RM
ROADMAP

Consensus Document for Country Community Germany

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

Ambassador(s): Dr. Elisabeth Holuscha, Meike Dlaboha

November 2023

RM ROADMAP

"Creating Framework Conditions for Research Management to Strengthen the European Research Area"

Funded by the European Union's Horizon Europe Programme

Consensus Document
Country Community Germany

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

1

Co-Creation Session 1

Understanding the landscape: National Networks and Associations

Contents

Consensus Document for Country Community Germany

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, ete. 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.

4

This **consensus document for Country Community Germany** 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 learned 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

2. Summary of Co-Creation Session 1

For the German community 45 persons registered as group members, 13 took the opportunity to leave comments.

Knowing most of the respondents we are convinced that we covered the most important players, although the number of comments was not extremely high.
There are 4 national organisation who cover most of the community, who all commented. Furthermore, other smaller or regional networks were mentioned.

There are regional groups for RMAs specialising in **EU funding** in each German State. They have an overarching structure called BAK – BundesArbeitsKreis der EU-Referent/innen an Hochschulen in Deutschland, which includes 2 members of each German State. It offers working groups for Project Management, Legal issues etc. Support to networking amongst the RMAs is also provided by KoWi, Kooperationsstelle EU der Wissenschaftsorganisationen. Support to networking amongst the RMAs is also provided by KoWi, Kooperationsstelle EU der Wissenschaftsorganisationen. This institution with offices in Bonn and Brussels is a service plattform of the German Research Organisations, funded by Deutsche Forschungsgemeinschaft. It offers information, training and advice on Horizon Europe and EU research policies. KoWi is engaged in German and European EU research networks and facilitates exchanges and networking through specific services among RM.

Networks with a broader and **national focus** play an important role:
There are two major associations, Netzwerk Wissenschaftsmanagement with 450 members and FORTRAMA e.V. with approx. 600 members. Other smaller regional networks were also indicated.
The most beneficial aspects of the networks which were listed were:

- Exchange with colleagues as „invaluable source of knowledge and best practice"
- Trainings offered
- All collegues very open-minded and cooperative

3. Discussion Outcomes of Co-Creation Session 1

This consensus document for Country Community Germany 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.**

The participants mentioned mostly the open and trustful exchange of knowledge, ideas, information and experiences. This might take place in trainings, meetings or conferences. Also the effect of training for new people on the job by experienced colleagues was mentioned. There are semi-commercial providers of trainings on the market, who were also mentioned as a source of knowledge.

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.**

The most important points arising were the diversity and complexity of the German funding landscape as well as the federal German system of different states. These obstacles make it fairly difficult to act as "a German voice" speaking for all States, there isn't always a common ground.

The need of more exchange on the European level was mentioned as a difficulty.

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.**

The networks mentioned were:

- Netzwerk Wissenschaftsmanagement *https://www.netzwerk-wissenschaftsmanagement.de/*
- FORTRAMA e.V. *www.fortrama.net*
- BAK - National Working Group (Bundesarbeitskreis) of EU Funding Advisors at German Universities and Colleges: *https://www.uni-giessen.de/bak/bak-english*
- BAK Working Goup Legal Experts: *https://www.uni-giessen.de/bak/recht*
- BAK Working Group Project Management: *https://www.uni-giessen.de/bak/Management.htm*
- Working Group (Landesarbeitskreis) of EU Funding Advisors at Universities and Colleges in the State of Baden-Wuerttemberg: *https://www.uni-ulm.de/en/einrichtungen/resul/arbeitskreis-der-eu-referenten-bw*

6

- Bavarian network of EU research managers (BayAK)
- Bavarian network of EU research managers at UAS (BayEU)
- Group of EU funding advisors from the German States of Baden-Wuerttemberg and Bavaria, and German Speaking Switzerland (meetings once a year).
- League of European Research Universities (LERU) European Research Project Managers Policy Group (LERU-ERPM): https://www.leru.org/leru-groups/european-research-projects-managers
- Kowi https://www.kowi.de/kowi.aspx
- Alumni Network of the MBA Higher Education and Research Management (University for Applied Sciences Osnabrück)
- Wissenschaftsmanagement Online (wissenschaftsmanagement-online.de)
- Award – Einstein Foundation Berlin, Hochschulmanager*in des Jahres – CHE
- TBH - Transferstellen aller Bayerischen Hochschulen - https://tbh.bayern/
- WiMaMuc (research managers around the area of Munich, http://www.wimamuc.de/content/herzlich-willkommen
BestPrac (COST Action www.bestprac.eu) and EARMA
- EU-ReasoN https://www.eu-reason.de/ (covers Lower Saxony)
- www.aif.de Industrial Research Association
- Fhnet, a group of 23 Universities of Applied Sciences, https://eu-strategie-fh.net/de/

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

Obviously the participants are not aware of many fundings dedicated to research management. Only very few policy documents were given. *In the new version of the Bavarian Higher Education Act [(BayHIG): https://www.gesetze-bayern.de/Content/Document/BayHIG] research managers are mentioned in Art. 59. It is just stated that they exist. They are included in a very short category "everything other than research".*

The Wissenschaftsrat Paper "Recommendations on higher education governance" has a chapter dedicated to administration and science management:
https://www.wissenschaftsrat.de/download/archiv/7328-18.pdf?__blob=publicationFile&v=15 (see p.83 ff)

Several participants indicated that there is a lack of recognition of RMAs, which is reflected in the lack of policy papers.

4. Recommendations

1.If associations or networks do exist in your country, what recommendations would you share to support colleagues in setting one up in countries without associations or networks?

2.If your country does not have any informal/formal network or association, what kind of support would you need.

3.For FORTRAMA we would like to state that for us it was an important step to become a formal association. It raised our visibility and gave us a more solid ground in legal aspects.

4.The challenge is to activate a network, to benefit and attract members and will-be members. It is not a self-fullfilling prophecy and that is at least our lesson learned: Becoming a formal association is the first important step. Second step of same importance but often neglected:
Encourage and motivate the exchange among a majority of the network and not keepinp it up with a small (elite) group.

5.It`s not only about the formal networks, informal networks are also very important

5. References

6. Acknowledgements

Consensus Document for Country Community Germany

RM
ROADMAP

🌐 rmroadmap.eu

🐦 @rmroadmap

in linkedin.com/company/rmroadmap