

# RM ROADMAP

## Consensus Document for Country Community Israel

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

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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  
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## 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 .....	6
6.	Acknowledgements .....	6

## 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 Israel** 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

Due to the circumstances in Israel in the past 2 months (October-November 2023), it was impossible to draw the research management landscape as was initially planned as part of the RM-Roadmap project. Therefore, this documents reflects my views as the ambassador of Israel to RM-Roadmap and as research manager in the frame of EU-funded projects such as MSCA and EIC. As an expert in this field, I've closely observed the changing landscape of research management in Israel, highlighting its strengths, challenges, and future possibilities.

There are two main sectors to consider in the context of research management in Israel:

1) World-class universities and research institutions like the Weizmann Institute of Science, the Technion, and The Hebrew University of Jerusalem, as well as research centres within hospitals such as Hadassah Medical Centre. Those institutions foster academic excellence and innovation and promote national and international collaboration, enhancing the research ecosystem. Research management positions in these institutions is mainly rely on project-based funding rather than professional permanent positions, lack of structured training and multi-tasking without precise role definitions.

2) Israel's hi-tech industry, often referred to as the "Start-up Nation," benefits from effective research management, facilitating the transition of academic discoveries into successful start-ups and contributing to economic growth. Industrial research management is mainly more oriented to the company's field of business and enjoys the support of the organisation.

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

### 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.

To my knowledge, and after screening the Israeli research management landscape, there are no active networks of research managers. Although some universities and research institutions in Israel have dedicated offices or divisions for research management, these are not organised in local networks or associations. Neither there is any formal association, nor an informal one in LinkedIn or other social networks.

### 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.

Research Management in Israel faces various challenges when concerning both national and European R&I systems. Some of the challenges include:

1. **Size and geography:** Israel is a relatively small country geographically, and its research ecosystem may not have the same scale and resources as larger European counterparts. This can affect the ability of Israeli research management networks to compete on a European level.

2. **Access to European funding:** Research managers in Israel need to navigate uncertainties related to research funding programs. Securing and managing EU funding can be complex due to the geopolitical challenges.
3. **International collaboration:** Facilitate international collaborations with European partners, sometime involve addressing logistical and cultural differences. Language barriers and time zone differences can impact collaboration efforts.
4. **Regulatory compliance:** Ensuring compliance with EU regulations and guidelines, particularly in areas such as ethics and data protection, can be a significant challenge for research projects involving European partners.
5. **Alignment with EU priorities:** Ensuring alignment between Israeli research priorities and those of the EU can be important for accessing European funds. Aligning local research management with Horizon Europe may require adjustments.
6. **Policy alignment:** Coordinating national research policies and strategies with European R&I policies and strategies can be complex, requiring collaboration between Israeli government agencies and European institutions.
7. **Interdisciplinary research:** Promoting interdisciplinary research, which is often a focus of European R&I initiatives, may require adjustments in the Israeli research ecosystem to encourage collaboration across diverse fields.
8. **Data sharing and open science:** Embracing open science and data-sharing practices, which are encouraged by the EU, may require changes in data management and research culture within Israel.
9. **Language and communication:** Effective communication with European partners, particularly in different languages, can be a challenge. This includes preparing documents and proposals in English, which is not a native language to many Israelis.
10. **Sustainability:** Once formed, ensuring the long-term sustainability of research management networks and associations in Israel, particularly with limited resources, is crucial for their ongoing contribution to R&I systems.

Despite these challenges, Israeli research management networks and associations can benefit from their strong research culture, innovation ecosystem, and the country's history of active participation in European R&I programs. By addressing these challenges strategically and collaboratively, they can continue to contribute to both national and European R&I systems, fostering research excellence and innovation in Israel and beyond.

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.**

To my knowledge, and after screening the Israeli research management landscape, there are no active networks of research managers.

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

In Hebrew, "research management" free translation is often referred to as "ניהול מחקר" (pronounced as "Ni'hul Machkar"). This term encompasses activities related to the administration, coordination, and management of research projects and resources within academic institutions, research centres, and

other organisations in Israel. However, the term of “project management or “project manager” is more common to describe the position related to the administrative or coordination aspects of a project. Job advertisements will almost use the term “project management” in this context, while “research management” will be used when referring to an actual research activities as in a research laboratory.

While there may not be a specific organisation or association with the term "ניהול מחקר" in its name, many Israeli universities and research institutions have dedicated offices or departments for research management and administration. These offices are responsible for overseeing various aspects of research projects, including funding, compliance, and administrative support. As mentioned above, most of those offices see themselves as “project managers” rather than “research managers”.

#### **4. Recommendations**

Support for the establishment of RM network in Israel could focus in the first stage on providing internal training programs that focus on research management skills. In addition, establishes well-defined career paths for research managers. It could provide RMs with a clear understanding of what is expected from them and offer a structured framework for career progression. By doing so, institutions can not only retain valuable RM personnel but also ensure that these professionals continue to contribute effectively to the organisation. Additionally, showcasing successful stories and best practices, highlighting how the expertise and contributions of RMs have positively impacted project outcomes.

#### **5. References**

@Ambassadors, as an example, you can use the following style: <https://apastyle.apa.org>.

#### **6. Acknowledgements**

Examples of those who might be acknowledged include a person who provided purely technical help, writing assistance, or a department chair who provided only general support. Please make sure that acknowledged colleagues have given written consent to be listed in this document. The consensus document will be public access.





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