CARDEA

Career Acknowledgement for Research (Managers) Delivering for the European Area Grant Agreement No. 101058572

Milestone report – 04

Milestone report – May 2025	
CARDEA - Career Acknowledgement for Research (Managers) Delivering for the European Area	
Project acronym	CARDEA
Grant No	101058572
Call identifier	HORIZON-WIDERA-2021-ERA-01-20
Start of project	1st June 2022
Duration	48 months
Milestone no	4
Work Package	WP 1
Authors	Achilleas Tsiligeridis
Work Package/Task leader	Mary Kate O'Regan

CARDEA MATRIX
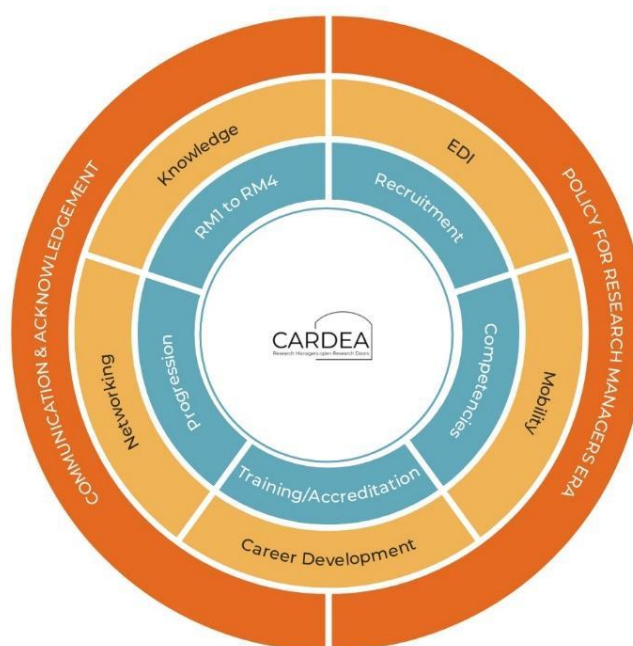
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Executive Summary

The 3rd year CARDEA consortium meeting was organized 19-20 May 2025 in the premises of the Centre for Research and Technology Hellas (CERTH) in Thessaloniki (address: 6th klm Charilaou – Thermis Road). The report includes signed participants lists, agenda, minutes and the presentations.

CARDEA consortium partners participated in person

No	Institution	Name
1	University College Cork, Ireland	Mary Kate O'Regan
2	Centre for Research and Technology Hellas, Greece	Achilleas Tsiligeridis
3	University of Macerata, Italy	Barbara Chiucconi
4	Agència de Gestió d'Ajuts Universitaris i de Recerca, Spain	Lluis Rovira
5	Agència de Gestió d'Ajuts Universitaris i de Recerca, Spain	Cristina Borras
6	University of Liege, Belgium	Veronique Larosa
7	University of Liege, Belgium	Laurence Maquest
8	Politehnica University of Bucharest, Romania	Elisabeth Lazarou
9	Politehnica University of Bucharest, Romania	Sanda Maiduc
10	Instytut Fizyki Jądrowej PAN, Poland	Kinga Krupnik
11	Instytut Fizyki Jądrowej PAN, Poland	Justina Lagan

CARDEA consortium partners participated online
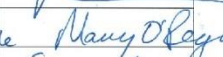
No	Institution	Name
1	University College Cork, Ireland	Olivia O'Leary
2	Centre for Research and Technology Hellas, Greece	Dimitris Sanopoulos
3	University of Macerata, Italy	Erica Feliziani
4	Juraj Dobrila University of Pula, Croatia	Ivona Peternel

Signed Participants Lists

CARDEA

Participants List
CARDEA project meeting in Thessaloniki
19 May 2025

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CARDEA

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Participants List
CARDEA project meeting in Thessaloniki
20 May 2025

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Meeting Agenda 19-20 May 2025

AGENDA 19.05.2025

12:00 – 16:30

Online participation: **Join the meeting now**

Day 1	
12:00 - 13:00	**Registration and Working Lunch**
13:00 - 13:20	**Welcome** UCC and CERTH
13:20 – 13:40	**CERTH presentation**
13:40 - 14:00	**Research Management in Greece**
14:00 - 14:30	**RM ambassadors in Greece (RM Roadmap project)**
14:30 – 14:45	**Coffee break**
14:45 -15:45	**Meetings with RMs** • RM employed on the Foundation for Research & Technology Hellas • RM employed on a Spin-off company of CERTH • RM employed on the Chemical Process and Energy Resources Institute of CERTH • RM employed on the Central Directorate of CERTH
15:45 – 16:15	**Tour at CERTH premises**
16:15 - 16:30	**Final Remarks and Closing**
20:00 – 22:00	**Dinner**

AGENDA 20.05.2025

09:30 – 17:00

Online participation: **Join the meeting now**

Day 2	
09:30 - 10:00	**Registration**
10:00 - 10:15	**Welcome** UCC and Project Officer
10:15 - 11:00	**CARDEA Overview Progress. Key Achievements and Milestones. (WP1+WP2)** Mary Kate O'Regan, Olivia O'Leary, UCC
11:00 - 11:15	**Coffee break**
11:15 - 12:30	**Round table progress update from all partners with issues and queries addressed** ALL partners
12:30 - 13:30	**Working Lunch**
13:30 – 14:45	**Round table progress update from all partners with issues and queries addressed** ALL partners
14:45 – 15:00	**Coffee break**
15:00 – 16:30	**CARDEA Action plan** ALL
16:30 – 17:00	**Final Remarks and Closing**

Minutes

The first day (19.05) was a group study visit in Greece.

Ms Mary Kate O'Regan (project coordinator) and CERTH representatives (Mr Achilleas Tsiligeridis and Mr Dimitris Sanopoulos) welcomed the participants in the CARDEA project Meeting in Thessaloniki and introduced the agenda.

Mr Achilleas Tsiligeridis presented the host organization CERTH. CERTH is one of the biggest research organization in Greece with 1600 employees. In 2025 CERTH celebrates the 25 years of operation. CERTH's mission is to perform basic and applied research in the 5 research institutes which are specialized in the following research fields: Information and communication technologies, Sustainable mobility and transport, Chemical processes & energy resources, Applied life sciences and Agricultural Technology. CERTH is 1st in Greece and 11th in Europe in attracting funding (in 2024 secured 69,4 million euros). CERTH has presence in 7 regions in Greece and offices in 9 cities. Important investments >60 million euros are invested in the CERTH facilities and equipment. In addition, 12 CERTH researchers are in the 2% of the most widely cited scientists. Moreover, from CERTH are developed 19 spin-off companies. Finally, CERTH invests in the CERTH 2.0 plan for development of new infrastructures and secured its participation in the Thess-INTEC: "Thessaloniki Innovation & Technology Center".

Then, Mr Achilleas Tsiligeridis presented the Research Management in Greece. Research Management and the profession of the Research Manager is new in Greek research landscape. The General Secretariat for Research and Innovation (GSRI) of the Ministry of Development, responsible for the national research strategy and the monitoring of the Research Organizations in Greece didn't vote Action 17. There is no legal framework for Research Management in Greece yet so this minimizes the possibilities of involvement of public organizations, at this moment it is feasible only from private organization (like funding or RMs). Research performing organizations and the private sector are not widely informed on the RM profession and the latest developments. There is confusion with the term Research Manager, employees cannot understand it when they hear it for the first time. It makes sense for them when we explain the role of a research manager. Finally, a detailed and wide dissemination plan is prepared and presented aiming to make Research Management known to all relevant stakeholders.

A session was organized with the Greek RM ambassadors of the RM Roadmap project. Ms Maria Makridaki (FORTH) and Ms Christina Karlou (BRFAA) presented the activities of RM Roadmap project and their experience regarding Research Management in Greece. During the discussion it was obvious that both projects have similar findings

for Research Managers in Europe but also for the Research Manager profession in Greece. It was agreed a meeting of CERTH representatives with the Greek RM Roadmap ambassadors to discuss further and agree on common activities to promote wider Research Management in Greece.

The next session was planned as separate meetings with RMs. Three RM participated:

- Ms Georgina Kaklamani, RM in the Grants Office of FORTH
- Mr Yiannis Tsampoulatidis, RM in Infalia spin-off company of the Information Technologies Institute of CERTH
- Ms Loukia Chrysikou, RM in the Chemical Process Engineering Research Institute of CERTH

All RMs presented their role and then followed discuss with the CARDEA partners.

The first day ended with a tour in the premises of CERTH. Project partners visited laboratories of the Chemical Process Engineering Research Institute of CERTH.

The second day (20.05) was the CARDEA project meeting.

Ms Mary Kate O'Regan presented the latest developments of the project, the Research Manager Charter, the RM Competency Framework, the RM1 to RM4 Progression Framework, CARDEA Academy, Policy Recommendations etc.

Moreover, Ms Mary Kate O'Regan presented the summary of WP's progress, with the related deliverables and milestones on the last year of the project implementation.

Then every WP provided an update on their respective WPs. Every WP update was followed by a discussed regarding the progress achieved and the next steps.

All WP leaders provided an update. The following WP leader had a Power Point presentation:

- Mr Lluis Rovira presented WP 4
- Ms Justina Lagan presented WP 5
- Ms Barbara Chiucconi presented WP 7
- Mr Achilleas Tsiligeridis presented WP 8

Main outcomes

- The overall project progress is very satisfactory and the implementation process is smooth. There are no delays on the delivery of the Deliverables and Milestones.
- The main project outcomes are ready like the RM Competency Framework, the RM1 to RM4 Progression Framework, CARDEA Academy and the next period will focus more on the dissemination and the outreach to the stakeholders.
- The consortium agreed to request a non-cost extension of the project for few months for the better planning of the final event of the project.
- The following meetings/study visits/events are planned until the end of the project:
    - September 2025: Summer School in Bucharest
    - November 2025: Workshop for HRS4R and a study visit in Liege
    - January 2026: Study visit in Warsaw
    - April 2026: Study visit in Macerata
    - July 2026: The final event of the project in Macerata

Presentations

Presentation title	Presentation CERTH
Presenter	Achilleas Tsiligeridis

This year CERTH celebrates 25 years since its foundation (est. 2000)

CERTH
CENTRE FOR
RESEARCH & TECHNOLOGY
HELLAS

Mission

CERTH's mission is to:

- Conduct High Quality Scientific Research

- Develop Innovative Products and Services

- Build strong partnerships with the National and International Industry

- Develop strong collaborations with Research Centers and Universities in Greece and Abroad

CERTH
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Institutes

- Chemical Process & Energy Resources Institute

- Information Technologies Institute

- Hellenic Institute of Transport

- Institute of Applied Biosciences

- Institute for Bio-Economy and Agri-Technology

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Research Fields

INFORMATION &
COMMUNICATION
TECHNOLOGIES

SUSTAINABLE
PROCESSES & ENERGY
RESOURCES

CPERI
Chemical
Process and
Energy
Resources
Institute

INAB

APPLIED LIFE
SCIENCES

SUSTAINABLE MOBILITY
AND TRANSPORT
NETWORKS

iBO
Institute for Bio-Economy
and Agri-Technology

AGRICULTURAL TECHNOLOGY
AND BIOSYSTEMS ENGINEERING

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CERTH

- <u>In 2024, CERTH employed 1604 workers</u> in highly qualified positions, remained a very important employer of highly qualified personnel.

- <u>In 2024, CERTH secured 69.4 million euros</u> (63,6 million euros average of 3 years):
  - 81.3% participation in competitive research programs (60,1% European, 21,2% National),
  - 7.1% contracts with industry for the provision of research services and
  - 7.3% state subsidies.

- At the end of 2024, at the fourth year of the Horizon Europe funding program, <u>CERTH remained for another year in 1st place in Greece and in 11th place among distinguished research centers in Europe</u>, in terms of attracting funding from European competitive programs.

Geographical Presence

7 Regions

Central Macedonia, Attica, Western Macedonia, Thessaly, Epirus & South Aegean, Thrace

9 Cities

Thessaloniki, Athens, Piraeus, Larissa, Volos, Ptolemais, Ioannina, Rhodes & Alexandroupolis

Research and Innovation facilities

Innovative research facilities and modern laboratory equipment worth **>60 million €**

Research Excellence

12 CERTH Researchers in the top 2% of the most widely cited scientists (in the Stanford / Elsevier's list)

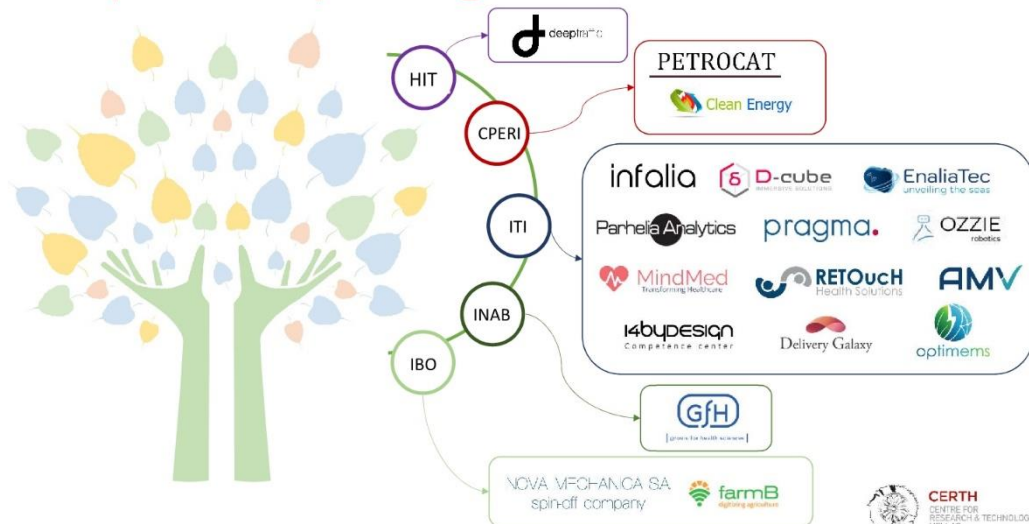## Training and Educational Activities

• Joint PhD Supervision

• Joint MSc, Diploma Theses and Internships

• Marie Curie, Erasmus+ and other activities

19 Spin off companies @ CERTH

CERTH 2.0

CERTH 2.0 ambitious plan aims to a state-of-the-art green ecosystem infrastructures that will contribute to the creation of conditions for economic development focused on the economy of enrichment and management of innovative knowledge.

- The construction of the AI Nucleus infrastructure within Technopolis has begun, which will be oriented towards the provision of services that will improve production lines, taking into account the modern technological data of the 4th Industrial Revolution

- The construction of the Smart AgriFood Pilot Facility (GreenHouse) and the construction of the Remote Collaboration and Knowledge Sharing Facility, which will serve as a demonstration site for the research conducted at CERTH

- The Factory infrastructure in Lakkoma, Chalkidiki, has been under construction and will serve as a hosting space for startup companies and other CERTH pilot units, as well as business initiatives for all the CERTH's Institutes. Will include also specialized laboratories and offices that will focus on technologies such as biofuel production, energy storage, carbon capture and shipping.

CERTH
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RESEARCH & TECHNOLOGY
HELLAS

Participation of CERTH in Thess-INTEC "Thessaloniki Innovation & Technology Center"

Thess INTEC is being developed on a superb location of a total area of 760,000 sqm. It will be the leading actor in Thessaloniki's transition to a major regional research and innovation hub.

- MP1- Advanced materials and manufacturing Processes
- MP2- Flexible Organic Nanotechnology Applications
- MP3- Artificial Intelligence and Simulation Applications
- MP4- Renewable and zero/low carbon footprint technologies
- MP5- Competence Center for business & Logistics challenges
- MP6- Future Mobility Applications

- ITI Coordinator of MP3
- CPERI Co-Coordinator of MP4
- HIT Coordinator of MP5

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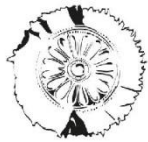
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HELLAS

Thank you!

Presentation title	Research Management in Greece
Presenter	Achilleas Tsiligeridis

Research Management in Greece

Research Management and **the profession of the Research Manager** is new in Greek research landscape.

- The General Secretariat for Research and Innovation (GSRI) of the Ministry of Developement responsible for the national research strategy and the monitoring of the Research Organizations in Greece didn't vote Action 17.

- No legal framework. Which blocks the involvement of the public organizations (like funding organizations).

- Research performing organizations and the private sector are not widely informed on the RM profession and the latest developments.

- Confusion with the term Research Manager, employees cannot understanding it when they hear it for the first time. It makes sense for them when we explain the role of a research manager.

Potential activities

Wide promotion of RM profession and RM related E.C. initiatives

- Present the latest developments to GSRI of the Ministry of Development
- Collaboration with GSRI to present Research Management and the profession in the board of directors of the Research Organizations
- Collaboration with the Ministry of Education to present Research Management and the profession in the board of Deans of the Universities
- Collaboration with the National federation of employees in Research Organizations in Greece. In the national federation are members the federations of each Research Organization. Promotion to their members
- Identification of the Greek RM Community: development of a database of RM in Greece, via registration
- Collect information of the entities that could offer scholarships for RMs in Greece (at this stage private foundations)
- Promotion via the Greek EURAXESS Network
- Collaboration with RM ambassadors of RM Roadmap project

Presentation title	CARDEA Latest Developments
Presenter	Mary Kate O'Regan

Welcome & Introduction

It's a Package Deal
Empowering Research Managers through CARDEA
Brief overview of CARDEA's mission

European Commission

CARDEA
Research Managers open Research Doors

Why Research Managers Matter

The evolving role of Research Managers in the research ecosystem

Challenges: recognition, training, mobility, and policy support

CARDEA's vision: A structured, supported, and recognized RM profession

Research Manager Charter

A foundational document outlining:

Roles and responsibilities

Professional values and ethics

Commitment to excellence

Purpose: Establish a shared identity and standards

RM Comp – Competency Framework

Developed with the European Commission and RM Roadmap

Defines core competencies across:

7 Main Competence areas

50 Competencies

800 Learning outcomes

Supports career development and benchmarking

RM Comp

7 Main Competence Areas

European Research Manager Competency Framework

Cognitive Abilities/Personal Attributes

Subject Matter Expertise/Specialised Knowledge

Research Project Oversight

Research Manager

Technical Proficiency

Line Management and Talent Development

Communication

Stakeholder Engagement

RM1 to RM4 Progression Framework

A clear career pathway:

RM1: First Stage

RM2: Recognised

RM3: Established

RM4: Senior

CARDEA CAREER FRAMEWORK AND RM COMP

Research Managers

RM1
Research Manager 1:
First Stage
Research
Manager

RM2
Research Manager 2:
Recognised
Research
Manager

RM3
Research Manager 3:
Established
Research
Manager

RM4
Research Manager 4:
Senior Stage
Research
Manager

Accredited Training for RM1

- Free training accredited by the University of Macerata
- Designed for early-career RMs (RM 1)
- Includes:
- Online modules
- Practical toolkit
- Micro credential

Networking & Mobility

- Information on:
- Cross-institutional collaboration
- International mobility
- Peer learning and mentoring
- Encourages a pan-European RM community

Policy Recommendations

- Evidence-based recommendations for:
- Institutional recognition of RMs
- Inclusion in research strategy
- Funding and support mechanisms
- Targeted at EU policymakers

Equality, Diversity & Inclusion

- EDI principles embedded across all CARDEA outputs
- Focus on:
- Inclusive recruitment
- Career progression for underrepresented groups
- Safe and supportive work environments
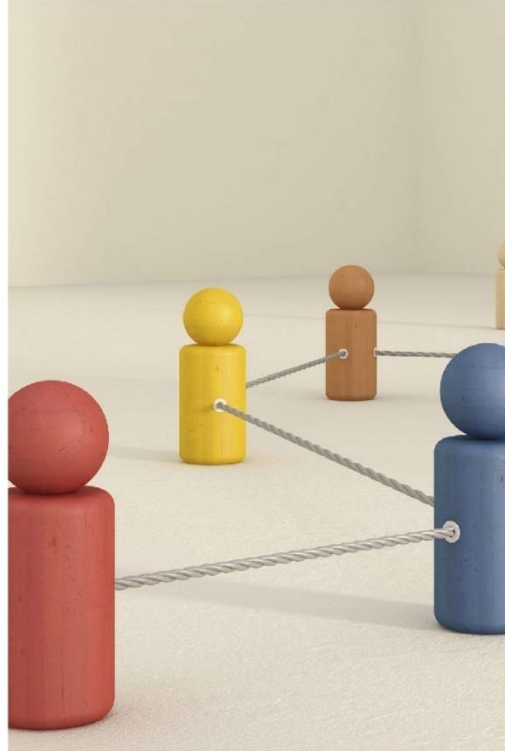
CARDEA Academy Training Hub

Centralised platform for:

Training resources

Webinars and workshops

Accessible to all RMs across Europe

RM Toolkit

Practical tools for everyday RM work:

Personal Development Plans (PDPs)

Training Needs Analyses (TNAs)

Mentorship guides

Templates and checklists

Widening Public-Private Engagement

Bridging academia and industry:

- Case studies of successful partnerships

- Guidance on collaboration agreements

Support for RMs in these roles

Communication & Dissemination

Strategies for:

Sharing CARDEA news

Promoting the profession

Engaging stakeholders and the public

Includes social media, newsletters, and events

Conclusion: A Package Deal for the Future

CARDEA offers a comprehensive, interconnected suite of tools and frameworks

Designed to professionalise, empower, and elevate Research Managers

We are CARDEA!

Q&A / Discussion

Feedback, questions, and ideas

Mary Kate O'Regan - Coordinator CARDEA

CARDEA – WP'S and MILESTONES

Project Management Plan (Final report and final sustainability activities) IRELAND

- The initial and updated Project Management Plans will be updated to reflect the development of the project operational aspects, report on the final implementation outcomes of the project from an operational perspective and to provide an final description for the project sustainability activities.

-

- Project management plan with roadmap and implementation plan for all aspects of project: to include the following subsidiary plans
- • Scope statement
- • Organisational structures (including governance and specialisation groups)
- • Work plan and timelines (including meeting schedule)
- • Monitoring and control plan
- • Change management plan
- • Risk Management plan
- • Stakeholder management plan
- • Sustainability plan (future planning)
- • Governance Committee reports and activities

Final Methodology Report IRELAND

- The final methodology report will build on the initial and updated reports o provide a final report of all research activities undertaken by Cardea.

Final Cardea toolkit Report IRELAND

- Cardea will produce a number of guides/frameworks. Taken together these will become the Cardea toolkit and will include:
  • Research report on data analysis outputs and conclusions
  • Analysis of gap between current provision and RM needs
  • Capability Maturity Model
  • Knowledge, Skills, Abilities – self assessment tool
  • Training Needs Analysis – guided assessment tool (individual and organisational levels)
  • Professional Development Plan for Research Managers – template
  • Research Manager Competency Model (with specialised sub models for specific roles)
  The contents of each framework, tool, and template will be reported in the toolkit reports.

Community of Practice – Report 2 - CROATIA

- The community of practice is the structure that allows managers of research managers to collaborate, consult with each other's and promote effective management and governance of research manager careers across Europe.

- This report will detail the Activities completed within the Community of practice managers of research managers. It will include

- CoP/Hub work plan and actual work

- CoP/Hub Charter, organisation and strategy, and any updates to this

- CoP Hub activities (including case studies, fact sheets)

- future development plans for Cardea Hub

- Note that this work will be closely integrated with ERAHUb

Cardea Hub Final Report - CROATIA

- This report will detail the collaborative activities for Research Managers that were integrated into the Cardea Hub during the project

  The Hub Final report will report on the Delivery of the Cardea Academy (learning space for research managers), it will include detail of for when, where, what of the events that the academy delivered, output recommendations, statistics on completions etc.

Research Managers Networking and Mobility - Final Report SPAIN

- Final revision of the report on the understanding of the state of play of Research Manager networking and mobility activities (results of mapping exercise) to include changes captured during the 48 months of the project and identification of outstanding gaps.
  Report systematically detailing the networking and mobility patterns and activities of Research Managers based on data analysis from WP2. To also include report on usage statistics for international, inter-role and inter-sectional matchmaking and discussion forums from Hub activities in WP3.

Consortium mobility and collaboration report - Final report SPAIN

- Report on the intra-Cardea mobility and networking feeding into the advocacy and influencing WP8. This Final report will detail all the activities and achievements within and between the Cardea partners in the space of mobility, networking and collaboration.
- To include reports from our :
- • 8 study visits (international)
- • 14 public private fact finding visits
- • 38 meetings of Science funding
- • Exploration of opportunities for teaming and twinning with EU projects
- • Exploration of intra-Cardea collaborative learning through trainings/seminars

Equality, Diversity and Including - Final Report POLAND

- Final report outlining updated understanding of equality, diversity and inclusion challenges facing research managers, details of the various tools and information for all dimensions of equality, diversity and inclusion relevant to research managers. To include final updated report on
  • Data driven RM EDI profiles (national, institutional)
  • Policy recommendations
  • Fact sheets
  • Template (checklist) to support local EDI development activities
  • Transition support programme
  • Pilot coaching and mentoring programme
  • EDI awareness training modules

Widening Research
Managers Careers
Code of Conduct - Final
Report – Romania and
Ireland

- Final Code of Conduct framework prepared for external consultation. Providing updated guidelines to support organisations in realising the requirement of the charter and preparing to sign concordant. This will complement the wider Commission work on a general Code of Conduct for Research Managers.

Widening
Public -
Private
engagement -
Final Report
ROMANIA

- This report will update the detail the conversations and collaborations that have been completed between Higher Education Institutions and Private Industry to develop linkages, collaborations and opportunities to support research managers transitioning between sectors.

- To include:

- • MOUs

- • Reports on consultations

- • Case studies

- • Activities undertaken on the basis of future opportunities identified at M30

- • Report on the learning from the widening activities workshop, mentoring etc

- • Detailed report on the learnings and activities for Innovation/ Transitions Summer School.

Training Catalogue - Final listing and report - ITALY

- Final report presenting the training ecosystem for research managers, integrating courses, modules and trainings offered by Cardea and accessible through other programmes. This report will also detail the future accessibility of the training offerings.

Continuing Professional Development Model - Final (accredited) model - ITALY

- This report details the structured approach to characterization and delivery of bespoke Research Manager continuing professional development including the introduction of a new micro-credential (digital badge) to recognise a formal qualification in Research Management Skills.
  It will integrate the outputs of the needs analysis (from WP2), networking (WP4), Hub learning (WP3) as well as deliver compatibility with the Skills Agenda for work (Action 5) and the ESCO European Skills, Competencies, Qualifications and Occupations nomenclature. The work will deliver a model to give clarity to the skills, knowledge, abilities, qualifications, and occupational characteristics of research managers.

  This will be recognized through the delivery of a model, micro-credential and associated training activities.

Final Engagement Report - GREECE

Final Engagement Report - Task 8.2 Involvement and Networking of relevant actors

Final Policy Feedback Report – GREECE and IRELAND

- Final policy feedback report - Task 8.3 Pilot operation of services v2 and Task 8.4 Policy recommendations v2

Final Communications Report: Activities and Exploitation BELGIUM

- The Final Communication plan will report on all communication activities by the end of the project. It will be integrated with the other project management plans in WP1 but is distinct in that it details all the engagement and exploitation of the project activities. How the activities have been exploited for maximum impact will be reported

Specifically he Communication Plan: Strategy and Activities will include sections on
- Goals and objectives
- Target audiences - and engagement with same to date
- Scientific publications
- Capacity building (including human capital expertise)
- Metrics and KPIS for exploitation
- Website
- Learning environment
- Fact sheets
- Training offerings
- Presentations by Cardea members
- Workshops
- Social media activities
- Press coverage
- Newsletters
- Peer reviewed publications

Milestones Due

4	Year 3 Copies of attendees, agenda, minutes	WP1	CERTH	Copies of attendees, agenda, minutes	31/05/2025		
15	EDI coaching and mentoring launched	WP5	IFJ PAN	Training and support materials	31/05/2025		
5	Final Project Meeting	WP1	UCC	Copies of attendees, agenda, minutes	31/05/2026		

Presentation title	CARDEA WP 4
Presenter	Lluis Rovira

WP(4): Mobility and Networking

WP Lead: AGAUR

WP Leader: Dr Lluís Rovira

This WP aims to review literature and data to better understand the networking and mobility of RMs. In addition, an effort is done in order to discuss and disseminate the results and reinforce the identity and patterns of networking and mobility of RMs in Europe. Finally the project explores the application of results to facilitate the welcome of refugees RMs and to improve the effectivity of RMs mobility and training in EU twinning projects.

Deliverables

WP4	D4.1	D15	Research Managers N	Initial report on the understanding of the stat...		AGA	R	PU	30 Nov	28 Mar	31 Mar	01 Apr 20	Approved
WP4	D4.2	D16	Research Managers N	Final revision of the report on the understandi...		AGA	R	PU	31 May				Pending
WP4	D4.3	D17	Consortium mobility	Report on the intra-Cardea mobility and network...		CER	R	PU	31 May	20 Oct	05 Oct	05 Oct 20	Approved
WP4	D4.4	D18	Consortium mobility	Report on the intra-Cardea mobility and network...		AGA	R	PU	30 Nov		12 Nov	07 Mar 20	Approved
WP4	D4.5	D19	Consortium mobility	Report on the intra-Cardea mobility and network...		AGA	R	PU	31 May				Pending

4.2 Final revision of the report on the understanding of the state of play of Research Manager networking and mobility activities (results of mapping exercise) to include changes captured during the 48 months of the project and identification of outstanding gaps.
Report systematically detailing the networking and mobility patterns and activities of Research Managers based on data analysis from WP2. To also include report on usage statistics for international, inter-role and inter-sectional matchmaking and discussion forums from Hub activities in WP3.

4.5 Report on the intra-Cardea mobility and networking feeding into the advocacy and influencing WP8. This Final report will detail all the activities and achievements within and between the Cardea partners in the space of mobility, networking and collaboration.
To include reports from our :
•   8 study visits (international)
•   14 public private fact finding visits
•   38 meetings of Science funding
•   Exploration of opportunities for teaming and twinning with EU projects
•   Exploration of intra-Cardea collaborative learning

Update

1. New narratives of RMs:

- Bet Dachs Uvic, Catalonia
- Ariadna Moreno, UPF Barcelona, Catalonia
- David Phipps, York Univ. Toronto, Canada
- Michelle van der Schoot, Mondino Foundation Italy
- Georgina Kaklamani, FORTH Crete, Greece

2. New information about twinning/teaming projects or proposals:

Ufuk Avrupa Twinning 2021- SMART4ENV – Enhancing the Scientific Capacity of MAM in the field of Smart Environmental Technologies for Climate Change Challenges

This project is co-funded by the European Union and the Republic of Türkiye

3. Participation in INORMS Madrid:

INORMS 2025 Insights

+2000 Attendees
+300 Speakers
+700 Abstacts Received
67 Countries
16 Parallel Sessions

INORMS Congress Madrid 2025

4. Analysis of the Hub statistics

Email	Name	Surname	Gender	Country	Institution	Position	Level of E	Years of Experience	Module Ti	Module G	Timestam	Date Started
mjanders	Mary	Anderson	Female	IE	University	Senior Res	PhD	Up to 10	Video 4 of Module 1		00:22:42	15.01.2025.
anas@ua.	Ana	Santiago	Female	PT	University	Research	PhD	Up to 10	Video 1 of Module 1		00:01:53	15.01.2025.
kchojnack	Katarzyna	Chojnacka	Female	PL	Institute o	Head of R	Master	Up to 10	Video 1 of Module 6		00:29:57	16.01.2025.
yuting.yin	Yuting	Yin	Female	IE	Maynooth	Research	PhD	Up to 5	Video 3 of Module 1		00:00:32	16.01.2025.
siobhanok	Siobhan	O Brien	Female	IE	UCC	Research	Master	Up to 15	Video 2 of Module 4		00:00:17	16.01.2025.
siobhanok	Siobhan	O Brien	Female	IE	UCC	Research	Master	Up to 15	Video 2 of Module 7		00:07:05	16.01.2025.
kchojnack	Katarzyna	Chojnacka	Female	PL	Institute o	Head of R	Master	Up to 10	Video 2 of Module 6		00:20:13	16.01.2025.
lythgoe@	Emma	Lythgoe	Female	ES	INMA	Senior Res	Master	More	Video 3 of Module 1		00:33:20	16.01.2025.
kchojnack	Katarzyna	Chojnacka	Female	PL	Institute o	Head of R	Master	Up to 10	Video 3 of Module 6		00:20:58	16.01.2025.
20naina12	Alba	Iguacel Ma	Female	ES			Master	Up to 5	Video 1 of Module 4		00:16:47	16.01.2025.
leonardo	Leonardo	Piccinetti	Male	IE	Sites	Ceo	PhD	Up to 5	Video 4 of Module 1		00:00:09	16.01.2025.
rvarzhape	Rubina	Varzhapet	Female	CY			Bachelor	Up to 5	Video 1 of Module 1		00:07:48	17.01.2025.
kristina.ko	Kristina	Koret	Female	HR	Faculty of	Project ass	Master	Up to 5	Video 1 of Module 1		00:00:19	17.01.2025.
maja.sime	Maja	Simeoni Si	Female	HR	University	Project ma	Bachelor	Up to 15	Video 1 of Module 1		00:03:12	17.01.2025.
ana.domit	Ana	Domitrovi	Female	HR	UNIZAG FS	Head of Pi	Master	Up to 15	Video 1 of Module 1		00:00:05	17.01.2025.
sinead.be	Sinead	Beacom	Female	IE	university	sinead.be	Bachelor	More	Video 1 of Module 1		00:04:09	17.01.2025.
sinead.be	Sinead	Beacom	Female	IE	university	sinead.be	Bachelor	More	Video 4 of Module 1		00:01:31	17.01.2025.
mariana0.	Mariana	Santos	Female	PT	Instituto S	Pre-Award	PhD	Up to 5	Video 1 of Module 1		00:01:48	17.01.2025.

5. Swiss Meeting of Research managers

6. Science for Ukraine

About Us

Who we are

#ScienceForUkraine started as a grass-root initiative run by an international community of volunteer scholars and students since the beginning of Russia's war in Ukraine. As of 2 August, 2023 we are an NGO under Latvian law registered under 40008327275 at Akadēmijas laukums 1, Riga, Latvia, LV-1050.

2000 offers (> 5.000 jobs)
50 countries

Opportunities for Ukrainian scholars: position, scholarship, academic transfer, joint application, workshops, summer schools, free courses, mentoring
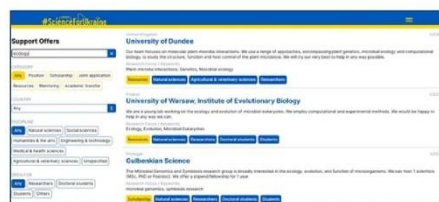
Spanish Coordinator is in University of Vic (Catalonia)

World Coodinator in Latvia

7. New meetings with stakeholders

- Mobility Pilot: individual study visits (8) + collective study visits (4)

- Meetings with stakeholders: companies (4) + funding bodies (3)

- EU Twinning programme as a vehicle for mobility and networking of RMs (5)

8. HR experts Conference (on line)

- Before Christmas 2025?
- Expected participation of Michele Rosa-Clot (European Commission)
- Dissemination of RM Comp
- Dissemination of CARDEA Academy
- Dissemination of the RM Charter
- Slido consultation about networking and mobility
- Open discussion
- Conclussions, recommendations and new actions

WP(4): Mobility and Networking

Tasks T4.1 to T4.7

T4.1: Review current networking and mobility for RMs in EU and beyond.

T4.2 Map current mobility patterns (using research vehicle WP2) .

T4.3 Define and disseminate the platform of networking and mobility in the Hub

T4.4 Highlight narratives of mobility (geographical, intersections, interrole-researcher to RM)

T4.5 Analyse the possibility to support incoming mobility for refugees with Research or RM backgrounds

T4.6 Elaborate a toolkit for mobility of RM in Teaming and Twinning or equivalent EU programmes

T4.7 Examine international perspectives on mobility and networking using Governance committee

WP(4): Mobility and Networking

T4.2 Map current mobility patterns (using research vehicle WP2)

The mapping of current mobility patterns started and developed at the same time and with the same modalities of the review (T4.1). The mapping included plans for future intra-consortium (i.e. each consortium partner visiting another) and extra-consortium study visits. Details of this plan were included in the mobility report (deliverable 4.3). In this regard, as the "pilot" study visit in Finland proved to be extremely helpful and insightful, the CARDEA partners started discussing the option of carrying out consortium study visits with all partners involved. Preliminary results of the mapping activity revealed the need for official recognition of Research Managers' contribution to R&I ecosystems at European level. The recognition process would require improvements in the offering of networking schemes and mobility programmes, as well as the creation of a bespoke Competency Centre for Research Managers to certify skills and experiences.

WP(4): Mobility and Networking

T4.4 Highlight narratives of mobility (geographical, intersections, interrole-researcher to RM)

In the reporting period, the WP4 team identified national case studies, best practices and success stories relating to the mobility of Research Managers. The plan is to identify at least five stories in each country involved in the consortium. The implementation of this task will continue in future reporting periods.

• Mobility Pilot: individual study visits (8) + collective study visits (4)
• Meetings with stakeholders: companies (3) + funding bodies (2)
• EU Twinning programme as a vehicle for mobility and networking of RMs (3)

WP(4): Mobility and Networking

T4.5 Analyse the possibility to support incoming mobility for refugees with Research or RM backgrounds

In the reporting period, the WP4 team laid the groundwork for this task by establishing connections with EU initiatives that empower refugees with research or research management background. These initiatives include Science4Refugees, Science4Ukraine and the EURAXESS network.

WP(4): Mobility and Networking

T4.6 Elaborate a toolkit for mobility of RM in Teaming and Twinning or equivalent EU programmes

The development of this methodology does not apply to the current reporting period.

T4.7 Examine international perspectives on mobility and networking using Governance committee

The collection of qualitative data does not apply to the current reporting period.

Presentation title	CARDEA WP 5
Presenter	Justina Lagan

CARDEA Project   **WP5 EDI**

Equality Diversity Inclusion In RM Role

→

With current trends in scientific communities bringing together not only scientists, but also the administrative staff supporting their activities, an EDI value policy is hugely important.

Our work in raising the profile of this role and ensuring that this role is supported in every way is an incredible opportunity to not only support scientific units in terms of EDI values, but also to raise awareness of equality and inclusion.

Thessaloniki 19-20 May 2025

CARDEA Project   **WP5 EDI**
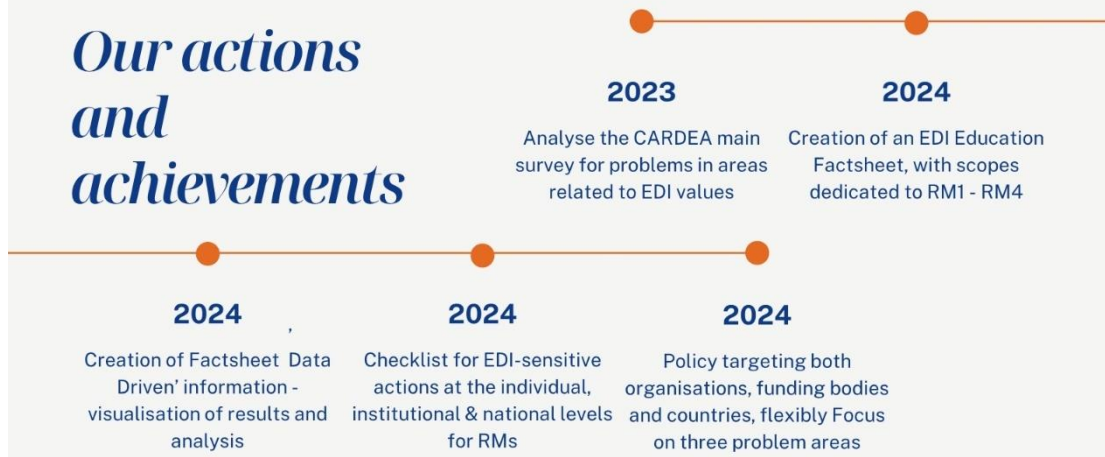
Equality Diversity Inclusion In RM Role

→

And although our project is slowly coming to an end we still have a lot of work to do in terms of not only deepening the awareness of who a Research Manager is but also why an EDI value policy is so important and necessary to create a good working environment.

Thessaloniki 19-20 May 2025

CARDEA Project   **WP5 EDI**

Our actions and achievements

2023

Analyse the CARDEA main survey for problems in areas related to EDI values

2024

Creation of an EDI Education Factsheet, with scopes dedicated to RM1 - RM4

2024

Creation of Factsheet Data Driven' information - visualisation of results and analysis

2024

Checklist for EDI-sensitive actions at the individual, institutional & national levels for RMs

2024

Policy targeting both organisations, funding bodies and countries, flexibly Focus on three problem areas

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CARDEA Project   **WP5 EDI**

Our actions and achievements

2024

Institutional EDI guidelines
-Mentoring programme
-Coaching programme

2024

Two training modules have been created as part of the Cardea Academy

2025

EDI Day - online workshops

2025

Knowledge enhancement interviews with academics on EDI

2025

Interviews with government representatives to recommend the best path for implementing EDI policies

EDI survey - international results

83%

Identified themselves as women among all respondents

79%

People who work in a place of employment defined as Scientific and educational

0%

People who described their place of employment as commercial

Survey Analysis

1 No data available on persons working in the employment sector, which we consider to be commercial

3 Level of satisfaction on Gender equality in research careers issues is worrying almost half of respondents are dissatisfied

2 The dominant group continues to be those who describe themselves as Women

4 The same is true for satisfaction in the area of Measures against gender-based violence, including sexual harassment. The level of dissatisfaction is still high

Survey Analysis

5 In addition, those surveyed who identify themselves as men see problems related to these areas

7 However, almost 71% of respondents report that there are no opportunities for advancement in their career paths

6 Approximately 18% of respondents indicate some level of disability, which is good for Europe.

8 79% of respondents report that there is a GEP in their organisations, but when asked about programmes to support and reward the values of EDI in their organisations, as many as 38% report that they have no such knowledge

Our Strategy

First step

After receiving the results, we decided to interview directly representatives of private companies that have people involved in RM tasks. It turned out that these people often combine these tasks with other jobs, and do not see themselves as RMs.

Second step

Interviews with representatives of those who deal with EDI values in large universities. This gave us the opportunity to analyse how the EDI value recommendations for RM can be implemented in different organisations

Thessaloniki 19-20 May 2025
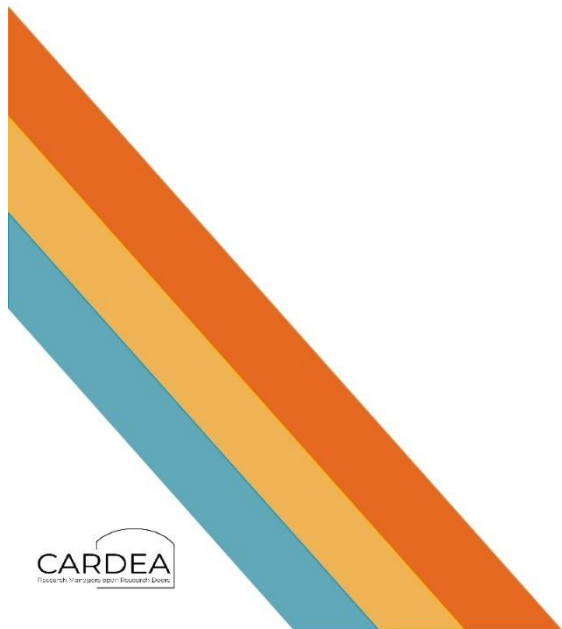
Thank you

For your attention

Justyna Łagan

Institute of Nuclear Physics

Polish Academy of Sciences

Presentation title	CARDEA WP 7
Presenter	Barbara Chiucconi

CARDEA

Career Acknowledgement for Research (Managers) Delivering for the European Area
Grant Agreement No. 101058572

Updates on WP7 «Training and Development»

Consortium meeting
Thessaloniki, 19th May 2025

Barbara Chiucconi and Erica Feliziani (on-line)
University of Macerata

Funded by the European Union

The CARDEA project is funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Research Executive Agency (REA). Neither the European Union nor REA can be held responsible for them.

Recommendations from the EU – 1.

UNIMC is currently working together with other UNIMC offices to comply with the recommendations of EU within the 2° review meeting.

1. Including the Cardea training modules in the **Europass Training Catalogue**. *Not feasible*
2. Microcredentials interoperable with EUROPASS profile: i.e. making CARDEA micro credentials compliant with the **European Digital Credentials'** technical requirements so that they can be easily incorporated in the Europass profiles. *This is technically feasible, provided that the Cardea training modules foresees a final examination.*
3. Release of **ECTS linked to the CARDEA training modules** (*see next slides*)

Recommendations from the EU – 2.

In order to release ECTS (probably 6 ECTS)

- Need of a formal decision of the Academic Senate of UNIMC
- Need of asking further information about training participants (e.g. data about their place of residence, date and place of birth) --→ need of modifying registration form of our HUB
- Need of a final examination (-→ need of including this in the HUB)
- *UNIMC and UCC asked Ivona for getting confirmation from IT company that the above-mentioned needed changes are feasible. We also think about an on line test of 10 questions that can be done as much as needed.*
- *Once we have the «green light» from Ivona, UNIMC will start internal procedures for the release of ECTS and for making our open badge compliant with EDC.*

Open badge and micro-credential

So far released 4 open badges (1 to a RM from Croatia, 3 from Romania)
In the meantime other 6 RM completed the modules (Spain, Italy, Slovenia, Ireland) and will get the open badge in July 25.

Analysis of the training modules' evaluation questionnaire

- Need of written documents (in primis slides and quoted documents)
- Need of an introduction to the overall course

Expected dissemination activities

- presenting the RM competence framework on 8 July 2025 - Final event of the training course «Impact Manager» in Rome, organized by Codau and the Italian RM association. Cristina Oliveira from RM Roadmap will be present as well.
- Title: TBD
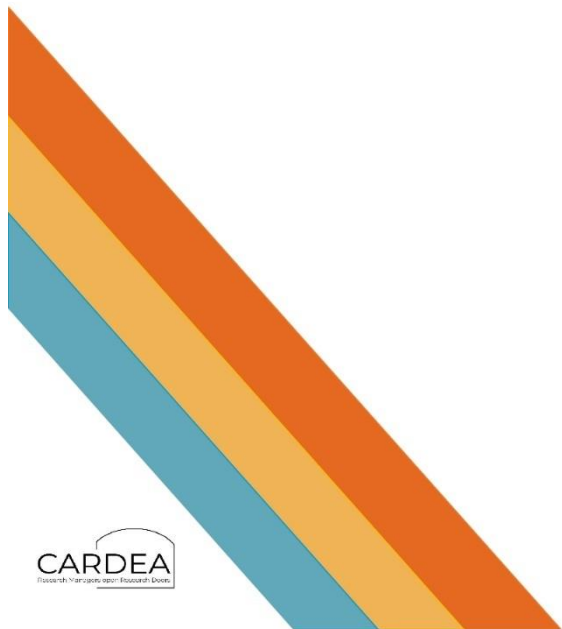- Target audience: Italian research managers.

Expected dissemination activities

- Presentation at international **conference SOCIN: Rethinking Innovation: Inclusive Practices and Interdisciplinary Perspectives**. International conference organized by ERUA: European Reform University Alliances https://socin2025.it/, Macerata 23 September 2025

  Title: «*Enhancing the quality of research in ERUA through an improved research management*»

  Target audiences: researchers from ERUA; aim: to raise awareness of the key role of research managers in ERUA research environments.

Expected dissemination activities

- AUTUMN 2025 - WINTER 2026: we plan to organise 1 national and 1 regional event targeting policy makers in the field of R&I
- Synergies with Twinning EU project "EMPOWER" – on-going

Presentation title	CARDEA WP 8
Presenter	Achilleas Tsiligeridis

WP8: *Advocacy and Influencing*

WP Lead: Centre for Research and Technology Hellas (CERTH)

Beneficiaries: All partners

WP Objectives:

The main objective of this WP is to **enhance the attractiveness of research careers, by creating attractive and safe working and employment conditions.**

To involve, network and engage the research managers in each partner's organizations and if possible at regional level in order to identify and discuss the real needs in order to facilitate the establishment of the European Hub for Research Managers.

To involve research policy makers, funding organizations, and the high-level managers of the RPO's, representatives from the EC in order to increase their awareness on the Hub and to explore potential ideas for improvement of the operation of the Hub.

WPs Descriptions

- **Task 8.1:** Identification of RMs at regional and national level in widening countries and regions with strong and excellent hubs in knowledge creation and innovation.

- **Task 8.2:** Involvement and networking of relevant actors

- **Task 8.3:** Pilot operation of the services

- **Task 8.4:** Policy recommendations

Task 8.1: Identification of RMs at regional and national level in widening countries and regions with strong and excellent hubs in knowledge creation and innovation

This task aims in the **identification of Research Managers at regional and national level in widening countries and regions** that have strong experience in hubs related to knowledge creation and innovation.

Implementation

- **Starting point was the initial Communication Plan was ready in the previous Reporting Period by WP9**.

- For the identification and engagement we needed a methodology, we started from the theoretical basis of methodologies and worked together with WP9.

- The methodology, which was discussed and agreed upon by all partners. **The methodology is presented in deliverable D 8.1, the Initial engagement report.**

Task 8.1: Identification of RMs at regional and national level in widening countries and regions with strong and excellent hubs in knowledge creation and innovation

- KPIs identification was necessary to understanding the work of the Research Managers. This knowledge will allow us to form CARDEA project suggestion for the career acknowledgement of Research Managers and the establishment of their profession.

- The Institutional **KPIs were identified via the collection feedback from various sources:**
  - CARDEA survey
  - 2 Focus Groups (Focus Group for RMs and Focus Group for representatives of institutions that employ RMs)
  - 3 Info days/Workshops with RMs and stakeholders
  - 3 Group study visits with project meetings (Cork, Pula, Bucharest)

Task 8.1: Identification of RMs at regional and national level in widening countries and regions with strong and excellent hubs in knowledge creation and innovation

<u>Deliverables</u>

▪ **D 8.1:** Initial Engagement Report – CERTH – M 30 **(completed)**

▪ **D 8.3:** Institutional KPIs interim report – CERTH – M 30 **(completed)**

Task 8.2: Involvement and networking of relevant actors

This task aims in the <u>involvement and networking of relevant actors</u>. It will be achieved via Events foreseen to be held within WP 9 (info days/workshops). <u>These events aim in the exchange of experience on research management staff</u> about existing training, networking and mobility opportunities at national, regional and EU level.

<u>Implementation</u>

• The majority of the activities planned in the identification and engagement plan have already been implemented. <u>Only the 4th info day/workshop is remaining to be organized</u>.

• Deliverable D 8.1 Initial engagement report, summarized the already implemented activities.

• The final report, which will summarize <u>all the implemented activities and the evaluation of the engagement activities</u> is deliverable D 8.2.

<u>Deliverables</u>

▪ **D 8.2:** Final Engagement Report – CERTH – M 48

Task 8.3: Pilot operation of the services

The aim of this task is the implementation of the <u>pilot operation of the services offered by the Hub</u> developed within WP 3. The aim is to <u>test the services in terms of the skills in EU research management</u> in the partners involved by inviting the stakeholders

Implementation

The pilot of the services offered by the Hub will be tested in terms of the skills in EU research management in two phases:

• <u>Internal pilot operation with project beneficiaries and the Advisory Board</u>. This initial pilot was conducted because CARDEA Academy will be launched parallel to D 8.4. The feedback was collected during the Advisory Board meeting organised on 26/07/2024 and after (via a form distributed to the members of the AB). The finding are presented in deliverable D 8.4 Initial policy feedback report.

Task 8.3: Pilot operation of the services

• <u>A virtual roundtable discussion with the stakeholders should be organized by the end of the project with the stakeholders already identified in Task 8.2</u>

Deliverables

▪ **D 8.4:** Initial policy feedback report – CERTH – M 30 **(completed)**

Task 8.4: Policy recommendations

The aim of this task is the preparation of recommendations that will focus on the **training and networking patterns of research support staff** and **research management and funding schemes,** to improve the research management in the ERA

Deliverables
- **D 8.5:** Recommendations policy feedback report – CERTH – M 30 **(completed)**
- **D 8.6:** Final policy feedback report – CERTH – M 48 **(will contain the final results of Tasks 8.3 and 8.4 and will be submitted in the next reporting period)**

Deliverables summary

- **D 8.1:** Initial Engagement Report – CERTH – M 30 **(completed)**
- **D 8.3:** Institutional KPIs interim report – CERTH – M 30 **(completed)**
- **D 8.4:** Initial policy feedback report – CERTH – M 30 **(completed)**
- **D 8.5:** Recommendations policy feedback report – CERTH – M 30 **(completed)**

Final reporting period (M 48)
- **D 8.2:** Final Engagement Report – CERTH – M 48
- **D 8.6:** Final policy feedback report – CERTH – M 48

CARDEA
Research Managers open Research Doors