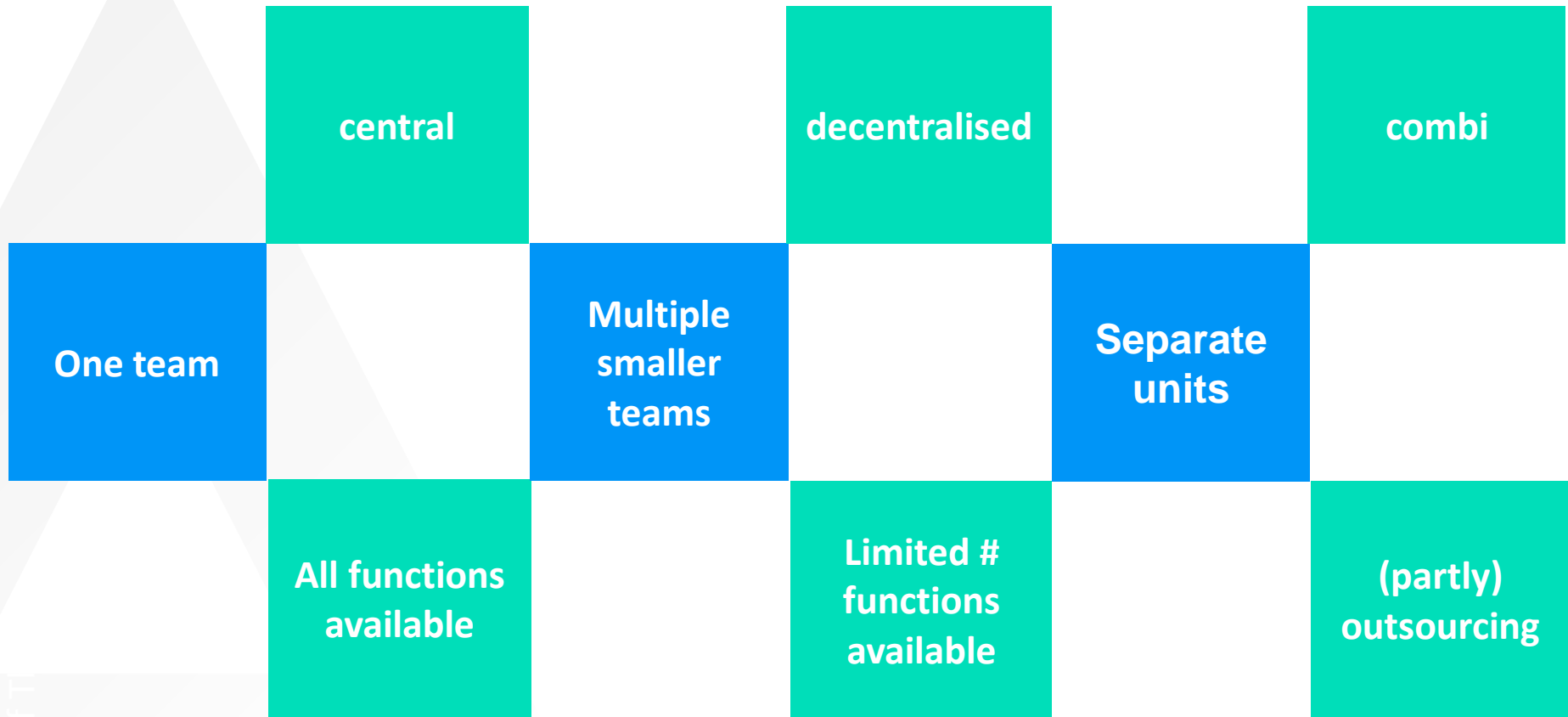


Multiple phases
Multiple actors
Different ways of organisation
Diversity of functions in one person
Variety of responsibilities

↓ Complexity & Awareness ↑

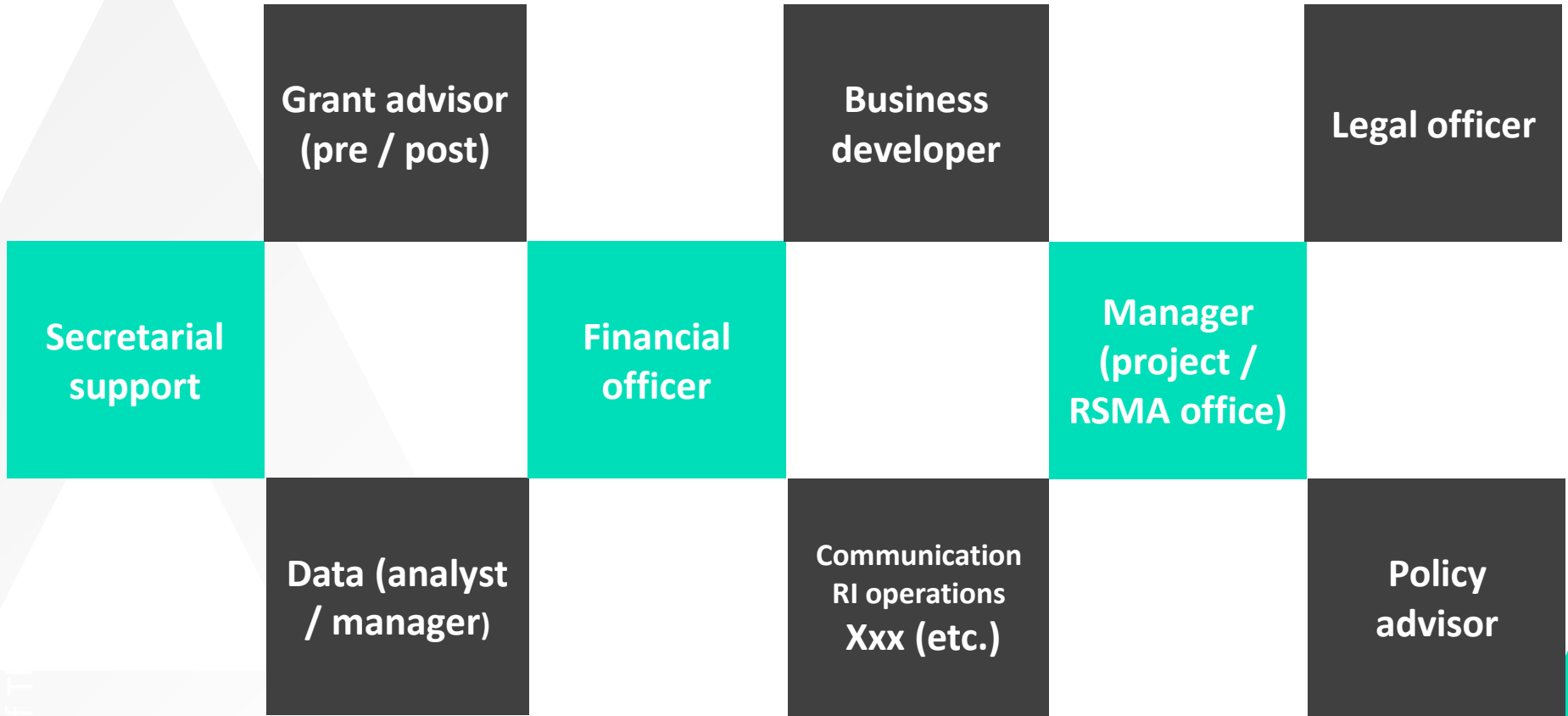
Variable levels of expertise
Variable levels of cooperation willingness
Variety of success rates
Variable levels of recognition & awarding





List of T

Examples of organisation of RSMA



Examples of functions in RSMA

Some hurdles and obstacles in professionalisation and recognition of RSMA

Levels: non-RMA/research support levels, higher management levels, governmental levels (incl. regulations)

Recognition: mindset and cultural aspects

Skilling-Education: lack of general and dedicated skilling/education on RSMA jobs

Sharing: knowledge e.g. on legal or financial aspects, experiences, infrastructure-technologies

Investment: willingness to invest in a decent, sustainable research support structure.

Transformation Goals:

- 1.OS
- 2.citizen/public author.
- 3.collab. acad/.-business
- 4.sharing RI
- 5.common R&I agenda
- 6.human capital
- 7."FOREU1-FOREU2"

Interaction ERA Actions e.g.:

- ERA Action 17 (RSMA capacity building)
- ERA Action 13 (Excellence ↔ EUI)
- ERA Action 4 (Careers)
- ERA Action 3 (Research Assessment Reforms)
- ERA Action 1 (Open Science)

=> Research agenda setting

- RSMA alignment, professionalisation
- collaboration
- learning

1. achieve awareness & recognition*:

- identify group of relevant functions & add stories/best practices
- change of culture
- change of mindset
- communication internally (univ) & externally (gov, NRC, funder)

2. Improve professionalisation (incl. life long learning)*:

- trainings (general, job specific; different formats, no 1 size fits all)
- meetings to exchange experience, knowledge, achievements, etc.
- mobility (learn P2P, on the job, about other cultures, other function/role, etc)

**: e.g. developed by EC, EARMA, national ARMAs, NCPs, universities, consultants & EU projects*

3. inter-university collaboration:

- separate university RSMA offices with interconnecting links (training, mobility,...)
- combined activities to tackle project cycle elements (e.g. grant advice, knowledge ecosystems) (↔ funding from different orgs incl. EC-ERDF)
- combined RSMA office (e.g. tackling training, project cycle elements)

4. Career paths & RSMA assessment*:

- develop a RSMA framework of competences (↔ ERA Action 17 & 4)
- integrate RSMA assessment as part of research assessment (↔ CoARA)

**: e.g. developed by national organisations & projects as ARMA UK, UNL, CARDEA, RI Train*

Alliances can serve as testbeds and contribute to the goals of ERA action 17 by:

=> Capacity building:

helping universities to organise a better established RSMA structure & function

=> Upskilling: improve training and skilling of RSMA staff within your EUN, together

=> Networking: support exchange of best/worse-practices, experience, & knowledge

=> Recognition: help acknowledging the RSMA functions and competences, & awarding accordingly, at all levels in your organisation as well as beyond. Storytelling, share successes

Hence, a healthy and inspiring environment for our RSMA staff where all talents are valued, needs a change of culture and mindset and further professionalisation.

End

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Aurora is co-sponsor of ERA action 17