



CARDEA

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

CARDEA Kick-Off Report – WP1

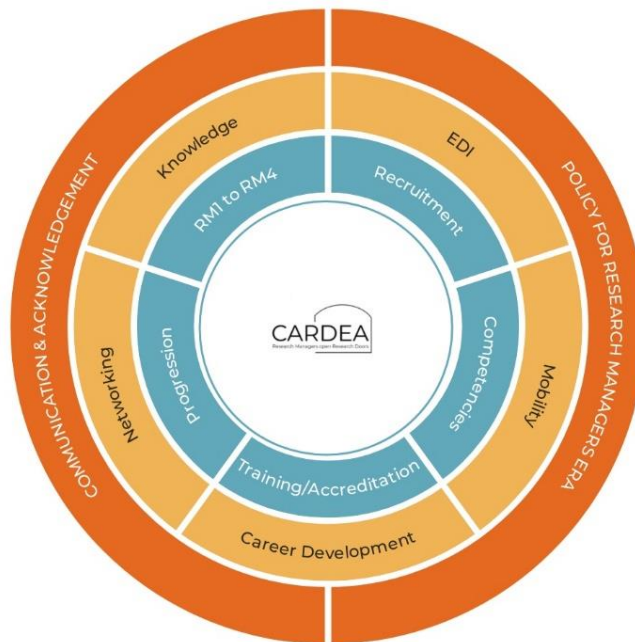


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CARDEA Kick-Off Report – WP1	
CARDEA - Career Acknowledgement for Research (Managers) Delivering for the European Area	
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CARDEA MATRIX



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Executive Summary

The CARDEA kick off meeting occurred on June 3rd,2022 in University College Cork, IRELAND. In conjunction with the formal kick off meeting, two pre-meeting sessions were held on the 2nd of June. Additionally, a series of preliminary consultations with external stakeholders on various dates between March 2022 and June 2022. This report details the participants and contributions as well as the decisions made and next steps that derived from these events.

“The beginning is the most important part of the work” Plato

The formal kick-off meeting for CARDEA represented the first time the consortium met in person. It offered the opportunity to plan for the successful roll out of the project. In preparation for the in-person meeting a series of preparatory meetings, consultations and collaborations were completed. These are reported here under three dimensions, preliminary meetings, ancillary meetings, and the formal kick-off meetings.

1. **Preliminary consultations on various dates between March 2022 and June 2022**
 - a. Consortium planning meetings in preparation for Formal Launch
 - b. National stakeholder consultations
 - c. International consultations in conjunction with kick off meeting

2. **Ancillary meetings in conjunction with CARDEA kick off**
 - a. HRS4R training for site visit, HRS4R The Role of Research Manager in ERA - issues and challenges faced - consultation
 - b. CARDEA Consortium, preparatory meeting (in person)

3. **Formal CARDEA Kick-off June 3rd, 2022**
 - a. Ceremonial Kick off
 - b. Working Kick off

Introduction

CARDEA is the Ancient Roman Goddess of the hinge and is ideal to describe our project and it stands for Career Acknowledgment for Research (Managers) Delivering for the European Area. Research managers and research support staff make a valuable yet undervalued contribution to Europe's research excellence. Research Manager (RM) is a relatively young career profile, but RM's importance is likely to increase in the next 20-30 years as we tackle more complex problems than ever. These problems require a depth of technical specificity provided by researchers and breadth of visibility, application, and exploitation of results (the so-called T-model of competency). Research managers are ideally placed to develop such range but require structural supports to achieve this. The EU is ideally placed to take a leading role in this development as 22.2% of the world's best researchers are residents in Europe.

Unfortunately, there is a fundamental lack of understanding of European RM profiles, including role characteristics, demographics and career pathways. The profession is almost invisible from a policy, career development and career trajectory perspective compared to a principal investigator. Additionally, there is little consistency across Europe in salary scales, contracts, skills, competencies, and training opportunities for RMs. Finally, RM positions are often tied to individual grants leaving RMs often on precarious contracts throughout their careers. Despite this, RMs play a key role in administering research activities and valorising a range of hidden research outputs.

Our ambition is to create:

- Improved knowledge for policy making about the training and networking patterns of research support staff and research management
- Measures to increase awareness amongst research management staff about existing training, networking and mobility opportunities at EU, national, and regional levels
- Ultimately, increase capacity and compatibility of cooperation and funding systems throughout the ERA for research management, and support to scientists.
- Improve awareness of the EU policy drivers and the EU research peculiarity in the Higher Education Institutions and Research organisations

- Preparation of the establishment of a central hub to provide the EU research system with the most appropriate “fit for purpose” skills in EU research management, with active involvement of entities located in widening countries
- Provide recommendations aiming at facilitating a clear career path for research managers at national and EU levels, enhancing their role towards the achievement of the new ERA objectives, including those addressed in the related Council Conclusions on the New European Research Area (13567/20).

CARDEA will develop supports to address these ambitions. Our consortium has enjoyed considerable success doing this for researchers already. We will create a detailed data-driven (500+ participants, 24 countries) knowledge space-defining and characterising the issues associated with the role of Research Manager. Based on this, we will develop a range of solutions, including a Capacity Maturity Model to assess and improve RM activities, a novel RM Hub for networking and training to include a community of practice. Equality, Diversity and Inclusion, Widening Participation (EU13), Public-Private partnership actions will be at the core of our research, training, and enhancement activities. Additionally, the mobility and networking of RM and those with responsibility for developing RMs will be included to ensure the RM ecosystem grows transnationally.

Partners in CARDEA Consortium:

Universite De Liege **Belgium**

University of Juraj Dobrila In Pula **Croatia**

Ethniko Kentro Erevnas Kai Technologikis Anaptyxis **Greece**

University of Macerata **Italy**

The Henryk Niewodniczanski Institute of Nuclear Physics, Polish Academy of Sciences **Poland**

University Politehnica of Bucharest **Romania**

Institutio Fundacio Centres De Recerca De **Catalunya Spain**

University College Cork **Ireland** (Co-Ordinators)

Figure 1: Partners in the CARDEA consortium



1 Preliminary Consultations

A series of consultations were completed as part of a soft launch of CARDEA. The purpose of this extensive process was to introduce CARDEA to influential stakeholders and to garner support for future activities.

1a. Consortium Planning Meetings in Preparation for Formal Launch

The CARDEA consortium (or subsections of the consortium) met on three occasions in preparation for the formal launch of CARDEA (Table 1)The purpose of these meetings was to prepare for a productive launch event in Cork.

Table 1 Preparatory partner meetings in advance of CARDEA kick off

All partners	15.02.2022, online
UCC/Certh	11.04.2022, online
UCC/UNMIC	30.05.2022, online

1b. National stakeholder consultations

To prepare for the CARDEA kick-off meeting and raise awareness of CARDEA Dr Joanne Uí Chrualaoich and MaryKate O'Regan met with Irish research policy makers other relevant stakeholders. These consultations were held 'one to one' online and introduced the attendees to CARDEA. The purpose was to discuss, and explore the following:

- How HE stakeholders can contribute to a better understanding of the range and nature of existing Research Manager roles
- Raise awareness of the role of Research Manager nationally with both policy makers, funders and other key actors.
- Acknowledge the existence of the role in and of itself, and its importance to Ireland's research agenda.
- Start to develop an understanding of the contribution of Research Managers to the Research Ecosystem Value Chain (societal and economic).
- Review possible connections with the Pact for Research which is in place to support the implementation of national European Research Area (ERA) policies. "The objective of the Pact is to foster the future dialogue process with key actors putting a clear emphasis on sharing

best practices and facilitating the collaboration of Member States to invest in and coordinate on common research and innovation objectives.”

- Discuss the development of a comprehensive and consistent competency model for the Research Manager role nationally that is both synergistic but distinct from the Researcher equivalent.
- Funding of Research Managers is often tied to grants which have a temporary lifetime, or they are not funded at all – how to change or work better within this model?
- What training is required for the role of Research Manager?
- How to prepare and encourage Post Docs/PhD’s into these roles leading to mobility between sectors and between roles?

In addition, the consultation process gave a first opportunity to disseminate the ambition for the project to a wider audience and lay the groundwork for future impact.

The consultations raised awareness of CARDEA on the Irish national research policy radar. The consultations completed so far are shown in Table 2.

Table 2: Initial consultations with key stakeholders introducing CARDEA and onboarding key organisations.

Name	Organization	Date
Tony McMahon	Irish Universities Association	02.03.2022
Maria Nash	Science Foundation Ireland	08.03.2022
Conor O’Carroll	Policy Advisor/SCI POL	08.03.2022
Ross Woods	Higher Education Authority	15.03.2022
Jennifer Brennan	Technological Higher Education Association	21.03.2022
Sinead Riordan	Royal Irish Academy	22.03.2022
Gráinne Ryan, Kevin Burke	Enterprise Ireland	09.03.2022
Deirdre Quinn	Higher Education Authority	06.04.2022
Karl Walsh and team	Department of Agriculture, Food and the Marine	06.04.2022
Teresa Maguire and team	Health Research Board	20.04.2022
Mary Twomey, Nicki O’Connor	Department of Further and Higher Education Research Innovation and Science	28.04.2022
Nik Claesen, Evelina Brännvall	EARMA	20.05.2022

In general, the policy makers welcomed the CARDEA initiative, recognized the importance of a more formal recognition for research managers careers, and crucially agreed to continued involvement in the project as it progresses. Of note is the meeting held on Friday 20th May 2022 with Nik Claesen EARMA Managing Director and Evelina Brännvall and CARDEA Co-PI's Dr Joanne Uí Chruialaoich and MaryKate O'Regan. The discussion focussed on synergies and connections to be explored between RM ROADMAP and CARDEA.

1c. International consultations in conjunction with kick off meeting

A small number of international consultations have also taken place to launch CARDEA. These include a presentation by Joanne Uí Chruialaoich to the Greek EURAXESS Office (07.06.2022) and a consultation with the research management staff in Aarhus University (15.06.2022). Both meetings have led to plans for further collaboration on CARDEA related activities.

2. Ancillary meetings in conjunction with CARDEA kick off

Two blended meetings were held (UCC and online) in conjunction with the main kick-off meeting. The first provided a training session to members of the HRS4R ERA community to help prepare for a site visit. The second focused on the core theme examining the challenges facing research managers.

2a. HRS4R training for site visit and examination of the role of Research Manager in ERA

The first part of the HRS4R event was a 75-minute training session on HR Excellence in Research. The training session focused on HRS4R professionals working in ERA Universities and Research Performing Organisations who are preparing for the site visit under HR Excellence in Research leading to award renewal. The session was held using a blended format through google meet and 150 invitations issued. 55 people attended. MaryKate O'Regan presented on preparing the report documentation for the HRS4R site visit. This was followed by an invited presentation from Nathalie Modjeska of Université de Montpellier, France covering the organisation of the site visit. The meeting concluded with an energetic Q&A session.

The second part of the meeting ran from 11.15 to 13.00 and covered "The Role of Research Manager in ERA - issues and challenges faced". 39 people attended. To prepare for this part of the meeting a survey was forwarded to potential participants. There were 36 responses to the survey. The questions asked and summary responses in the survey are included in the appendix A. The objective of this session was to generate a sense of the issues and challenges faced by research managers in the ERA and prepare the consortium for our discussions during the kick-off. It also paved the way for focus group discussions in later parts of the project.

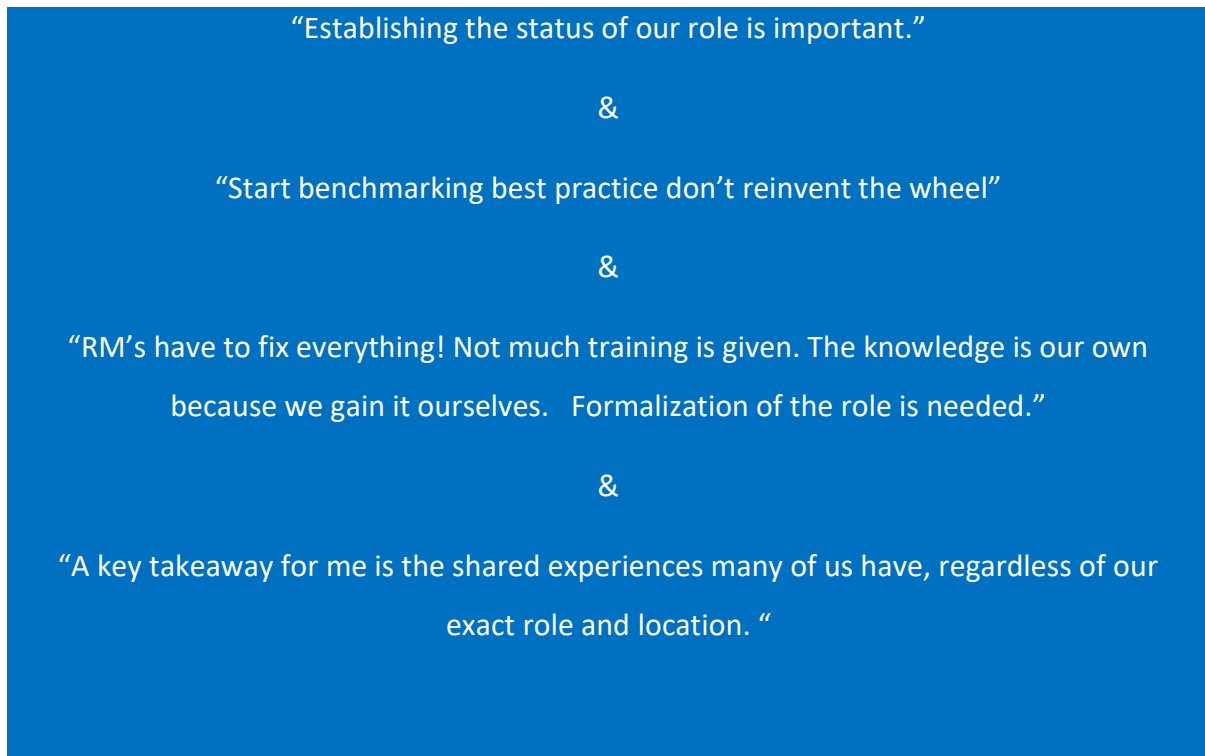


Figure 2 Selected comments on the role of research manager in ERA:

2b. CARDEA Consortium, preparatory meeting

The CARDEA consortium met in person for the first time on 02.06.2022 in the Council room in UCC. Two representatives from each partner attended with CERTH (Greece) joining virtually. FIGURE 5 provides details of the attendance. The agenda for the preparatory session is shown in Table 3. The meeting involved a range of topics (see slide deck appendix (B)) and participants were encouraged to propose ideas and suggestions using a workbook (See appendix (C)).

The main outcomes of this session were agreeing on priorities for the project in the first 6 months and a getting to know each other opportunity.

Figure 3: CARDEA Consortium at work in the UCC Council Room, 02.06.2022



Figure 4: CERTH, Greece joining proceedings virtually.



Figure 5 CARDEA Consortium at Kick-off Dinner Cork, Ireland June 2nd, 2022.



3. CARDEA Kick-Off June 3rd2022 Council Room University College Cork, IRELAND

3a. Ceremonial kick off

The CARDEA kick-off meeting was organized by University College Cork (UCC), which is the coordinator of the project. The meeting was held at University College Cork (UCC), on June 3rd, 2022. A detailed list of the participants is included in the appendix. 7 of CARDEA's 8 partners had a representative at the kick-off meeting. The eighth partner (Greece) was online and attended all the meetings. The complete agenda of the workshop is detailed in appendix.

9.00am to 10.30am

Dr Joanne Uí Chruailaich opened the meeting and welcomed UCC President Professor John O'Halloran to the podium. The President welcomed the distinguished guests and speakers especially, Irish Government Minister Simon Coveney TD Minister for Foreign Affairs and Minister for Defence (Figure 6) who delivered the opening address to the group and invited participants. We were also joined online by Dr Rinske Van Den Berg Project Officer at the European Research Executive Agency and Dr Stijn Delaure online via teams.

Highlights of the Minister's address include:



Figure 6: Simon Coveney, Minister for Foreign affairs and Minister for Defense, addressing the CARDEA Kick off meeting.

"This project is funded under the Horizon Europe Work Programme Widening participation and strengthening the European Research Area. One of the European Union's main goals is to promote scientific and technological progress and to enhance economic and social cohesion and solidarity

among EU countries. However, figures and studies show a substantial gap between the so-called EU13 countries, which joined the EU after 2004, and the EU14 Member States, something which is also mirrored in research and innovation.

The key objective of the European Commission is to support excellent transnational research projects with high European added value. In order to attain this goal, it is crucial to build networks of research funding organisations representing research communities across Europe. Only by mobilising diverse research expertise, methodological approaches and thematic areas can significant research challenges be addressed and tackled. Therefore, with this call the EC has demonstrated that it is ready to invest in the research potential of different European groups inclusive of Widening Countries.

CARDEA is an example of the kind of international, interdisciplinary cooperation that makes the EU and Ireland so strong. The European Research Area aims to create a single, borderless market for research, innovation and technology across Europe and this project, bringing together key stakeholders from eight institutions, in eight countries is a key enabler of this.

Action 17 of the New ERA will enhance public research institutions' strategic capacity and the research managers supported by CARDEA will be key in realising this ambition. The work will be supported by the Pact for Research and Innovation in Europe which was approved by the Council of the European Union in July of 2021.

The pact for research is all about member states bringing the European dimension into national research and innovation policies and ensuring national buy-in and commitment. With this project Ireland and the partner counties in this consortium will make an impact on the acknowledgement of the Research Manager role both in their own countries and at the EU level. By making these roles more attractive and equipping Research Managers with the training and skills they require to meet the changing needs of research within the European Union this project will strengthen Europe's research enterprise.

This project connects in with the pact for research in that its deliverables ensure that research and innovation policy in the area of Research Manager Careers works in close synergy across all levels of government (both national and EU). It introduces the development of initiatives providing added value at the European level linked to, and building on, national policy responses. It is in this area that this project is so important, and it complements Member States' efforts in creating a researcher-centred,

value-based, excellent, and impact-driven research area. This project is a cog in the much larger wheel of cooperation at the national and European level. “

Minister Coveney was followed by Professor John Cryan UCC Vice President for Research and Innovation, Dr Joanne Uí Chruailaich Co-PI and MaryKate O’Regan Co-PI for CARDEA. Please see appendix A for slides of MaryKate’s presentation and Joanne’s address.

Figure 7 (left) CARDEA Partners with Minister Simon Coveney, President UCC, Director of HR UCC and VP Research UCC.

Figure 8 (right) Barry O’Brien Director of HR UCC, Dr Joanne Uí Chruailaich Co-PI, Minister Simon Coveney, MaryKate O’Regan Co-PI, Professor John O’Halloran, President UCC and Prof John Cryan VP Research and Innovation UCC



Figure 9: Networking sessions between UCC research managers from a range of disciplines and Dr Nik Claesen from EARMA.



3b. CARDEA Consortium Working Kick Off

10.30 am to 11.30am

Dr Rinske Van Den Berg EU Project Officer addressed the consortium via teams online. The presentation covered the following information:

- Role distribution
- Project monitoring
- Amendments
- Communication, Dissemination, Exploitation
- Open Science
- Policy Feedback
- Audits and Links for information

Dr Stijn Delaure EU Policy Officer addressed the consortium via teams online. The presentation covered the following information:

- Realising the new European Research Area
- ERA Policy Agenda – 20 Action
- Action 17: Enhance the strategic capacity of Europe’s public research performing and funding organisations
- Proposed activities and expected outcome

Dr Nik Claesen Director of EARMA and PI for RM ROADMAP presented to the consortium in the Council Room. The presentation was an introduction to RM ROADMAP which is the other project funded under HORIZON-WIDERA-2021-ERA-01-20. The presentation covered the following information:

- Introduction to RM ROADMAP
- Objectives
- Consortium
- Overview of work packages of the project

11.30am to 12.00pm

All CARDEA partners joined Dr Nik Claesen and Dr Evelina Brännvall of EARMA for a closed round table discussion on the synergies between RM ROADMAP and CARDEA. The discussion focused on the open sharing of information, collaboration on information gathering and working to establish a linked and synchronized methodology to enable the free exchange of best practice and findings. Points for discussion focused on surveys, conferences, training and development and other areas where direct collaboration would enable the results of both projects and the careers of Research Managers in the ERA.

12.00pm to 13.00pm

Work Package 1

Project management and coordination Work Package (WP)1 and the Consortium Agreement were discussed by all partners. A template to capture ideas for Year 1 was also circulated to all partners. The template captures information on the mission and vision of the CARDEA Hub, the needs that it would serve, partner contributions to the Hub, logo suggestions and the design of the website. It is a comprehensive questionnaire which will be returned by all partners and aids with planning and development of CARDEA for its first 18 months. See attached appendix (C). An Interinstitutional MOU and established work structures, scope statement, signing of consortium agreement, kick off meeting, annual meetings, organisational and governance positions filled, baseline assessment of existing RM activities were all discussed.

Agreed Actions from meeting on Project management and coordination WP1:

Consortium Agreement

All signatures required by August 1st, 2022

Data Management Plan

All partners asked to reflect and get back in relation to:

- Guiding principles for data management in CARDEA
- Legal framework as governed by GDPR
- Data summary
- Data handling (including open data transfer, FAIR data principles)
- Ethics and data security

Partner Meetings Agreed

The next CARDEA partner meetings will be

- Friday 2nd September 2022
- Friday 28th October 2022
- Friday 16th December 2022
- Friday 10th February 2023
- Thursday 27th April 2023

All meetings are 9:00 (IW), 10:00 CET, 11:00 GR/RO and will be on MS TEAMS.

Annual Meetings Agreed

The agreed dates for the annual meetings are

- June 2023 Pula (probably last week in June, tbc)
- June 2024 Bucharest (or locally) – coordinated by UPB
- June 2025 Barcelona – coordinated by CERCA
- End May 2026 – Brussels (final meeting) – coordinated by UCC

13.30pm to 17.00pm

All work package owners provided a tour de table indicating any possible challenges and answering questions from the consortium.

WP 2 Mapping, Benchmarking and Research UCC Lead beneficiary

Objective To develop a comprehensive knowledge base, using data-driven metrics and validated methodology to assess RM ecosystems.

WP 3 European Research Manager Hub UNIPU Lead beneficiary

Objective is to establish a European Hub for Research Managers, including a person-centered and designed digital space facilitating brokering, maintaining and curating collaborative relationships, knowledge sharing and innovative research management practices. To include a Research Manager Community of practice and measures to increase awareness of existing training, networking and mobility opportunities within and beyond the Hub.

WP 4 Mobility and Networking CERCA Lead beneficiary

Objective is to analyse current networking and mobility schemes for RM. To Develop networking and mobility (geographic and intersectional) opportunities for the Hub and to increase awareness amongst RMs and stakeholders about networking and mobility opportunities.

WP5 Equality Inclusion and Diversity IFJAN Lead beneficiary

Objective is to analyse current networking and mobility schemes for RM. To Develop networking and mobility (geographic and intersectional) opportunities for the Hub and to increase awareness amongst RMs and stakeholders about networking and mobility opportunities.

WP6 Widening Participation UPB Lead beneficiary

Objective is to leverage the individual strengths of the consortium members in a coherent fashion to support excellence in RM development, specifically by (1) more advanced partners supporting developing institutions (2) leveraging the Horizon Europe twinning programmes to increase visibility or RM careers in the commercial sector (3) using the maturity model to stimulate increased excellence in RM activities.

WP7 Training and Development UNIMC Lead beneficiary

Objective to develop a comprehensive training programme designed by and for RMs with their specific needs in mind. Programme to have a particular focus on meeting identified gaps, twin priorities (green and digital), European R&I priorities, UNSDG. Training and development should be personalised, meet a career ambition and offer certification.

WP8 Advocacy and Influencing CERTH Lead beneficiary

The objective of this work package is to enhance the attractiveness of research careers, as a vital element of the “New ERA”, by creating attractive and safe working and employment conditions for more sustainable and appealing researchers’ careers and, consequently, attracting and retaining excellent researchers, taking into account open science, gender equality, digital skills, research assessment, diversification of research careers and multiple career paths and additional relevant elements of the European Skills Agenda; 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 of CARDEA activities and outputs.

WP9 Communication and Impact Generation U Liege Lead beneficiary

The objective of this work package is to enhance the attractiveness of research careers, as a vital element of the "New ERA", by creating attractive and safe working and employment conditions for more sustainable and appealing researchers' careers and, consequently, attracting and retaining excellent researchers, taking into account open science, gender equality, digital skills, research assessment, diversification of research careers and multiple career paths and additional relevant elements of the European Skills Agenda; 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 of CARDEA activities and outputs.

Concluding Remarks

Following a very successful kick-off meeting the CARDEA consortium are both excited and committed to begin the work of this project. This is an important initiative from the European Commission, and we will work to create the acknowledgement required for Research Manager roles within the ERA always working for the betterment of Research Managers in Europe. We will work to increase capacity and compatibility of cooperation and funding systems throughout the ERA for research management and through our research provide recommendations aiming at facilitating a clear career path for research managers at national and EU levels. According to Barry O'Brien, Director of Human Resources University College Cork "UCC is proud to take the lead on this innovative project and to have such wonderful collaborators from our partner Universities many of whom I was delighted to meet in person at the kick-off event here in UCC in June 2022."

Appendices

Appendix A

See link to a brief Survey on Research Manager Roles in the European Research Area which helped to guide an initial discussion on Research Managers roles in the ERA.

<https://forms.office.com/Pages/ResponsePage.aspx?id=pVz-Rm-GQk6S6e2HhiRVRR0lisamnMRDiFrHaQojozZUQkJHMFRTFpRWEIPUFY5WIVGTU43N08wVC4u>

Anonymous responses to the brief survey can be found at this link

<https://forms.office.com/Pages/ResponsePage.aspx?id=pVz-Rm-GQk6S6e2HhiRVRR0lisamnMRDiFrHaQojozZUQkJHMFRTFpRWEIPUFY5WIVGTU43N08wVC4u>

Appendix B

See link to slide Deck at link below for all publicly available presentations from the 2nd and 3rd June 2022

See Link to all Presentations on official kick off 3rd June 2022 [CARDEA Kick-off Meeting | University College Cork \(ucc.ie\)](#)

Appendix C

Worksheet to propose ideas and suggestions from the consortium. See link to Cardea – Template to capture ideas for Year 1 [CARDEA Kick-off Meeting | University College Cork \(ucc.ie\)](#)