

R M ROADMAP



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Research Managers in Finland

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Alignment: Needs defined by the community vs Research Management Initiative priorities

Lack of training and networking

Lack of appropriate career paths

Lack of enough capacity

Lack of recognition



Research Management Initiative

- **Upskilling:** improve training and skills of research management staff
- **Recognition:** contribute to professionalization
- **Networking:** support best-practice exchange
- **Capacity building:** support less R&I intense regions and organization



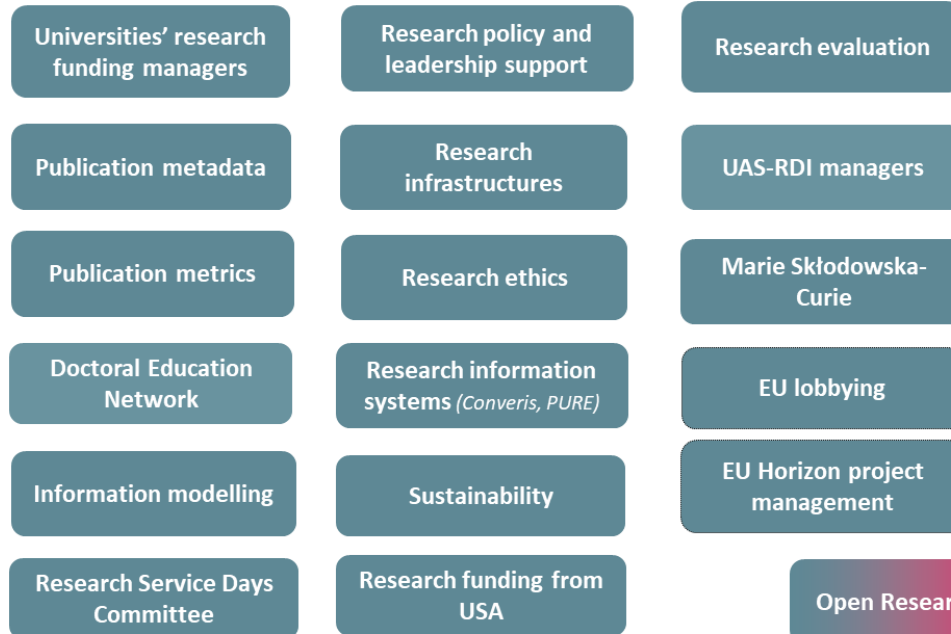
Finn-ARMA representing RM in Finland

- In Finland, the RM-community is organized in the Finnish Association of Research Managers and Advisors (Finn-ARMA).
- Its mission to promote co-operation and the professional development of its members.
- Currently Finn-ARMA has some 500 members working in 17 thematic groups,
- The association and thematic groups are open for all. The association is a bottom-up action born from the experts' own needs. Finn-ARMA has an executive committee tasked to enable continuity of activities and take care of the general matters.
- The annual Research Services Days attract more than 400 RM from different areas and more than 50 organisations, inc. higher education institutions, research organizations, research funders and public organizations.
- Finn-ARMA works closely with relevant ministries, national funders and the Universities Finland UNIFI (Council of Rectors), the associations of research institutes Tulanet and universities of applied sciences Arene, National Liaison Office for the Horizon Europe program.

Network of research administration, funding and services experts and managers from universities, universities of applied sciences and research organisations

<https://wiki.eduuni.fi/display/csctuha/Finnish+Association+of+Research+Managers+and+Administrators>

Current thematic groups (new ones are established according to needs)



*Members:
Experts from universities, universities of applied sciences and research organisations (currently appr. 500 persons)*

The most important thing is useful operation, not organizational structure!

Close cooperation with other networks and actors

- Cooperation with other networks (university libraries, institutional research, innovation support)
- National Research Information Hub
- Cooperation with stakeholders



Needs of RM in Finland and ERA 2025-2027

- Upskilling opportunities
- Training and upskilling offerings did not significantly develop during ERA 17. For this reason, the proposal for a follow-up ERA action is welcome.
- ERA 2025-2027: Empowering Research and Innovation: A New Era in Research Management
- *In the follow-up, a European-wide platform of training and tools is proposed. The platform should not be built from scratch. Instead, an existing platform such as ERA Talent Platform within EURAXESS should be used.*
- Networking4All to exchange best practices (e.g. use of AI), strong link to mobility schemes
- Showcasing of RM's impact > In Finland, first success stories in RM were collected and shared.
- *In the new ERA action: Support to the proposal of quantifying the impact of research management at institutional, national and EU level. The metrics and indicators for impact are needed, also beyond €.*

Key concern on RM initiative in ERA 2025-2027

- No gatekeeper restrictions to enter the RM profession or to freely move as a professional between research and RM.
- *In the follow-up ERA action, a unified but flexible career and competence framework for research managers is suggested. This was the most difficult part for Finn-ARMA, as we do not see an urgent need in Finland. The current proposal's wording of a **flexible** framework has to be emphasized in the implementation.*
- *Furthermore, concern about the burden created by a monitoring mechanism for this career framework, because a flexible framework is not as easy to monitor.*

Further comments on RM in ERA 2025-2027

- Opportunities for grass-root RM-initiatives should be increased:
 - Erasmus+ and Erasmus Mundus Joint Masters for upskilling
 - Erasmus+ KA1 mobility
 - Horizon Europe MSCA Staff Exchange
 - Horizon Europe WIDERA, e.g. WIDERA-NCP Study Visit for Capacity Building in RM in widening countries (unfortunately the widening country criteria exclude many organisations as well in need for capacity building).

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