



# Advancing Research Excellence in Central and Eastern Europe through Professional Research Management

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**Research Attaché**, co-chair of the Research Working Party during the Hungary Presidency of the Council of the EU (2024-2025)

Member of the Core Group of **ERA Action 17, the Research Management Initiative** (2022-)

Senior Expert in **Horizon Results Booster** service (2021-2024), now **Booster** service (2025-)

Professional coordination of projects related to the **professionalisation of Research Management and Administration** (RM Framework, MAPIT, RM ROADMAP, foRMAtion, V4+WB RMA Network) and **research careers** (SECURE2) at HETFA Research Institute

Professional support and quality assurance of proposals for submission and projects under implementation (COST action, Horizon Europe, Erasmus +, Norway Grant, etc.)

**Management Committee Member of COST Action**

- CCA on young researchers (2024-)
- CCA on Science Communication (2019-2022)
- BESTPRAC and co-leader of WG1 (2017-2023)

A large group of people, including students and professionals, posing for a group photo in front of a historic building with large arched windows. The group is diverse in age and attire, and they are standing on a green lawn.

## Excellent Research Requires Top Research Support

### **COST Targeted Network (2024-2019)**

#### **Network of professionals**

- working in administrative, financial and legal services of RPOs
- supporting researchers
- involved in the lifecycle of transnational, externally funded, competition based projects

#### **Main aims:**

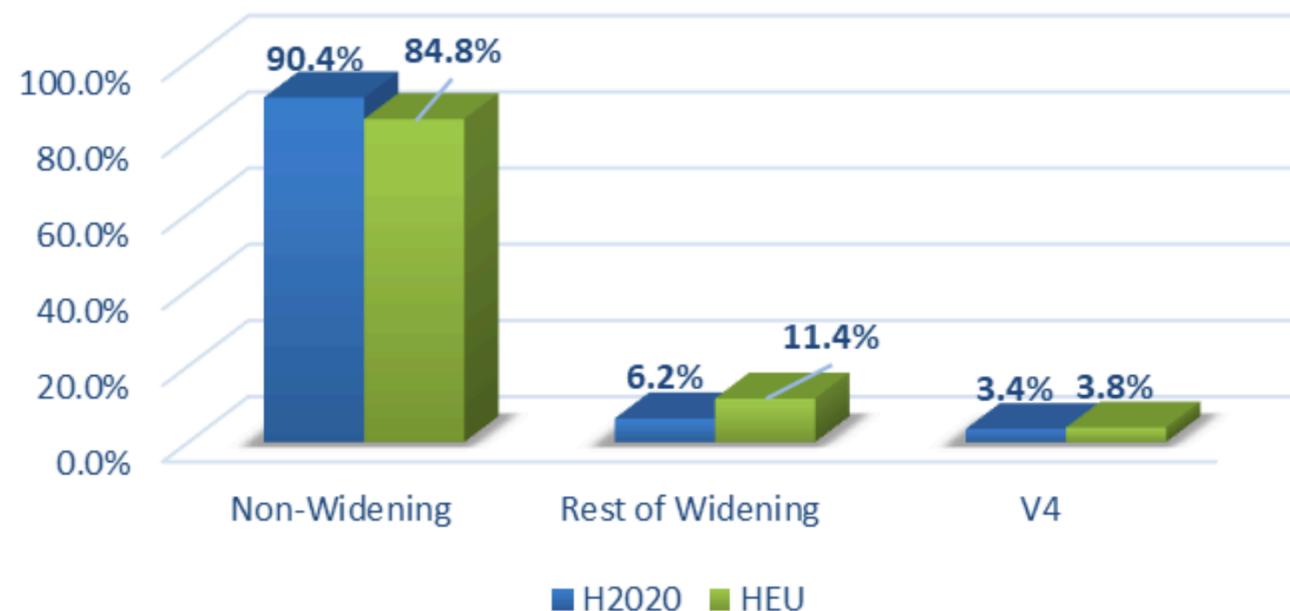
- To exchange experiences
  - To share and develop best practices
  - To encourage knowledge sharing, knowledge transfer
- **To increase efficiency**



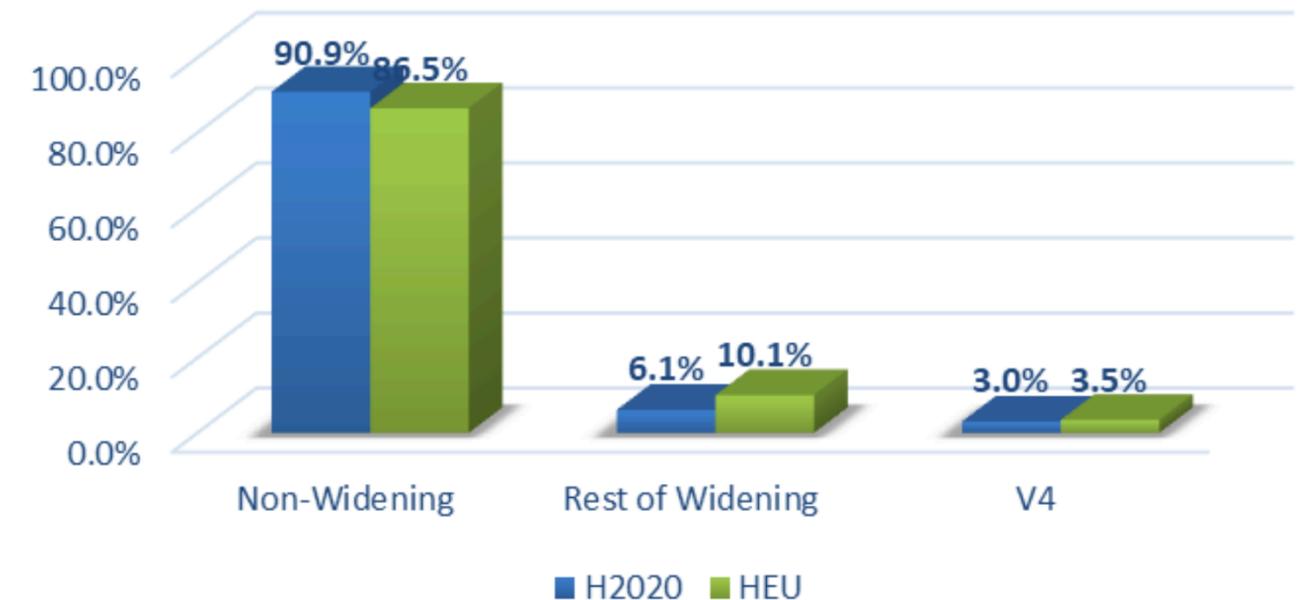
# Why does Research Support matter?

Participation in EU funded R&I framework programmes based on CORDIS data

Percentage of funding absorbed by MSs from EU R&I framework programmes



Percentage of participation of MSs in EU R&I framework programmes



# THE WAY TOWARDS PROFESSIONAL RECOGNITION

Based on Flexner's attribute model (Curnow – McGonigle, 2006)

**Full-time occupation identified**



**Training or educational programme provided**



**EARMA CRM  
ARMA CRM  
German programmes**

**foRMAtion**

**Professional associations established**



**EARMA  
ARMA UK  
DARMA  
ARMA-NL**

**CZARMA  
KOSRIS (SI)  
SARMA (SRB)  
POL-ARMA**

**Code of ethics established**



**Supporting law provided**



# PROFESSIONAL RECOGNITION FOR RESEARCH MANAGERS

now - McGonigle, 2006)

**Definition, terminology**

**Full-time occupation identified**



**Self-identification**

**Training framework**

**Training or educational programme provided**



**EARMA CRM  
ARMA CRM  
German programmes**

**foRMAtion**

**Professional development**

**Professional associations established**



**EARMA  
ARMA UK  
DARMA  
ARMA-NL**

**CZARMA  
KOSRIS (SI)  
SARMA (SRB)  
POL-ARMA**

**Code of ethics established**



**Building partnership**

**Career path**

**Supporting law provided**



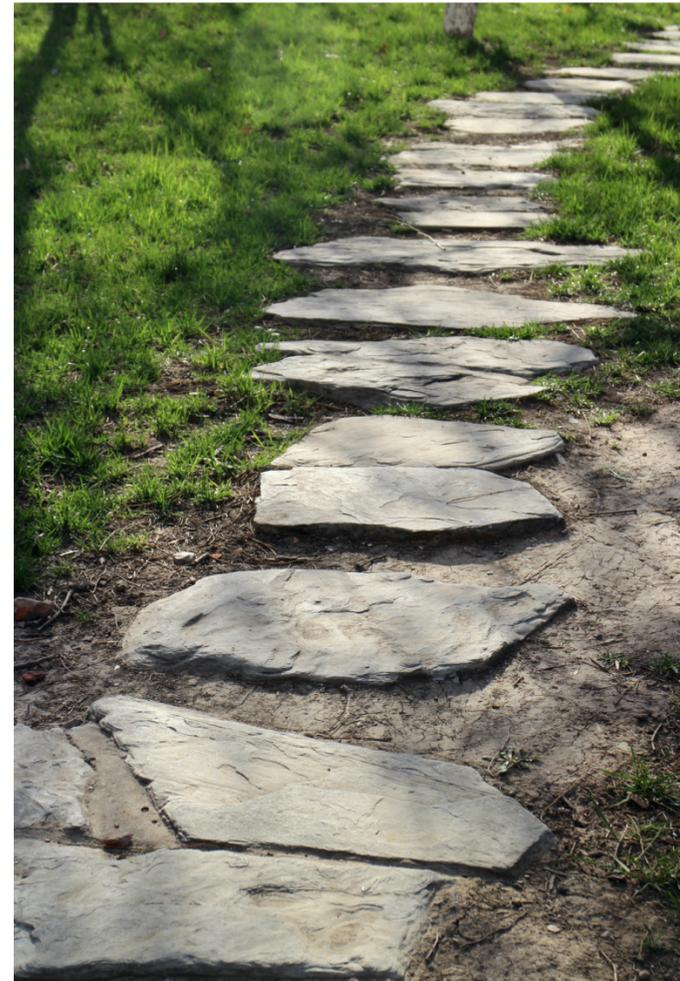
**Added value measured for value proposition**

# Why is it important to tackle all these aspects?

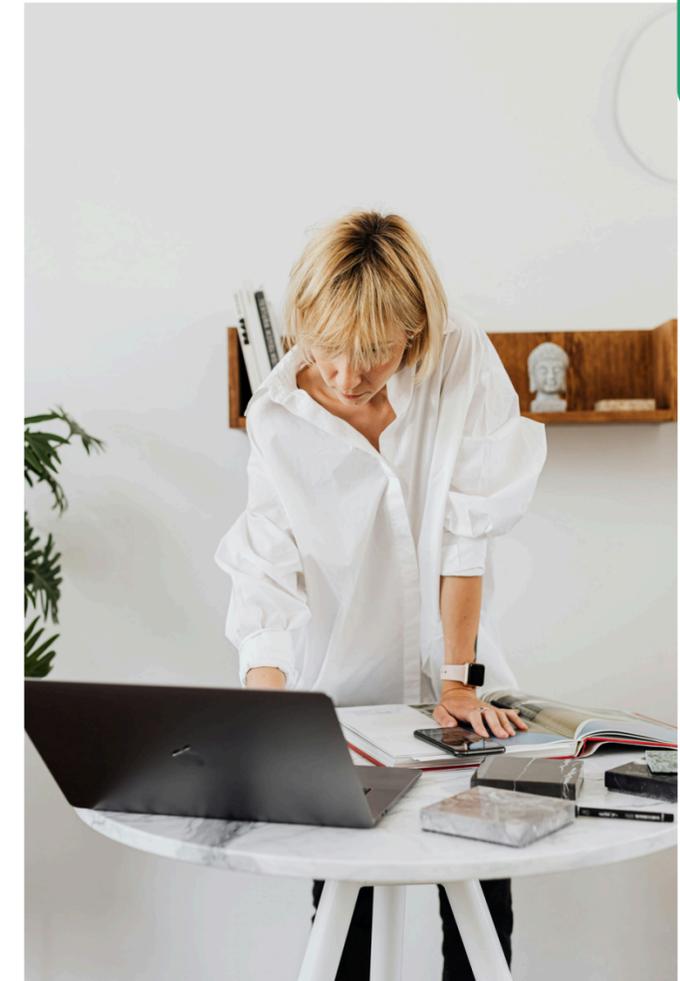
Research Management is an evolving profession



**Invisible support**



**Missing clear career path**



**Still a real alternative in  
Research & Innovation**

# Who are Research Managers? RM Roadmap survey results

[Database, codebook & results on figshare >>](#)  
[One-pager summaries at project website >>](#)



**74%**  
female



**82%**  
work as full-  
time RM



**74%**  
has  
permanent  
contract



**68%**  
achieves  
work-life  
balance



**65%**  
experienced  
overtime



**81%**  
entered to  
the profession  
due to skill  
match

# The relevance of EU wide trainings programmes

Huge diversity of trainings which are not equally spread across Europe

Professionals face limitations, e.g. time, resources, employer's support

General overview on the funding landscape, operation of R&I funding frameworks and projects, skill development

The requirements at EU level are the same

Immense need for professionalisation

Need for recognition

For early career RMs or future RMs

For professionals already in the field

Demand driven specific trainings

43% of RMs holds PhD degree

44% of RMs were researcher

44% spent more than 10 years in the profession

49% cover 2-5 RM areas in their daily job

Unique blend of skills needed in Reserach Management

# Innovative and smart module FO r potential Research Managers and Administrators in higher education

1

## Collection of good practices

foRMAtion methodological guide and good practice collection for the elaboration of the international module (IO1)

2

## Elaboration of the international module

foRMAtion international curriculum (IO2) & teaching material (IO3)

3

## Mentorship programme

foRMAtion methodological guide for mentorship programme (IO4)



4

## Online learning resources

Online foRMAtion textbook and self-development tool (IO6) consisting of tests for knowledge development and case-based exercises for skill development

<https://www.formation-rma.eu/online-learning-resources/>

5

## Monitoring, impact assessment and policy recommendations

Build software incrementally through short development cycles and feedback loops

Co-funded by the  
Erasmus+ Programme  
of the European Union

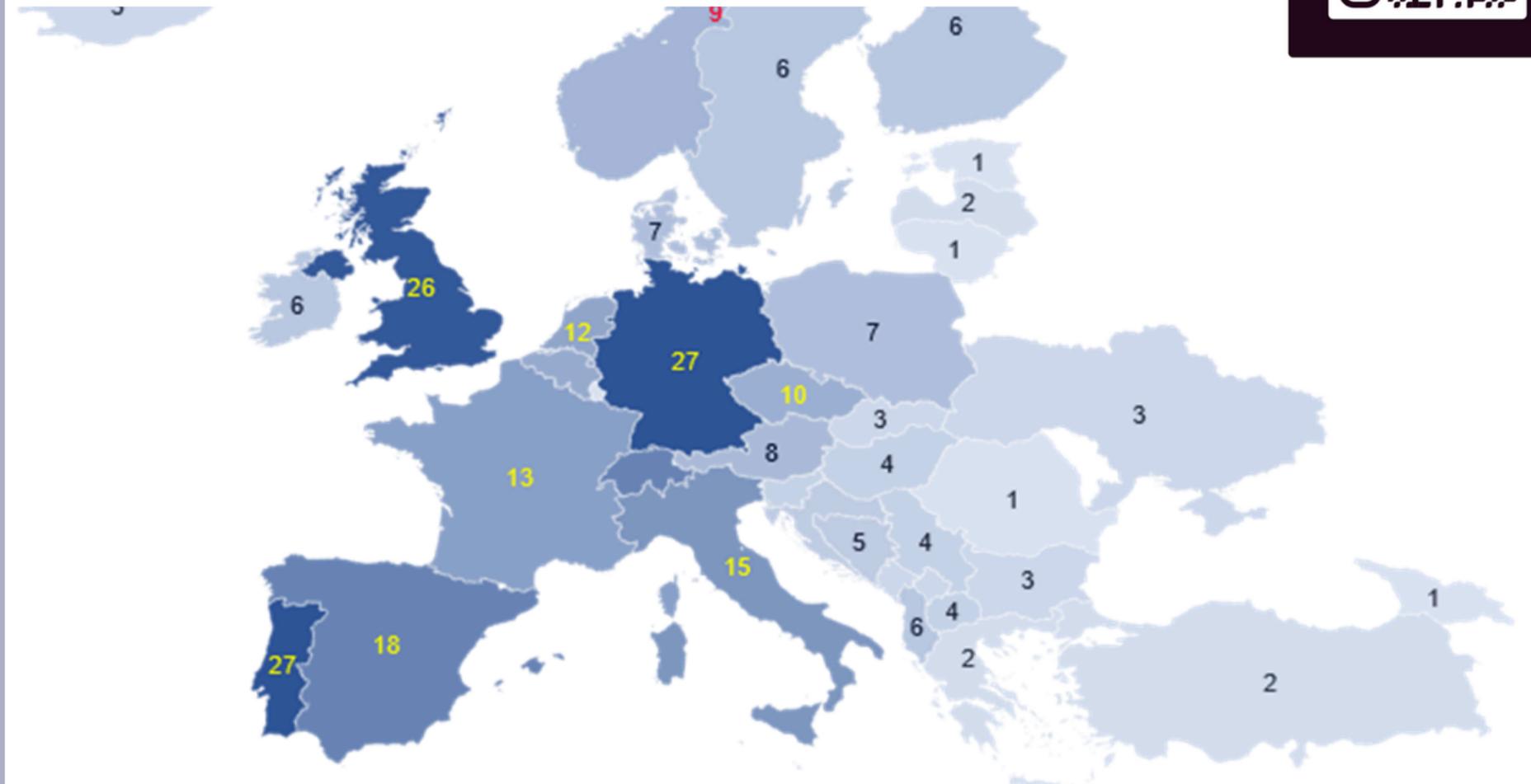


# RM Roadmap mapping exercise

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- ✓ One-stop-shop catalogue for RMs
- ✓ 335 Professional Development Opportunities for RM
- ✓ 39 countries in Europe
- ✓ Foster discussion of other professional development opportunities needed by the community



## COGNITIVE ABILITIES/ PERSONAL ATTRIBUTES

- Creativity
- Critical Thinking
- Cultural Sensitivity
- Problem solving
- Strategic Planning
- Decision Making
- Stress Management
- Prioritisation, Time Management and Multitasking
- Adaptability and Professional Flexibility
- Conflict Management
- Reliability and Trustfulness

## RESEARCH PROJECT OVERSIGHT

- Research Project Management
- Managing Research Project Deliverables
- Monitoring and Evaluation Frameworks and Indicators
- Establishing Research Projects Plans

## SUBJECT MATTER EXPERTISE/SPECIALISED KNOWLEDGE

- Pre-Award
- Post-Award
- Managing Equality, Diversity and Inclusion (Including Gender, Disability and Racism)
- Data Stewardship
- Knowledge Valorisation (Technology Transfer)
- HR for Research – Employment, Training etc of research staff
- Research Finance
- Research Infrastructure Management
- Clinical Research Management
- Research Ethics and Integrity
- Research, Strategy and Policy Development
- Managing the Research Grant/Support Office

## LINE MANAGEMENT AND TALENT DEVELOPMENT

- People Management and Managing Team Performance
- Team Building
- Change Management
- Coaching Skills
- Research Talent Identification and Development



## TECHNICAL PROFICIENCY

- Research Data collection and Collation
- Data and Statistical Analysis
- Legal Skills
- IT for Research Activities
- Artificial Intelligence

## COMMUNICATION

- Building and Maintaining Relationships with Research Funders, Partners, or other Stakeholders
- Designing and Implementing Research Communication Plans
- Media Liaison and Associated Activities
- Preparing and Writing Reports (Including Evaluation Reports and Funder Reports)
- Social Media Engagement

## STAKEHOLDER ENGAGEMENT

- Research Outreach
- Academic Community Relationship Collaboration
- Community Engagement with Research
- Engagement with Key Stakeholders
- Building Trust within Relevant Research and Strategic Partnerships
- Diplomacy, Negotiation, and Mediation Skills
- Handling Difficult Conversations and Partnerships
- Business and Commercial Liaison Management

# European Competency Framework for Research Managers



7 competency areas

50 competencies

RM1 - RM4



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# RM<sup>7</sup> FRAMEWORK

- A handbook for developing high-quality training programs for RMs.
- A quality label to certify and standardize RM training programs across Europe.
- Pilot training programs to test and measure their impact on both individuals and institutions.
- Backed by impact assessment, business model and policy recommendations



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

RM FRAMEWORK SERIES  
**#1 THE INTRODUCTION**

NIK CLAESEN  
MANAGING DIRECTOR  
EARMA



RM FRAMEWORK SERIES  
**#2 STATE OF THE ART IN RESEARCH MANAGEMENT**

ANNA ROYON-WEIGELT  
DEPUTY MANAGING DIRECTOR  
ZWM - CENTER FOR SCIENCE &  
RESEARCH MANAGEMENT

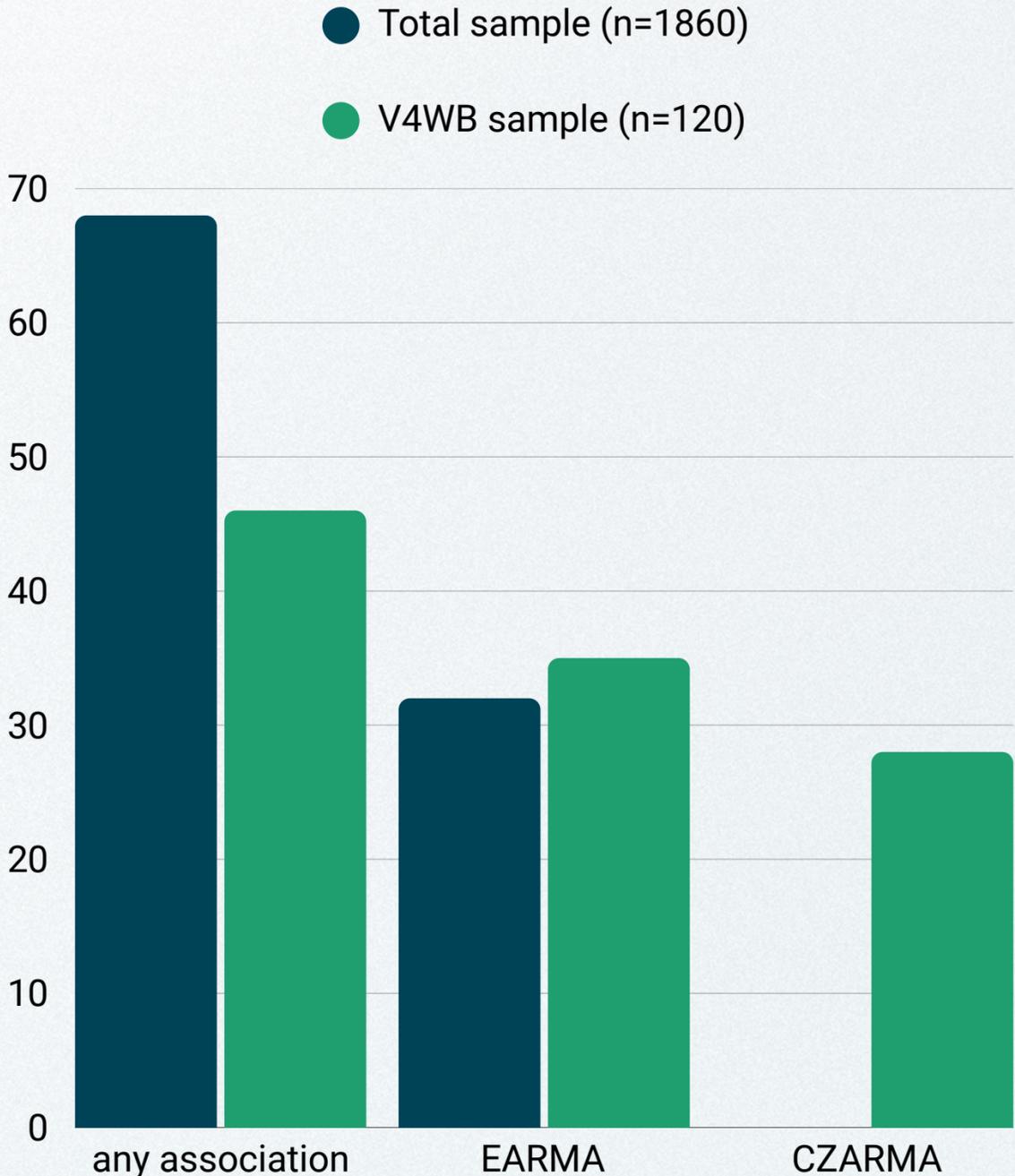


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# Role of Professional Associations for RMs

Membership in professional associations



**Self-Awareness**

Supporting awareness raising and reinforcing self-identification of professionals



**Networking**

Providing a platform for networking and peer learning



**Training**

Enabling regular information, training and knowledge exchange of professionals



**Recognition**

Contributing to better recognition of the profession

# Career in Research Management



**Career path is almost non-existent**



**Advancing in career means aspiring for leadership or changing job**



**Professional development happens in an ad-hoc manner**



**Professionals face the scarcity of leadership roles, hidden leadership positions, and low salaries**



# Reinforcing recognition

From invisible support to visible partners of researchers & RPO leaders

Qualitative and quantitative evaluation and assessment of research management still missing



## Success Stories from the Research Management Community

A catalogue of best practices and achievements



### Our Identity Research Administration as a Profession (RAAAP)

**PURPOSE**

Research Administration as a Profession (RAAAP) is an international survey which seeks to identify the key skills, attitudes and behaviors of successful research management and administration (RMA) leaders.

The initial RAAAP survey, held in 2016, was funded by NCURA. It was led by Simon Kerridge (University of Kent, UK) and Stephanie Scott (Columbia University, NY, U.S.) as Co-PIs, and supported by an advisory group.

The RAAAP survey now comprises two main sections. One section of the survey is a streamlined version of the 2016 survey. This section is intended to remain the same longitudinally. The other section of the survey focuses on a specific area of interest, of particular relevance at the time – the focus of this section will change with each iteration of the survey. This poster focusses on Part A (you as an RMA) and Part B (your background) and not Part C (in the 2019 survey this was on research impact and engagement).

**METHODS**

**Endorse**  
In June 2018 the International Network of Research Management Societies (INORMS) endorsed the RAAAP survey as an INORMS initiative and an advisory group was set-up.

**Establish**  
A taskforce was established to update the 2016 Qualtrics survey, test the survey, obtain ethics approvals, identify organizations to connect with, write correspondence, collate and analyse results.

**Connect**  
The survey was circulated to members of research administration/management organizations via their organization.

**Promote**  
The survey was promoted at conferences, workshops and via social media #RAAAP.

**PRELIMINARY (DRAFT) RESULTS**

4,325 research management and administration professionals responded from over 70 countries.

Part A: You as an RMA	Part B: Your background
Average years people have been employed in the field of research administration: <b>~11</b>	Academic Qualification (before becoming an RMA) ~30% Bachelor's ~24% Master's (yellow) ~26% Doctorate
Current role level: ~18% Leaders ~41% Managers ~38% Operational	Academic Qualification (since becoming an RMA) ~3% Bachelor's ~15% Master's (yellow) ~5% Doctorate ~71% no additional qualification
Employment combination: ~76% Full-Time RMA ~6% Part-Time RMA ~13% Full-Time with RMA ~2% Part-Time with RMA	Professional Accreditation CRA [RACC] Foundation [ARMS] Master's [Research Administration]
Employment type: ~81% Permanent ~15% Fixed Term	Skills Development Communication Project Management Collaboration Diversity Adaptability... Conflict Resolution
Top five areas RMAs work in: Proposal Development (pre-award) Project Support (post-award) Training & Communication Policy & Governance Service Delivery	Respondents work in: ~34% - U.S. ~12% - U.K. ~11% - Australia ~8% - Canada ~4% - Germany ~3% - Norway ~3% - Finland ~3% - Japan
Part of organization: ~56% Central Office ~13% Non-Central Office ~24% Academic Department	Age Range: The average RMA age is: <b>~46</b>

**CONCLUSION**

Members of the RAAAP team are currently undertaking analyses of the data. An overall summary of the analysed data, as well as the datasets will be available from the INORMS website in late 2020 – see: <https://inorms.net/activities/raaap-taskforce/>.

**RAAAP Scope**  
RAAAP is the largest worldwide dataset about Research Managers and Administrators.

**RAAAP Yourself**  
The 2016 are available now  
2019 data available soon.

**Sweet RAAAPer**  
Map your development needs for the role that you want.

**RAAAP it Up**  
Further Infographics will be created as part of the NCURA funded RAAAP/A follow-on project.

**RAAAP TASKFORCE CORE GROUP**

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# RAAAP-4

## Research Administration As a Profession

We need

- the current landscape and improvements
- sequential data collection
- evidence to support policy

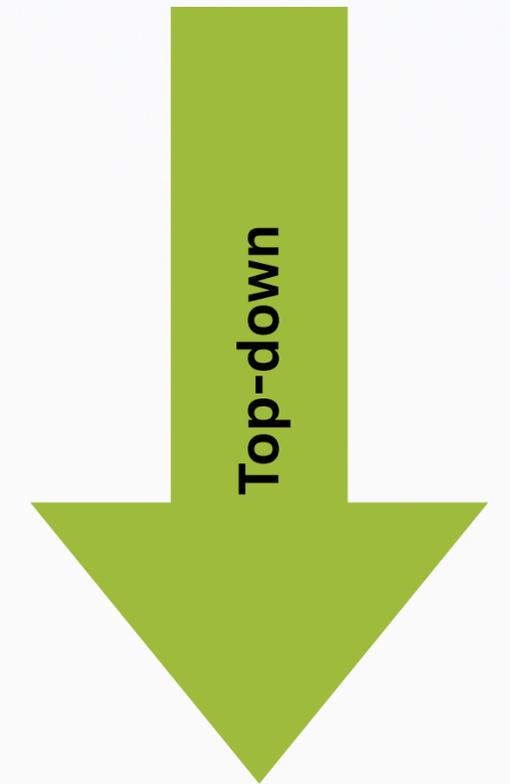
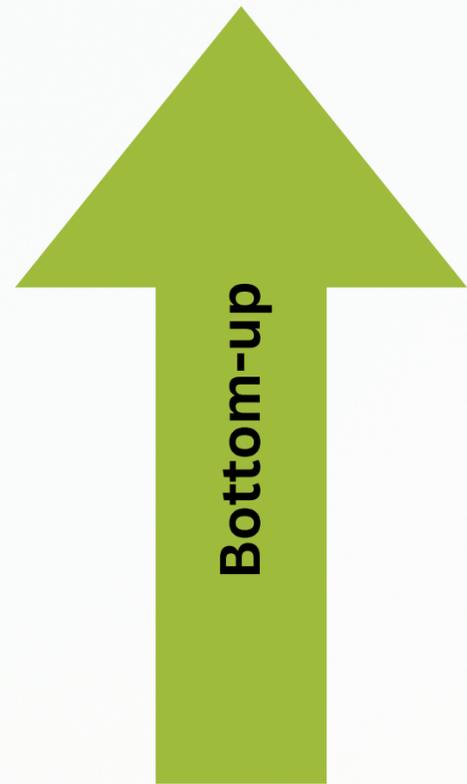


# Mutually reinforcing processes

Projects funded through different funding schemes

ERA Policy Agenda  
Action 17

EU level frameworks



Professional communities,  
i.e. BestPrac

EU funded RM  
projects

Professional associations

# Job to be done

**Strengthen the identity and recognition of the RM profession**

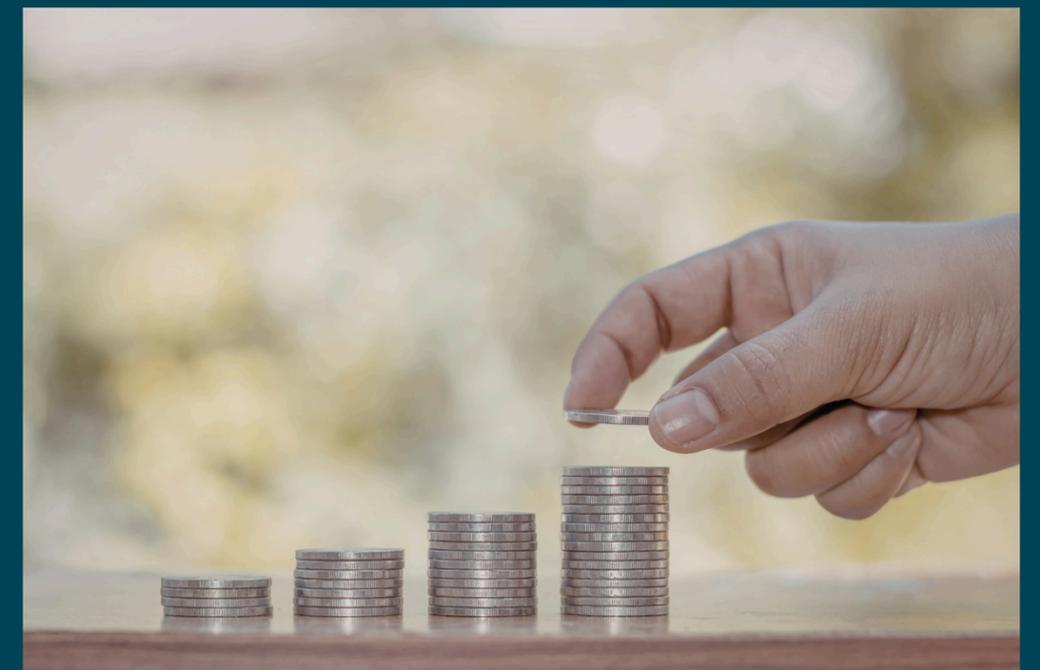
**Enable multidimensional career path and plan professional development in a strategic manner**

**Build capacities and structures in Research Management**

**Build partnership with researchers, RPO leadership and policy-makers**

**Measure and present the added value of Research Managers**

**Secure the future capacity in RM through improved conditions, opportunities and recognition**





**Thank you for your attention!**

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