

# RM ROADMAP

Consensus Document for Country Community Greece

***Co-Creation Session 1: Understanding the landscape: National Networks and Associations***

*Ambassador(s): Maria Makridaki, Christina Karlou*

*Authors: Maria Makridaki, Christina Karlou*

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## **RM ROADMAP**

**“Creating Framework Conditions for Research Management to Strengthen the European Research Area”**

*Funded by the European Union’s Horizon Europe Programme*

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landscape: National Networks and  
Associations**

# Co-Creation Session 1

## Understanding the landscape: National Networks and Associations

### Contents

1.	Introduction .....	3
2.	Summary of Co-Creation Session 1 .....	4
3.	Discussion Outcomes of Co-Creation Session 1 .....	4
4.	Recommendations .....	6
5.	References.....	7
6.	Acknowledgements.....	7

## 1. Introduction

This is an important moment for the research management (RM) community in Europe. The European Commission (EC) and countries across Europe want to better understand the current research management landscape to further strengthen the European Research Area (ERA).

Research management includes a broad range of professionals supporting researchers to achieve excellence in research. For the purpose of this co-creation exercise, Research Managers (RMs) are to be considered as broad as possible including: research policy advisers, research managers, financial support staff, data stewards, research infrastructure operators, knowledge transfer officers, business developers, knowledge brokers, innovation managers, etc. For simplicity, we use the term research management but this exercise covers also other terms such as research support, research management and administration, professionals at the interface of science and other terms which are used as the norm in the national landscapes across Europe.

The RM Roadmap Knowledge and Community Platform (KCP) brings research managers together to shape the future of the profession and support the strengthening of an inclusive research management community in Europe. The KCP is a place where research managers share their views and introduce issues for discussion in a solution-focused endeavour. RM Roadmap Ambassadors lead the discussions for each country on the Knowledge and Community Platform, supported by national and regional RM networks.

This co-creation exercise is the biggest collaboration between RM networks ever to take place in Europe. With a focus on learning insights from RMs, the co-creation exercise seeks to establish a robust framework that can support professional growth and collaboration across the EU and associated countries.

By 2023, 40 country communities have been established within the RM Roadmap Ambassador Network. The RM Roadmap project will use the outcomes from this co-creation exercise to make a roadmap for the future of research management in Europe and to build and exchange solid knowledge on career framework opportunities, upskilling and networking for research managers. RM Roadmap will ultimately build a value proposition for policy makers and institutional leaders who want to strengthen and modernise their research support departments.

This **consensus document for Country Community Greece** contains the outcomes of the **First Co-Creation Session - Understanding the landscape: National Networks and Associations**.

A short summary of the main outcomes from the co-creation exercise is included in section 2. More information about the topic of RM National Networks and Associations is detailed in section 3. Recommendations about best practices, challenges and lessons learnt about (formal or informal) national networks, associations, communities are provided in section 4.

For more information about the RM Roadmap initiative, the reader can consult the following website: [www.rmroadmap.eu](http://www.rmroadmap.eu)

## 2. Summary of Co-Creation Session 1

The Co-Creation Session 1 was open for two working weeks, from October 2 to October 13, 2023. The Session included four questions related to the existence or not of RM National Networks and Associations and the challenges they encounter in contributing to national and European R&I systems. Contributors were also asked to list and link to any policy documents and funding which mentions research management or the equivalent national name(s) for research management.

By the end of the Co-creation Session 1, the Greek RM Group counted 39 members who contributed with 5 comments to the conversation.

## 3. Discussion Outcomes of Co-Creation Session 1

This consensus document for Country Community Greece contains the outcomes of the First Co-Creation Session - Understanding the landscape: National Networks and Associations.

### 1. If you have a national network (formal or informal), how did it help you? If you don't, please say how you have built your (internal) network and are using it.

In Greece, there is a lack of formal national Research Management (RM) networks, and existing networks are typically informal and ad-hoc, often formed to address specific issues, particularly related to project implementation and legal frameworks. Personal networks are built through years of experience and engagement in events, conferences, matchmaking activities, and sometimes online platforms. While international associations hold value, there is no formal or organized national RM network. Internally, RM professionals rely on personal networks within their organizations, collaborating with colleagues, peers, and legal departments due to the significant influence of national legislation on their work. These networks primarily facilitate advisory exchanges when challenges arise. Overall, the Greek RM landscape lacks a structured national network, and internal networks play a crucial role in problem-solving and knowledge-sharing among professionals.

### 2. What challenges do RM networks and associations encounter in contributing to national and European R&I systems? If there are no networks, please elaborate if there have been networking initiatives and if not, please state why you think that is the case.



In Greece, there is a notable absence of formal Research Management (RM) networks or initiatives at the national level. This deficiency can be attributed to several factors, including the fact that many individuals such as researchers, administrative staff, PhD/Post Doc students often fulfill RM roles within Greek universities and research centers. Moreover, there appears to be a lack of collective awareness within the broader Greek research community regarding the specialized nature of RMAs as a distinct working group. The absence of incentives for collaboration, including funding opportunities, and the relative reluctance of research managers to establish synergies compared to other countries further contribute to this situation. While there is a state-funded initiative aimed at establishing and supporting Tech Transfer Offices in universities and research organizations, which indirectly touches upon RM responsibilities, there is no specific focus on RM. This is mainly due to the prevailing perception that RM is often considered an administrative and low-level function, typically handled by staff lacking expertise and time. The lack of formal networking structures compounds the issue, making it challenging to disseminate information, share experiences, and coordinate efforts among RM professionals. Personal networks exist but lack a structured framework, rendering knowledge and experience sharing within the R&I systems less efficient.

**3. Please list all of the formal and informal networks and associations of research managers in your country and link to their websites or online groups. Skip if there are no networks your knowledge.**

Most comments in the Greek group stated that no formal or informal networks and associations of research managers exist in Greece, however one may consider as informal networks the consortia of several National and/or European funded collaborative projects such as

- [EEN HELLAS](#) – The Greek node of the [Enterprise Europe Network](#)
- [EUROPE DIRECT in Greece](#)
- The Technology Transfer Offices Networks such as: [GNQSI](#) , [ScienceAgora](#) , [Spira](#), [Archimedes](#)
- The NCP networks

due to the countrywide node presence and shared goals among the people who work in these projects.

**4. Please list and link to any policy documents and funding which mentions research management or the equivalent national name(s) for research management.**

The rules of conducting research in Greece in Higher Education Institutions and Research Centres are set out in the national legislation. The latest versions are:

- [Law 4957/2022 for the Higher Education Institutions](#) - (most relevant articles: Article 48 - par. 9 and Articles 221, 222, 234 , 235, 244)
- [Law 4386/2016 for the Research Centres](#) - (most relevant articles: Articles 16 and 24).

In Greece, the terms “Principal Investigator” or “Research Director” are mainly used as an equivalent of a research manager in regards to planning and securing funding for research projects. All institutions have a dedicated department (Special Account for Research Grants or Research Management Office) that manages the administrative part of the implementation of these projects. People that staff these departments are mainly administrative employees “Administrative Staff”. The creation of Technology Transfer Offices in every institution have been actively encouraged lately. People that staff TTOs and/or relevant research support structures fall mainly in the category “specialised scientific – technical, technical, administrative and auxiliary staff”.

#### **4. Recommendations**

As indicated by the feedback of the participants in the session, Greece lacks both informal and formal networks and associations for research managers. Professionals in this field require various forms of support to address their needs effectively. In the absence of established networks or associations, the Greek Ambassadors have identified support actions and initiatives that could help research managers in Greece to build their capacity, share knowledge, and advocate for the recognition of their role in the research ecosystem. These include:

- **Training and Education:** Access to training programs and educational resources specifically tailored to research management, including workshops, courses and certifications.
- **Information Sharing Platforms:** Online platforms or forums where research managers can exchange information, best practices and experiences with their peers.
- **Mentorship and Guidance:** Opportunities for less-experienced research managers to connect with seasoned professionals who can provide guidance and mentorship.
- **Resource Sharing:** Centralized repository of templates, documents, and tools related to research management, such as grant proposal templates, legal frameworks, and compliance resources.
- **Networking Events:** The organization of networking events, seminars and conferences dedicated to research management to facilitate interactions and knowledge sharing.

- **Advocacy and Recognition:** Support for advocating the value of research management and recognition of the profession at the national level, potentially through collaboration with government agencies and higher education institutions.
- **Funding Opportunities:** Efforts to secure funding for research management initiatives, which can include project support or grant opportunities for research managers to develop resources and services.
- **Community Building:** Building a sense of community among research managers to foster collaboration and the exchange of ideas.
- **Research Management Standards:** Development and promotion of best practices and standards specific to research management to enhance professionalism and consistency in the field.
- **Support from Academic Institutions:** Collaboration with universities and research organizations to integrate research management education and support within academic programs.
- **Twinning activities/Study visits:** Study visits to strong innovator countries that have in place well organized research management structures for the exchange of ideas, expertise and best practices.

## 5. References

N/A

## 6. Acknowledgements

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