

A photograph of two women in a kitchen-like setting. The woman on the right is a Black woman with short hair, smiling and looking towards the other woman. She is wearing a white long-sleeved shirt and a green apron. The woman on the left is a white woman with blonde hair, wearing a striped beanie and a dark t-shirt, also wearing a light blue apron. They are standing in front of a light-colored wall with a white circular object mounted on it.

# **Strengthening research management in the ERA: action 17. - the issues -**

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*EUA webinar, 26-09-2024*

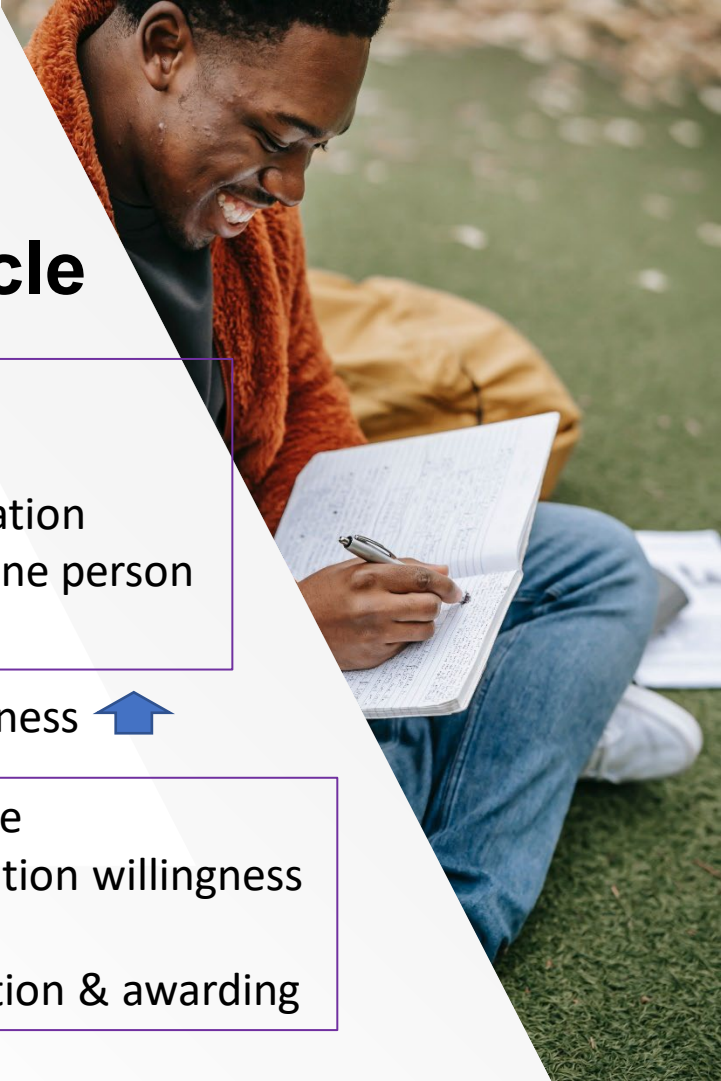
# Project (Management) Life Cycle

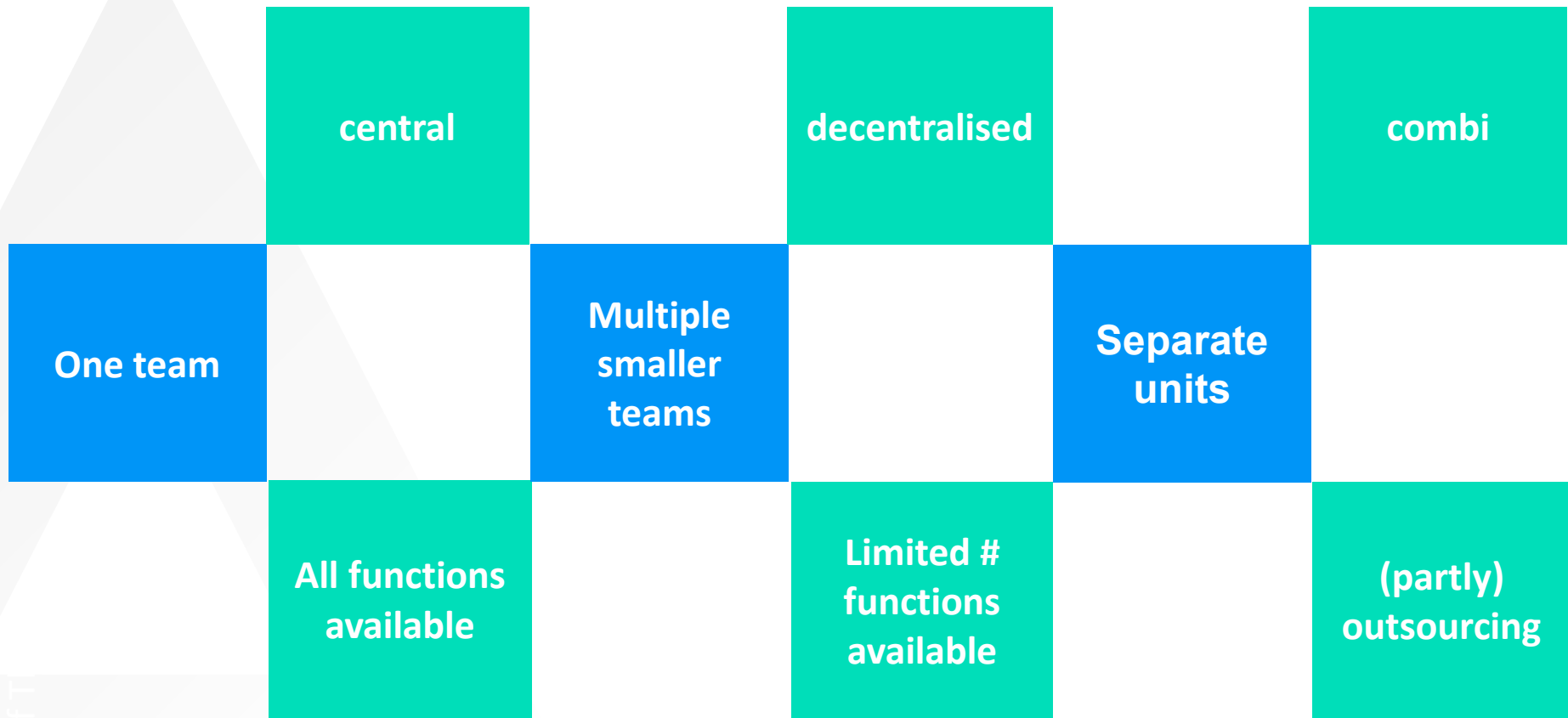


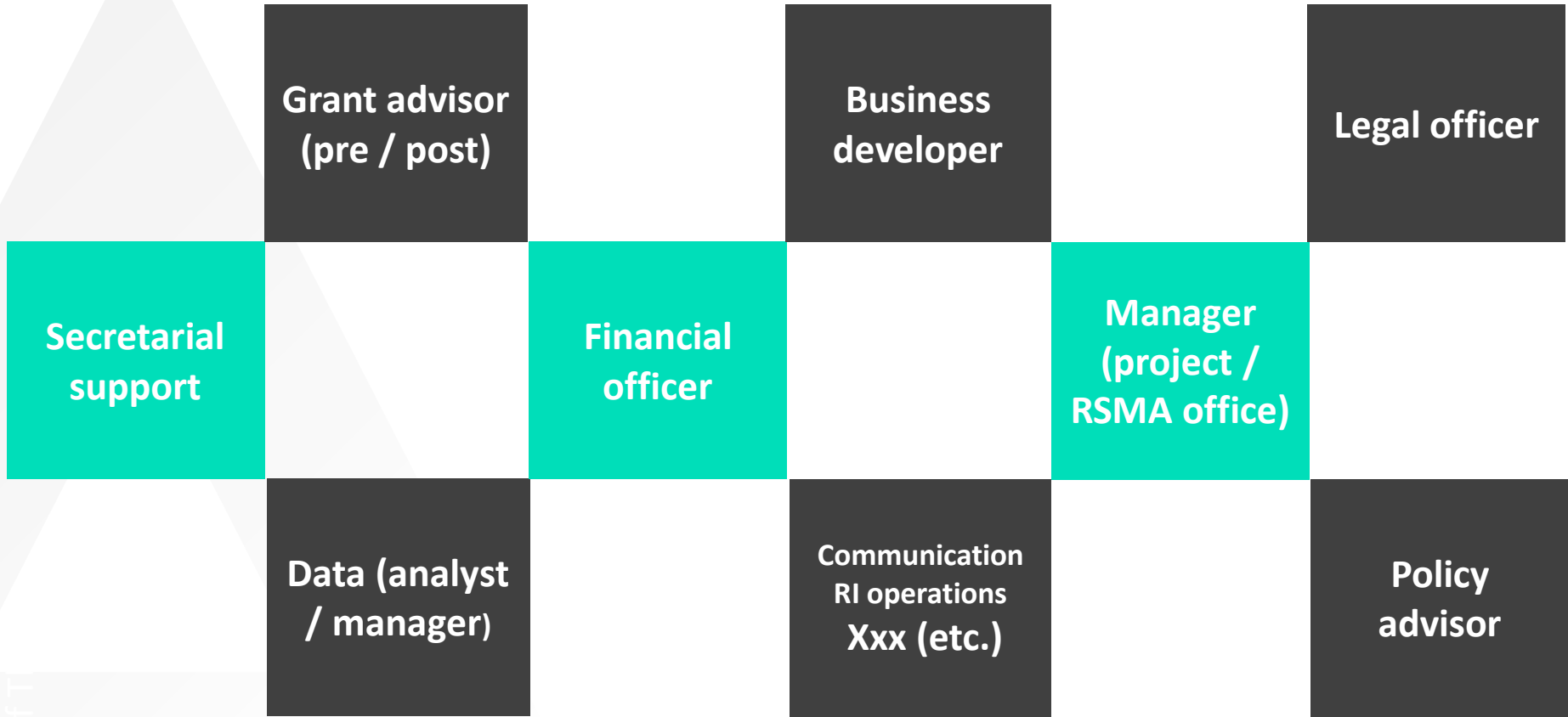
Multiple phases  
Multiple actors  
Different ways of organisation  
Diversity of functions in one person  
Variety of responsibilities

↓ Complexity & Awareness ↑

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







## Examples of functions in research management

## Some hurdles and obstacles in professionalisation and recognition of RSMA

*Levels:* local: non-RMA/research support levels, higher management levels  
national: governmental levels (incl. regulations); (int.) trade unions

*Recognition:* mindset and cultural aspects

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

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

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

# Future of research managers

## Transformation Areas:

1. Develop, share skilling/training/LLL for further professionalisation in RM
2. In co-creation
3. Improve human capital & careers in RM
4. Acknowledged & Awarded

## Interaction ERA Actions e.g.:

- ERA Action 17 (RM capacity building)
- ERA Action 4 (Careers)
- ERA Action 3 (Research Assessment Reforms)
- ERA Action 1 (Open Science)
- ERA Action 5 (gender, diversity, inclusiveness)
- ERA Action 13 (Excellence ↔ EUI)



## European Research Area: policy agenda and actions

