

RM ROADMAP

Consensus Document for Country Community Luxembourg

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

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



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Co-Creation Session 1

Understanding the landscape: National Networks and Associations

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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 Luxembourg 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

2. Summary of Co-Creation Session 1

The co-creation session generated high expectations, with LinkedIn posts, EARMA emails, and ambassador emails all contributing to the buildup. However, the excessive amount of information shared in webinars before the actual co-creation session began proved to be counterproductive. It's important to consider the busy schedules of our co-creators and be mindful of their time. Utilizing surveys with one-click experiences could have yielded better results, and this feedback was echoed by some colleagues.

For future co-creation sessions, the ambassador will take charge of managing the timeline and disseminating information and tools more efficiently. Consequently, there has been limited participation and activity in the co-creative space of the roadmap.

Please note that the ambassador has sent emails and made LinkedIn posts, and both the FNR (Fonds National de la Recherche) and [Research Luxembourg](#) have also shared them.

<https://www.fnr.lu/calling-research-facilitators-join-the-rm-roadmap-demo-session/>

<https://www.linkedin.com/feed/update/urn:li:activity:7116772023090982912/>

Sharing the consensus document and soliciting input has sparked more discussion and exchange. The input and exchanges have been remarkably varied and insightful, highlighting the value of working with a document as a collaborative tool.

3. Discussion Outcomes of Co-Creation Session 1

Sharing the consensus document and soliciting input has sparked more discussion and exchange. The input and exchanges have been remarkably varied and insightful, highlighting the value of working with a document as a collaborative tool.

There is clear consensus in the challenges and on a number of recommendations.

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 context:

Over the past decades the Luxembourg government has invested heavily into the development of the research and innovation sector of Luxembourg, As part of the Nation branding strategy, Luxembourg has created the Research Luxembourg brand. Under the RLU brand all actors in research and innovation are united: With the support of the Ministry of Higher Education and Research: Luxembourg Institute of Health (LIH), Luxembourg Institute of Socio-Economic Research (LISER), Luxembourg Institute of Science and Technology (LIST), University of Luxembourg, Luxinnovation and Luxembourg National Research Fund (FNR) collaboration among all actors is happening naturally, given the small size of the country and the young age of the research and innovation ecosystem of about 25 years

The Research landscape is shaped by

- 1) Generous funding
 - 2) An international and interdisciplinary research culture, (87% of Luxembourgs research population and staff members are from abroad, 70% of the publications are produced with international partners)
 - 3) research institutions
 - 4) outstanding research infrastructures and research facilities
 - 5) the National Research and Innovation Strategy that defines the research priority areas.
- Four interdisciplinary research priority areas prepare Luxembourg for the future:
- Industrial and service transformation
 - Personalised healthcare
 - Sustainable and responsible development
 - 21st century education

The collaboration among all actors in research and innovation is happening naturally a formal national network of research administrators and managers is not yet established.

While we lack a formal or informal national network, it's worth noting that the FNR, Research Luxembourg, and Luxinnovation, all of which are nationally funded research agencies, serve as the foundation of our community.

The main pillars of the Luxembourg research and innovation system are the FNR, and the University of Luxembourg, the public research institutes of Luxembourg, and Luxinniovatin, the national innovation agency, Both the national funding agency (FNR) and national innovation agency (Luxinnovation) orgnise regular information sessions and dedicated trainings. The

These sessions vary, sometimes being organized on an institute-specific basis, while others are interinstitutional. These gatherings are well-attended by the research managers and administrators' communities, presenting an excellent opportunity to network and share recent information.

Luxinnovation not only is the national innovation agency but also serves as the home for the National Contact Points for Horizon Europe. They arrange a multitude of workshops and information days focused on specific calls. Once again, research managers and administrators are actively engaged in these events.

Luxinnovation further nurtures the interaction between research and industry, acting as the contact points for specific calls initiated by the Ministry of the Economy, for example. Their work revolves around clusters, which host specific events that bring together communities within distinct fields. As before, research managers and administrators play a pivotal role in these clusters.

It's essential to mention that all these events maintain a strong focus on the "researcher mindset" or providing services to researchers, but there hasn't been a dedicated formalised event for the community of the research managers, and administrators.

The University of Luxembourg has set up comprehensive and dedicated research support structures between a central Research Support Department and de-central research facilitation groups and offices at the level of the faculties and interdisciplinary research centres.

Together with the Research Support Department, the de-central research facilitators and grants officer form the research facilitation group. The Research Support Department stirs regular research facilitation group meetings and organizes annual research facilitation group retreats dedicated to specific topics and themes, animates working groups (e.g. the EU Working group, the working group on the Recognition of the profession of research management and facilitation, etc.)

Additionally, the research centers in Luxembourg, the University of Luxembourg, and its associated institutions have various internal networks and platforms that promote interdisciplinary research and collaboration. Research managers and administrators actively participate in these networks, attending seminars, workshops, and conferences. This has helped build a robust internal network, allowing the community to collaborate with colleagues from different institutes and faculties.

The benefits we derive from these events include:

- Gaining valuable knowledge about specific grants or research calls.
- Expanding our network by connecting with other stakeholders.
- Building connections and relationships within Luxembourg's research landscape.

Research & Education

There are programs that integrate research and education that fall into the RM realm. In

this context, [Anefore asbl](#) is the National Agency responsible for implementing European programs in the areas of education, training, youth and sport, in particular the Erasmus+ and European Solidarity Corps programs and other initiatives and European programs. They work closely with EASEA, the European Education and Culture Executive Agency. It has to be said that there is, nevertheless a lack of training opportunities for ERASMUS programs in Luxembourg, since Anefore itself does not provide this service. It is rather their aim to establish a network of Erasmus+ and European Solidarity Corps (CES) ambassadors in Luxembourg and is looking for interested beneficiaries and program participants.

[Euraxess](#)

Euraxess Luxembourg offers the platform for researchers to exchange and services and training to facilitate mobility. In practice it's a community forum where researchers and RMs meet and exchange.

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 terms of research management topics

The FNR hosts and coordinates working groups on various subjects, including research culture and gender. They recognize the value of engaging various stakeholders of the research landscape, which is why they also involve research managers and administrators. The FNR acknowledges the importance of research managers and administrators, as exemplified by the "Be Brave" program, where members of the research community, including technicians and research managers, are featured alongside "pure" researchers. The Luxembourg research landscape has a direct line of communication with funders, facilitating exchange.

There are several successful initiatives that originate from research managers and administrators, often emerging from the bottom-up approach. Their success stems from representing the contributions of the entire research landscape, ensuring that the voice of the entire community reaches the funders, who find it relevant.

Two notable examples include:

A working group on Open Access that brings together LIH, LIST, Uni.lu, BNL, and the FNR to address Open Access issues related to the FNR.

The KTLux community, a network of individuals actively engaged in knowledge transfer activities in Luxembourg.

Regarding career development

From an HR perspective, the diversity of job profiles among research managers and administrators is extensive, encompassing roles such as finance controller, project officer, project manager, technology transfer officer, research facilitator, strategic advisor, and more. Even within the same institution, this diversity leads to variations that can impede our ability to gain visibility and a clear career perspective as a collective group.

As an example, at the University of Luxembourg (Uni.lu), one of the most crucial roles within research management is that of the Research Facilitator (RF) and project officer. To provide a clearer career perspective for RFs within Uni.lu, the following considerations are essential:

- **Institutional Support:** Understanding how and why the institution (Uni.lu) can support the development of a career in research management is crucial. This includes identifying the resources, training, and opportunities provided to RFs to enhance their skills and advance their careers.
- **Career Progression Roadmap:** To provide a clear career path for RFs, the research management community should envision a roadmap for career progression. This roadmap can outline the steps, qualifications, and achievements necessary for RFs to advance within their roles, as well as the support and recognition they can expect at each stage of their career. We could get inspiration from HRS4 research initiative, the same could be applied for research managers. The R1-4 level could be taken as benchmark for the development of RM 1-4 level

To address the career development challenge, the community may need to take a proactive approach. Recognition and career development for Research Managers (RMs) should primarily come from researchers, who are at the heart of research institutions. On one hand, the research community depends on the support provided by RMs, as the growing complexity of the research lifecycle and the increasing responsibilities placed on researchers can be burdensome. On the other hand, administrative work is often undervalued and tends to be seen as uninteresting by the research community, categorizing all administrative roles in the same unappreciated category.

The solution to this puzzle lies within the realm of RMs themselves. We must focus on two key areas: i) improving efficiency and ii) providing added value that the research community can recognize. This can be accomplished through delivering better research proposals, building them up from the researchers' idea conception, and developing and implementing sound research strategies that researchers can appreciate. By demonstrating the benefits of our work, we can promote the importance of the RM job profile and support career development within the research community.

Challenges:

- **Identifying a common ground and interests:** The RM community is very diverse (pre-award and post-award specialists, lawyers, financial controllers, etc.), it's a challenge to find common grounds and interests where all stakeholders feel recognized.
- **Research Managers (RMs) often operate within a localized scope,** which can limit their broader perspective. This lack of a strong community sense, unlike professions like law or research, can hinder our ability to maintain a global perspective. To counter this, we should consider leveraging staff mobility

programs such as ERASMUS+ (for example, as demonstrated here: <https://www.uni.lu/en/mobility/outgoing-student-mobility/erasmus/>).

- **Size and Scale:** Given the small size of Luxembourg, the scale of research activities is limited compared to larger European countries.
 - This sometimes poses challenges in terms of visibility and influence at the European level. How can the RM community improve Luxembourg visibility?
 - We could benefit better from our small size to coordinate and bring a sound and loud voice to funders.
 - **Integration with European Networks:** Engaging with and integrating into larger European RM networks requires continuous effort. There's a need to ensure that Luxembourg's research priorities are represented and that the country benefits from European initiatives.

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.

A very active national working group of EU RDI programmes specialists was operated by Luxinnovation from January 2012 to mid 2014. The members were representative of the main research public organization at this time.

The KTLux community, a group of individuals, active in knowledge transfer activities, working in multiple institutions across the country (most research centers in Luxembourg are present); KTLux is an informal network that meet regularly (3-4 times a year) to i) exchange on best practices through peer-learning and ii) enable fruitful exchanges with all stakeholders: researchers, funders, policy makers, etc.

Within the University of Luxembourg, we have a distribution list with all the research facilitators and regular meetings to ensure knowledge exchange. This is happening under the umbrella of a centrally steered department for research support.

The FNR and Luxinnovation distribute their information through newsletters; people subscribed are interested; many are RMAs.

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

Research Luxembourg is a joint initiative of the main actors in Luxembourg public research, with the support of the Ministry of Higher Education and Research: Luxembourg Institute of Health (LIH), Luxembourg Institute of Socio-Economic Research (LISER), Luxembourg Institute of Science and Technology (LIST), University of Luxembourg, Luxinnovation and Luxembourg National Research Fund (FNR).

Research Luxembourg is a collaborative effort involving prominent stakeholders in the field of public research in Luxembourg, with the backing of the Ministry of Higher Education and Research. These stakeholders include the Luxembourg Institute of Health (LIH), Luxembourg Institute of Socio-Economic Research (LISER), Luxembourg Institute of Science and Technology (LIST), University of Luxembourg, Luxinnovation, and Luxembourg National Research Fund (FNR).

The Luxembourg government has identified research and innovation, along with higher education, as fundamental elements of the nation's vision for the future. Its policy in the realm of research and innovation aims to foster competitiveness and economic growth, enhance the performance of the public research sector, and bolster the country's involvement in international research initiatives and collaborations. The National research & innovation strategy can be found [here](#).

Over the years, research institutions in Luxembourg have experienced consistent increases in funding from successive governments. Starting at 24 million Euros in 2000, the funding grew to [1.5 billion Euros for the 2018-2021 period](#). Notably, Luxembourg has committed to a significant boost in research funding, with an increase of nearly 300 million euros, bringing the total to [1.7 billion euros for the 2022 – 2025 period](#), marking a 17.6% increase compared to previous years.

This robust support has cultivated a thriving research environment in Luxembourg, earning recognition on the global stage, particularly in areas such as materials science, health, information and communication technology (ICT), and sustainability.

The following statistics published by Research Luxembourg [on success rates for EU](#) proposals in 2021 support the previous statement statement (details below).

The number of new projects involving Luxembourg participants with funding from Horizon 2020, the EU's research and innovation funding programme, increased from 102 in 2019 to 127 in 2020 (+25%). In the digital sector, 27 Luxembourg participations in projects funded under the ICT-Leadership in Enabling and Industrial Technologies (LEIT) work programme, which together received €12.9 million of EU funding. The success rate of Luxembourg applicants (19.57%) was the third best in the EU. Private companies participating in Horizon 2020 projects primarily cooperated with partners from Germany, Spain, Italy, France, Greece, the UK and Belgium. Luxinnovation, the national innovation agency in Luxembourg, also helped 30 companies find postdoctoral experts from all over the world for collaboration in the context of the Marie Skłodowska-Curie Actions Postdoctoral Fellowships programme.

“Luxembourg has a high overall success rate under Horizon 2020. Participation in the JU Innovative Medicines Initiative has been proven to be of high interest and success among all the partnerships. Luxembourg has an above average participation by the private sector in Horizon 2020, as there is a significant share of specialised private companies active in these fields”. Source: ERA-LEARN database for P2Ps (cut-off date June 2021); eCORDA for EIT-KAVA, JUs, cPPPs, other H2020 projects (RIAs, CSAs, etc.)

“ERC grants made in Luxembourg”

<https://www.fnr.lu/research-with-impact-fnr-highlight/erc-grants-made-in-luxembourg/>

The strategic focus on scientific leadership in key domains has attracted international talent seeking further education, contributing to a critical mass effect and advancing Luxembourg's strategy of building

a knowledge-based economy.

Luxembourg's research and innovation landscape is characterized by [top-notch infrastructure and research facilities](#), a well-defined specialization in key sectors, and a diverse array of research stakeholders.

Luxembourg has been actively involved in promoting research and innovation through various policy documents and funding initiatives, often in collaboration with entities that manage research activities. Framework agreements between Luxembourg Institutions have been put in place to promote interinstitutional collaborations in research and doctoral education. While I don't have access to specific documents or funding details beyond that date, I can provide a general overview of the landscape related to research management and funding in Luxembourg.

<https://gouvernement.lu/dam-assets/documents/actualites/2020/02-fevrier/25-mesr-strategie-recherche-innovation/mesr-strategy-research-innovation.pdf>

The **Ministry of Higher Education and Research (MESR)** is responsible for organising, coordinating and overseeing the Luxembourg higher education landscape. Within this context, the MESR acts as the supervising ministry of the University of Luxembourg and is in charge of the accreditation of the programmes leading to a higher technician certificate (brevet de technicien supérieur) as well as of foreign higher education institutions established on the territory of the Grand Duchy and of their study programmes. **In addition, the MESR defines, coordinates and implements the national public research policy**

The MESR acts as the supervising ministry of:

- Luxembourg Institute of Science and Technology (LIST);
- Luxembourg Institute of Health (LIH);
- Luxembourg Institute of Socio-Economic Research (LISER);
- National Research Fund (FNR).

The MESR subsidises the Max Planck Institute in Luxembourg, is a member of GIE Luxinnovation and participates in RESTENA.

In regards to research activities, the MESR represents Luxembourg in the Competitiveness Council configuration of the European Union, in various councils and committees of the European Research Area as well as in European programme committees, particularly of the EU's Framework Programme for Research and Innovation, called Horizon 2020.

At the international level, the MESR represents Luxembourg in international organisations such as the OECD and UNESCO as well as in the High Council of the European University Institute in Florence and the intergovernmental European Molecular Biology Laboratory (EMBL).

National Research Fund (FNR): The Fonds National de la Recherche (FNR) in Luxembourg plays a central role in research management and funding. It is the primary funding agency for research projects and activities in the country. The FNR administers various funding programs, research grants, and initiatives to support researchers and research institutions. <https://www.fnr.lu/our-funding-policies/>

[National Research and Innovation Strategy](#) Luxembourg has a National Research and Innovation Strategy that outlines the country's vision and priorities for research and innovation. This strategy often includes elements related to research management and funding allocation.

Luxinnovation: Luxinnovation is a national agency responsible for innovation and research promotion. They collaborate with various stakeholders, including research institutions and businesses, to support research projects and facilitate funding opportunities. <https://www.researchluxembourg.org/en/funding/funding-programmes/>

Horizon 2020 and Horizon Europe: Luxembourg actively participates in European Union research programs, such as Horizon 2020 and its successor, Horizon Europe. These programs provide substantial funding for research and innovation projects, and Luxembourg's involvement is coordinated by national research management entities (i.e., those overseen by MESR (Uni.lu, FNR, Luxinnovation, LIST, LIH, & LISER) and Luxembourg companies.

Explicit mention of RMs in policies and official documents

- One of the most relevant grants for the FNR, PEARL, requires a research project manager as part of the institutional contribution to ensure an efficient and effective management of the overall PEARL project. This position can be 50% for the first year but must move to 100% from the second year onwards. See 2023 call documents [here](#).
- All FNR submissions need to give an administrative contract, that at the end, are research managers and administrators.

4. Recommendations

Formalize national network of all RMs, the steering of the network could be rotating among Luxembourg Institutions, leadership support would be crucial.

- The network will facilitate setting up more regular meetings between RMs and the NCPs to discuss latest developments and provide input on improving programs.
- The network will encourage to collaborate more closely with the NCP when they are consulting on new European initiatives to provide perspectives from Luxembourg.
- The network will help to identify knowledge gaps among RMs that can be addressed through targeted seminars.

Set up a broader research support network in Luxembourg, that includes the complete research cycle: including data stewards, librarian specialists, financial controllers, legal experts, DPOs, project managers, research facilitators, TTOs, project officers, doctoral school facilitators, research specialized trainers (for career development, proposal writing, transversal skills, etc.), student services, etc.

- Mapping the research support cycle for all research career stages will benefit the research community and provide added value to the RMs work.
- We will benefit from working together, understanding the challenges of each aspect of the research life cycle.

Institutional Support: Understanding how and why the research institutions can support the development of a career in research management is crucial. This includes identifying the resources, training, and opportunities provided to RMs to enhance their skills and advance their careers.

Career Progression Roadmap: To provide a clear career path for RMs, the research management community should envision a roadmap for career progression. This roadmap can outline the steps, qualifications, and achievements necessary for RMs to advance within their

roles, as well as the support and recognition they can expect at each stage of their career. We could get inspiration from HRS4 research initiative, the same could be applied for research managers. The R1-4 level could be taken as benchmark for the development of RM 1-4 level

Build the sense of community through informal and formal exchanges (through the network) in the national arena and participating in conferences and working group within Europe, such as EARMA. We should consider leveraging staff mobility programs such as ERASMUS+

4. References

5. Acknowledgements

We are grateful for the support of FNR and Research Luxembourg in disseminating news about the RM roadmap and co-creation steps through their media platforms and newsletters.