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# YOUR WEEKLY RMA NEWSPAPER

*Universidade Nova de Lisboa*

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EVERYTHING ABOUT  
RMA AND RESEARCH AS A  
PROFESSION IN EUROPE ECOSYSTEM  
COURSE

# WHO ARE WE?



## CRISTINA OLIVEIRA

Research Support Officer  
She is the lecturer of our course. She is currently working at Universidade Nova de Lisboa FCSH as a RMA.

## SATUK BUĞRA HAN ZİKZİLAN

Erasmus+ Student  
Universidade Nova de Lisboa/Portugal  
Hacettepe University/Turkey  
Editor of The RMA Newspaper



## RESEARCH MANAGER AS A PROFESSION IN EU COURSE

Different people from all over the world;  
Germany/ Turkey/ Poland/  
Hungary/ Portugal/ Brazil

Some of us are not in the photo, unfortunately.

# WHAT IS RESEARCH?

Research is process of systematic and careful investigation that starts with problem, question or concern and it includes collection of data; documentation of critical information; analysis and interpretation of that data/information, in accordance with suitable methodologies to create new knowledge or idea.



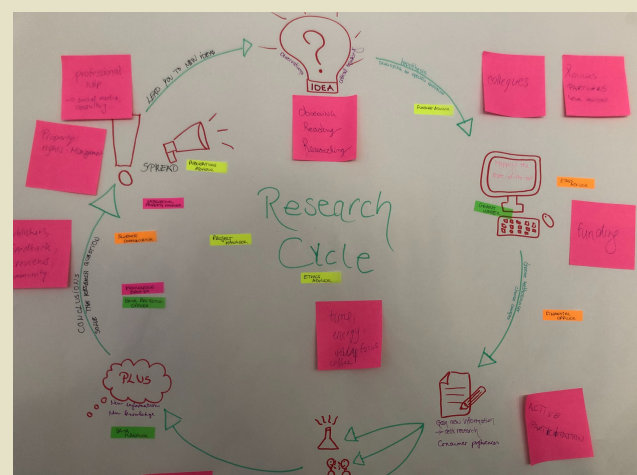
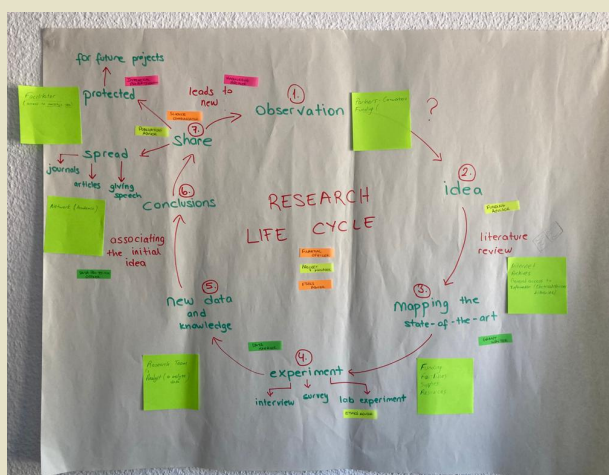
# WHAT IS RMA?



RMA abbreviation stands for Research Managers and Administrators. They are highly-skilled professionals who work to support, help and organize in the all steps of Research and Innovation. These steps include research administration, research management, knowledge transfer and exploitation, science communication, research governance and research policy.



# RESEARCH LIFE-CYCLE





# WHAT IS ELEVATOR PITCH?



In Elevator Pitch, you need to propose your offer or proposal in a short time and also be understandable by everyone with convincing and clear sentences. Approximately 60-90 seconds which would suggest you that when you get an elevator, it would be same amount of seconds to go up or down.



**OUR  
WINNER**

***That's just me!  
Not Winner :(***

## DR. UFUK BALAMAN

Hacettepe University, Turkey

**- You have one on-going research Project currently. Can you tell us a little bit of your Project?**

DIGITASK4IC is an 18-month Project which is funded within the scope of a special call by European Union Erasmus+ fund for the COVID19 pandemic in preparation for digital education. The scope and aim of this project is to produce a task generator by transferring the concept of pedagogical task desing in terms of foreing language education to digital environment and to produce its practical outputs as well as its theoretical infrastructure. In this Project we have partners from Austria (Inssbruck University), Spain(Autonomous University of Barcelona) and in Turkey (Muğla Sıtkı Koçman University and as a Project Coordinator Hacettepe University). Actually this Project is a reflection of my doctorate researches, I had designed an amateur task design tool in my doctorate and now we have converted it to a different free and open access tool which can be used for different task types. Approximately, 600-700 teachers and above 1,000 students actively started to use this tool and we aim to increase this number 2-3 times towards the end of the project. Now I am the coordinator of the project.



**HACETTEPE  
ÜNİVERSİTESİ**

<http://ubalaman.com/>



**- Have you worked with RMA's in your project for example Ethics advisor, Grant writer, Science Communicator...?**

Actually in my project, I did not. To explain more, It is kind of different in Turkey, in our project for example, we have different roles: teacher/researcher, technician, administrative staff and managers. Each one of the coordinators works as a manager, we had a request for researchers. These researchers are composed of people who are naturally involved in the project's team, also pursue other research subjects and who are researchers in their job description. Technician is both researcher and the person who deals with technical areas of the project. Apart from that there are some terms such as grant writer, science communicator and quality assurance officer, but these roles are not directly requested but they can contribute to project management and execution. However, we divided our team into smaller groups and distributed these roles among us. For example; we have quality assurance team, we did not ask for a grant writer because I wanted to write it by myself and then our project partners contributed to its content by proof reading.

**How did you create your research team? Was it the people you have worked with before or are there people whose names and work you follow in this field and whom you think could contribute to the project?**

We can say that it is both. When I first started to write this project, I was in Switzerland with our Australian partner for post-doc and with this network opportunity, we started our partnership. After that, when we thought about who the experts of this area for our project can be, we had close relations with Barcelona and due to their enthusiasm, they became a partner of the project. For the last partner, thinking that we should make a budget balance for 2 partners from Europe and 2 partners from Turkey and also considering the expertise of our coordinator in Muğla Sıtkı Koçman University on teacher training, we created this research team. However, in our previous 2 applications that were rejected, we had partners from Sweden and Switzerland, in our next application these partners preferred to withdraw from the project. It was a process like we reduced our number from 6 to 4. We were funded when we went down to 4 partners, maybe that also had an affect on our proposal.



**Is RMA popular in Turkey? How is the situation in our university?**

Now in Turkey the situation is RMA is not widespread as a profession and concept however if you want to have an academic career as a researcher at universities or go up higher, it is naturally included in your job description. Especially in research universities, postgraduate education progresses intensively and when you are supervising these postgraduate educations, you naturally enter a process of RMA. So, this is somewhat part of our job description as academics. However, there are project offices in Turkey, we have one in our university also we have Hacettepe Teknokent which is focused on technology and transfer center support, preliminary evaluations and they offer support for bureaucratic processes. In project offices, there are people who have a background in project management. Moreover, The Scientific and Technological Research Council of Turkey (TÜBİTAK) gives support for researchers in managing, funding and conducting research.

**How COVID-19 affected your project?**

Since we were funded by the COVID-19 special call, I do not want to say it but it had a positive impact on getting a fund for our project. We are developing a digital education tool to eliminate the negative effects caused by COVID19 on education. However, of course, it negatively affected the implementation phase of the project. For example, our project started on 1st June, and we planned the first kick-off meeting in Ankara but we could not do it. We were able to do our first face-to-face meeting in October in Muğla. Also the pandemic negatively affected face-to-face activities and the speed of our dissemination activities. Other than that, no other setbacks so far.

**Do you have specific applications that you use within your research team?**

We are using Zoom to communicate with each other. Apart from that, we have a shared folder in Google Drive, within the scope of our project there are Virtual Exchange applications and we have created a database that progress as a learning management system. We use Microsoft teams to connect with students and so that students can use it more interactively. We have also project website, and we have created DIGITASK web application which functions as learning management system.

**06 October 2021 LESSON 3 Some RMA Profiles**

**Grant Writer:** Grant writers research, draft, and submit proposals that help organizations or individuals receive grant funding. Grant writers must have strong research and writing abilities. Writers might discover funding opportunities with the help of research. Creative and persuasive writing help a proposal stand out by expressing concepts clearly and simply.

**Ethics advisor:** They give advice on the ethics rules, procedures, and practices that must be followed by a researcher, research group, or project partnership. They are responsible for developing, reviewing, and disseminating ethics-related policies, as well as providing guidance on all ethical issues (code of conduct, conflicts of interest, outside activities, and so on) in accordance with the institutional ethics principles and the common standards of ethical conduct for research.

**Science Communicator:** They try to close the scientific information gap between science and public. They try to the research project, its results, outputs and impacts to specific target audiences into understandable, simple and clear messages for public.

**Project Manager:** The project manager is in charge of the project's day-to-day operations and must be capable of handling all six project aspects: scope, schedule, finances, risk, quality, and resources. A project manager should be effective at planning, monitoring and reviewing, be able to motivate others, be able to work well under pressure, be able to resolve conflicts and good at problem solving.

**11 October 2021 LESSON 4 RMA Skills**

To be competent RMA, you need some skills such as:

- Management
- Accuracy, attention to detail
- Multi-tasking
- Problem-solving
- Critical Thinking
- Creativity
- Collaboration / Teamwork
- Communication
- Leadership
- Writing/Listening
- Providing feedback

**18 October 2021 Lesson 6**

We have met with Ana Nuno on zoom. She talked about herself and research projects in her own experience. We have asked a lot of questions to her about the general research concepts such as how she started her projects, her favorite project, bureaucracy, how she felt in front of unexpected situations, importance of having a back-up plan every time and how she decided to become a researcher.

**20 October 2021 First Discussion of Ideas, Final Projects:**

Today was the first discussion of ideas. Everybody shared what they will do for final project and the professor and others contributed this brainstorming step with advice and their personal opinions. For the projects, as you can see this is my final project “the newspaper ☺”, Mehir’s final project is RMA Website, Johanna’s RMA Podcast, Pia’s timeline of EARMA, Flora, Wojciech and Chandra will try to create their career path to become RMA, Weronika’s the lifecycle of the research manager project, Kinga’s Horizon 2020 and 2027.

**25 October 2021 LESSON 8 Grant agreement / Consortium agreement**

**Grant Agreement:** The Grant Agreement (GA) is a funding agreement that describes the rights and responsibilities of the contracting parties and is signed by the European Commission/funding agency and the project participants.

The Grant Agreement is accompanied by 6 Annexes:

1. Annex 1 - Description of Action (DoA)
2. Annex 2 - Estimated budget of the action
3. Annex 3 - Accession Forms
4. Annex 4 - Model for the financial statement
5. Annex 5 - Model for the certificate on the financial statements
6. Annex 6 - Model for the certificate on the methodology

**Consortium Agreement:** Consortium Agreement deals with the rights and obligations between the beneficiaries themselves with regard to the execution of the project.

The Consortium Agreement should define in particular:

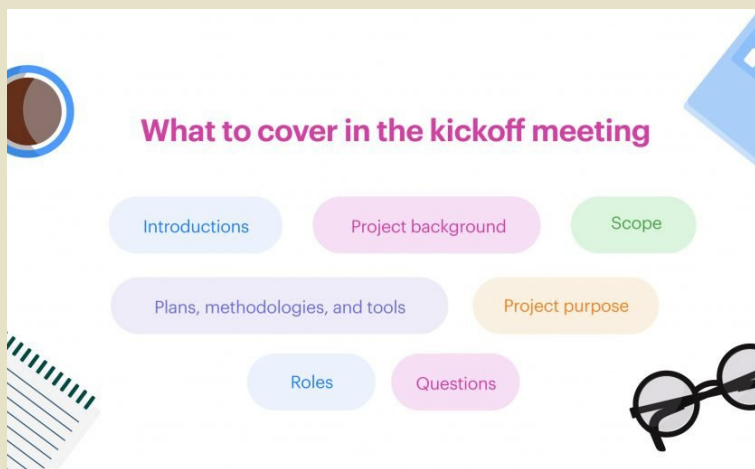
- the project management structure and decision making process,
- the budget distribution among the beneficiaries, and the procedure for the implementation of the EU payments
- the mutual liability of the parties;
- conflict resolution mechanisms,
- the procedure for accepting new participants;
- all provisions concerning access to, and exploitation of, Intellectual Property Rights in order to implement and supplement the provisions of the Grant Agreement.



## 27 October 2021 LESSON 9 Kick-off Meeting

This is the first meeting between project team and stakeholders that you will interact and get to know each other and also the project more thoroughly after the contract.

Primary purpose is to get everyone on the same page about project background, objectives, roles and responsibilities within the team and create a collaborative team mood.



## 15 November 2021 Update Presentation/ Desk Research

Today was the second step for the final project process. We have done update presentations about our desk research for our final projects, what we have learned so far, which methods we have used for gathering information, our sources, duration and calendarization of our project steps, what skills we have improved until now.

## 17 November 2021 LESSON 14 Research Impact

In this class we have a visitor professor Margarida Trindade, she explained us what is Research Impact.

Academic Impact: research benefits scientific knowledge, disciplines and theories within academia.

Non-Academic Impact (Societal Impact): research benefits individuals, organisations and nations through increasing effectiveness of public services and policy, improving quality of life and health, or economic benefits. impact.

<b>ACADEMIC</b>  Contribution to advances across and within disciplines, including significant advances in understanding, method, theory and application.	<b>CULTURAL</b>  Contribution to people's understanding of ideas and reality, values and beliefs.	<b>ECONOMIC</b>  Contribution to a company's revenues and profits (micro level), and economic returns through increased productivity or economic growth (macro level).
<b>EDUCATIONAL</b>  Contribution to education, training and capacity-building, including through curricula, educational tools, and qualifications.	<b>ENVIRONMENTAL</b>  Contribution to managing the environment, such as protecting natural resources, reducing environmental pollution, improving weather forecasting, and tackling the climate crisis.	<b>HEALTH</b>  Contribution to public health, life expectancy, health-related quality of life, prevention of illness, and reduced health inequality.
<b>POLITICAL</b>  Contribution to how policymakers act, to how policies are constructed, and to political stability.	<b>SOCIAL</b>  Contribution to community welfare and quality of life, and to behaviours, practices, and activities of people and groups.	<b>TECHNOLOGICAL</b>  Contribution to the creation or improvement of products, processes and services.

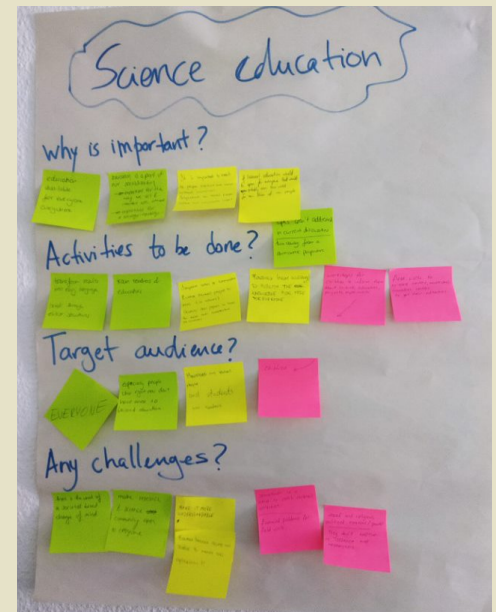
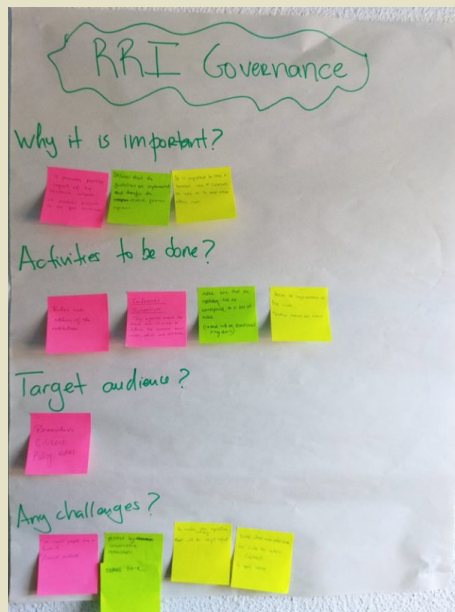
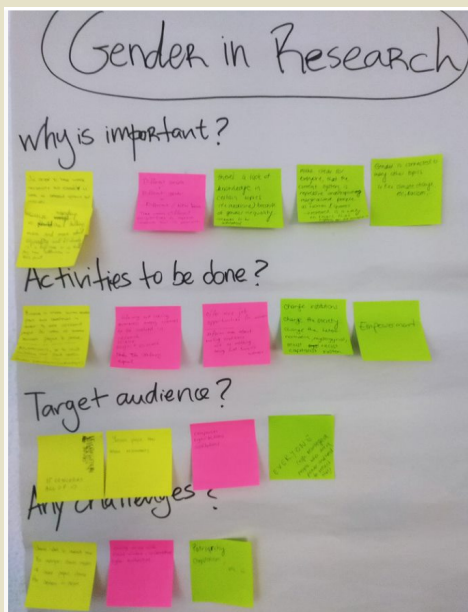
**22 November 2021 LESSON 15 RRI****What is Responsible research and Innovation?**

Responsible Research and Innovation is an approach to engage public and responsible actors (researchers, citizens, policy makers, business) in the science and innovation field to produce ethically acceptable, sustainable and socially desirable research and innovation outcomes.

RRI is implemented as a multi-package regarding to some topics such as; public engagement in research, open and free access to research, gender equity and ethics in all phases of research and science, science education and science governance.

## "SCIENCE WITH AND FOR SOCIETY"

*You don't need to bring any materials to the class. Cristina got them for you!  
Just bring yourself and creative ideas!*

**29 November 2021 LESSON 17 - Open Science**

Today we had a visitor professor Catia Marques who explained us what Open Science is.

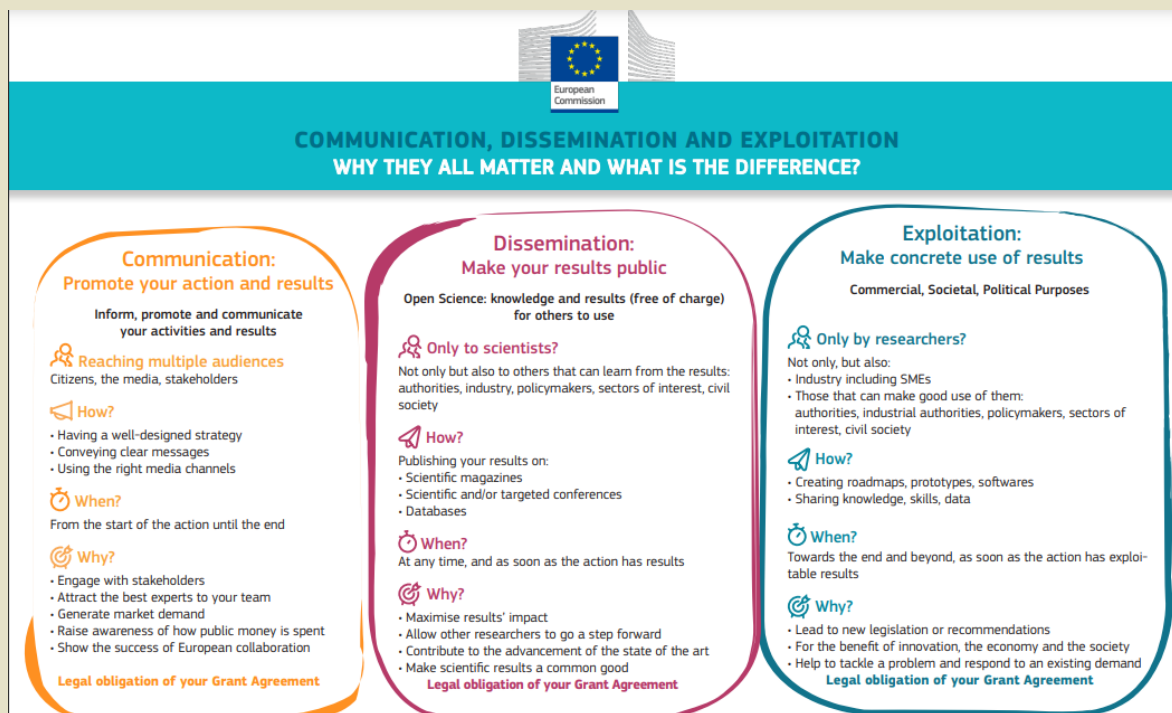
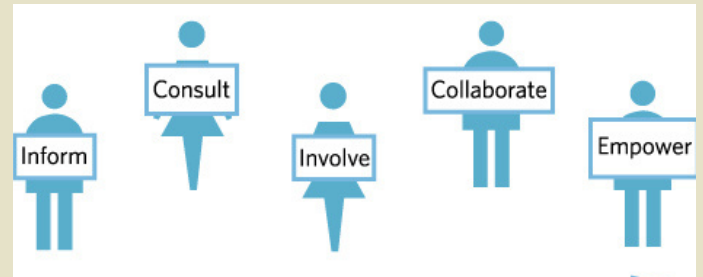
Open Science: It is the free access opportunity to information about research and its findings for all levels of society on Internet or digital platforms to increase society's trust in research and science and also to increase society's active participation in the research steps or dissemination.



## 06 December 2021 LESSON 18

### Public Engagement

Making your research project known to different target audiences is important phase for the research project's success. You try to reach and engage with different types of audiences to inform them what you are doing, what results you are going to get and in which areas you are going to use it for the public and society. Moreover, by informing them you try to improve active participation of citizens in research.



## 13 December 2021 LESSON 19

### Com, Diss, Exp

We started this class with the final presentation of Kinga about About Horizon 2020 and Horizon Europe.

**Communication:** Sharing, promoting and introducing your project and its activities to bigger audience such as citizens, media.

**Dissemination:** Sharing project findings to academia and scientific or specific people.

**Exploitation:** Using project results for further activities (commercial, societal, political).





## 15 December 2021 LESSON 20

**Framing the Message**

Today is the last face-to-face class because of COVID19 restrictions and Christmas break.

**Framing the message** is really important for public engagement plan and sharing process of project. You need to frame your message in the way of to be understood by your target audience easily.

You can use SMART criteria.

S; Specific

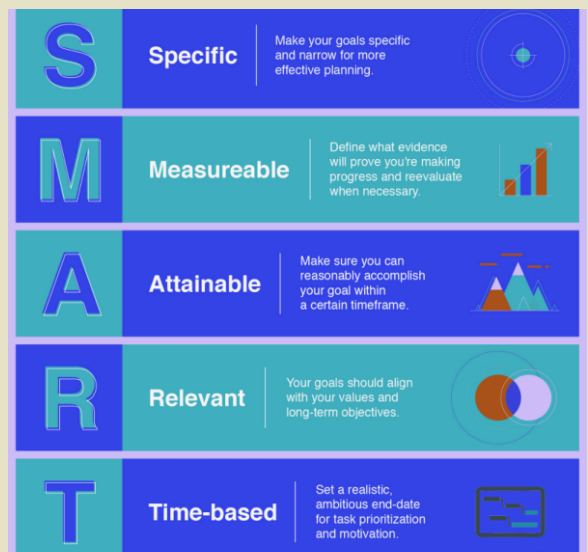
M: Measurable

A: Attainable

R: Relevant

T: Time-based

We have finalized our public engagement plan which was a case scenario. We have tried to engage with the target audience which we selected for specific occasion. We have selected methods and communication channels to reach our audience. For the last activity, we wrote a message in one of our communication channels to inform them about our plan.



## Useful Websites / Links

<https://www.formation-rma.eu/>

<https://www.formation-rma.eu/online-learning-resources/>

[https://www.apm.org.uk/jobs-and-careers/career-path/what-does-a-project-manager-](https://www.apm.org.uk/jobs-and-careers/career-path/what-does-a-project-manager-do/#:~:text=The%20project%20manager%20is%20responsible,%2C%20risk%2C%20quality%20and%20resources.)

[do/#:~:text=The%20project%20manager%20is%20responsible,%2C%20risk%2C%20quality%20and%20resources.](https://www.apm.org.uk/jobs-and-careers/career-path/what-does-a-project-manager-do/#:~:text=The%20project%20manager%20is%20responsible,%2C%20risk%2C%20quality%20and%20resources.)

<https://www.bls.gov/careeroutlook/2014/youre-a-what/grant-writer.htm>

<https://cerneu.web.cern.ch/grant-agreement>

<https://www.ucd.ie/impacttoolkit/whatisimpact/>

<https://ec.europa.eu/programmes/horizon2020/en/h2020-section/responsible-research-innovation>

<https://www.openscience-twente.com/open-science/>

<https://www.atsa.com/publicengagement>

Link: [https://ec.europa.eu/info/research-and-innovation\\_en](https://ec.europa.eu/info/research-and-innovation_en)

<https://project-management.com/smart-goals/>

<https://a2021119586.wixsite.com/rmawebsite>

**(Do not forget to check this website out! Its one of our friends.**