

RM ROADMAP

Consensus Document for Country Community Türkiye

Co-Creation Session 3: Career Development Framework

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RM ROADMAP

**“Creating Framework Conditions for Research Management to Strengthen
the European Research Area”**

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Co-Creation Session 3

Career Development Framework

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1. Introduction

This is an important moment for the research management (RM) community in Europe. The European Commission (EC) and countries across Europe want to better understand the current research management landscape to further strengthen the European Research Area (ERA).

Research management includes a broad range of professionals supporting researchers to achieve excellence in research. For the purpose of this co-creation exercise, Research Managers (RMs) are to be considered as broad as possible including: research policy advisers, research managers, financial support staff, data stewards, research infrastructure operators, knowledge transfer officers, business developers, knowledge brokers, innovation managers, etc. For simplicity, we use the term research management but this exercise covers also other terms such as research support, research management and administration, professionals at the interface of science and other terms which are used as the norm in the national landscapes across Europe.

The RM Roadmap Knowledge and Community Platform (KCP) brings research managers together to shape the future of the profession and support the strengthening of an inclusive research management community in Europe. The KCP is a place where research managers share their views and introduce issues for discussion in a solution-focused endeavour. RM Roadmap Ambassadors lead the discussions for each country on the Knowledge and Community Platform, supported by national and regional RM networks.

This co-creation exercise is the biggest collaboration between RM networks ever to take place in Europe. With a focus on learning insights from RMs, the co-creation exercise seeks to establish a robust framework that can support professional growth and collaboration across the EU and associated countries.

By 2023, 40 country communities have been established within the RM Roadmap Ambassador Network. These have been complemented by 10 thematic communities, including 35 additional Ambassadors on top of the 114 national Ambassadors at the beginning of 2024. The RM Roadmap project will use the outcomes from this co-creation exercise to make a roadmap for the future of research management in Europe and to build and exchange solid knowledge on career framework opportunities, upskilling and networking for research managers. RM Roadmap will ultimately build a value proposition for policy makers and institutional leaders who want to strengthen and modernise their research support departments.

This **consensus document for Country Community Türkiye** contains the outcomes of the **Third Co-Creation Session – Career Development Framework**

A short summary of the main outcomes from the co-creation exercise is included in section 2. More information about the topic of career development framework is detailed in section 3.

For more information about the RM Roadmap initiative, the reader can consult the following website: www.rmroadmap.eu

2. Summary of Co-Creation Session 3

As part of the Co-Creation Session 3 activities, the Turkish national committee organized one on-line and two hybrid meetings with the participation of representatives from academia, industry, technology transfer professionals and project offices. In these meetings, questions of the Co-Creation Session 3 were addressed and an environment of cooperation and synergy was created amongst representatives of Research Management working at different positions at national level. Comments were collected through individual communication to enrich the content.

First Meeting was held on-line on November 20, 2024 to announce initiate the 3rd Co-Creation Session, with the participation of 60+ experts from different levels.

Second Meeting: A total of 42 experts participated in the hybrid meeting held at Izmir Dokuz Eylul University on December 9, 2024. During the meeting, the development of the EU Research Managers Road Map (EU RM ROAD MAP) project, its objectives and the activities carried out so far at EU and national level were presented. In the opening speeches, it was emphasized that Türkiye was first introduced to technology transfer offices 23 years ago and that the importance of research managers in R&D and innovation activities has gradually increased during this period. In addition, issues such as career development of research managers, professional development frameworks and regulations were also discussed. Following the keynote speeches, Co-Creation Session 3 questions were discussed in detail in the breakout sessions.

Third Meeting held on January 10, 2024, at Özyeğin University in Istanbul, was attended by 67 participants. The meeting, which was attended by senior representatives from academia and industry, emphasized the importance of research management at national and international level and the need to establish research management as part of the organisational culture. The importance of effective use of resources and bringing together various units of universities (deanships, faculties, procurement, human resources, ethics committee, intellectual property unit, etc.) with a holistic management approach was emphasized. The meeting also evaluated the research management ecosystem from the perspective of TÜBİTAK (The Scientific and Technological Research Council of Türkiye) as a policy-making public institution and provided recommendations.

These meetings provided concrete recommendations for Türkiye to develop a common vision for Research Management and to strengthen national-international cooperation. The questions in this document are answered in the light of the discussions at these meetings.

3. Discussion Outcomes of Co-Creation Session 3

This consensus document for Country Community **Türkiye** contains the outcomes of the Third Co-Creation Session – Career Development Framework

Recommended funded schemes at the EU level:

One of the key objectives of the RM-Roadmap project is to recommend an **EU-wide training scheme designed to enhance the professional development of Research Managers**. To ensure that the recommendations are relevant and grounded in the needs of the RM community, we are presenting two potential training schemes for consideration. They have been adapted from well-established researcher-focused programmes, thus ensuring familiarity and ease of adoption by the RM community and policymakers. The proposed schemes for EU-level funding are as follows:

Scheme A - This initiative focuses on supporting the entrance and development of individual RM careers across Europe by providing long-term financial support for individual grants for upskilling through training and mobility. Like the [MSCA Postdoctoral Fellowships](#) and [ERA fellowships](#), Scheme A would offer individual grants, providing flexibility for personal career development without requiring institutional commitments.

Scheme B - This initiative aims at strengthening Research Management through institutional collaboration. Institutions would apply for funding to support staff exchanges and training opportunities across organisations, following the model of [MSCA Staff Exchanges](#) and [ERA Talents](#). Unlike Scheme A, Scheme B requires a strong institutional commitment, fostering the exchange of knowledge and best practices between organisations and sectors. The focus here is on building institutional capacity while also advancing the professional development of RMs involved in these exchanges.



Q1: Which features need to be introduced so that both these schemes are feasible and attractive to research managers in your national community?

Individual and institutional programs should be designed to complement each other to support the career development of research managers. For both schemes, a combination of training activities, incentives and institutional policies will ensure a sustainable structure for research management.



Figure 1: The holistic concept and perception of Research Management in the Turkish Ecosystem

The approach and the implementation should be in line with European practices as well as local conditions. All components of the research management process from research strategy to commercialisation of research outputs (including library and data base services, procurement, legal counselling, human resources, etc.) should be taken into consideration in a holistic perspective in defining and structuring professional development **(Fig 1)**.

Individual Schemes:

- The Programmes should be targeting all career stages from beginners to experienced RMs working at research institutions as well as at industrial research centers. A lot of emphasis was put on the need for directors with appropriate Research Management skill sets in Industrial research centers.
- Different types of trainings will be necessary for different levels of experience. Therefore tailor-made training programmes and reverse shadowing were mentioned particularly for exchange programmes.
- The scope of international programs such as COST, Erasmus, Marie Curie, Widera, Twinning should be expanded to include the research managers to provide opportunities for expand their skills. Similar equivalent programmes should be developed at national level to enable the rotation of individuals and participation in these international networks. Individuals should be provided with a guarantee to return to the initial job in their institutions.
- Training and certification programmes for strengthening the technical knowledge and professional skills of research managers designed should be recognised both at national and international platforms such as RTTP (Registered Technology Transfer Professional) and PMP (Project Management Professional).
- The trainings should include local ecosystem experiences as well as global best practices and the contents should be supported by national and international best practices.
- The training programmes should be offered in modular packages leading to final certification through micro-credentials to facilitate the continuous education of existing personnel engaged in Research Management



- Trainings should also target the development of “Soft Skills” of competencies such as leadership, negotiation, empathy and problem solving will increase the effectiveness of research managers within the team.
- Research manager certification programs can be offered through digital training platforms, with AI-supported tools to facilitate the processes. Chatbots and information sharing platforms that support the research management processes will contribute to both individual and institutional development.
- In-house reward and recognition mechanisms for research managers should be implemented. The individual schemes targeting research managers should also include financial incentive mechanisms such as support for participation in international events, and short-term overseas assignments as well as recognition of successful administrators in national and international platforms in the form of Awards and honorary titles (such as “Research Administrator of the Year” and “Research Ambassador”)
- A performance-based competitive environment can be implemented to encourage the research management teams to improve their capacities based on the performance criteria to be determined. There should special incentives for currently-employed research managers who complete trainings.
- Modular monitoring tools can be designed to measure the development of individuals upon participation to capacity building programmes and individuals completing certified training programs can receive additional points in institutional evaluation processes, enabling individual achievements and efforts to be recognised through performance-oriented feedback mechanisms.
- There are a number of employees working in positions as research managers at industrial R&D centers, public research centers, advanced research infrastructures. Technoparks and research hospitals who can benefit from the programs that provide research manager employment. The roles dedicated to research management in these non-university positions should be defined and individual training programmes should also target research managers working at alternative institutions.



Institutional Schemes:

- Universities and industrial organizations should adopt formal policies governing research management processes. An institutional system where the knowledge gained at the individual level can be transferred within the organization should be established with an “institutional vision” so as not to be affected by changes in managers.
- Inclusion of Research Management in the vision and mandates should not be based on individual institutional preferences. The institutional commitment should be verified by an official institutional document such as a “**Research Management Policy**” and those institutions who possess these mechanisms should be encouraged through different incentives.
- Institutions who have adopted an organisational structuring where Research Management is officially included, should get extra points in project funding evaluations in national and international funding applications.
- Institutions that employ personnel who have received specific training / microcredentials etc. to support the research management process should be eligible for extra points in project evaluation processes.
- Budgets for research management should be defined as a direct cost item in the individual projects granted to institutions and remuneration should be provided to the institution as well as to the team responsible for research management through this budgetary item.
- Within the scope of many Horizon Europe programs (MSCA-Co-fund-Network-Doctoral; Widening-Teaming-Twinning-ERA Chair) equipping the students / personnel / researchers with “transferable skills” is a deliverable. Organization of joint modular trainings across projects to improve the research management skills of individuals and institutions will be a cost-benefit activity for both, the funding organisations as well as the beneficiary organisations and will also direct the attention to the significance of Research Management skill sets.
- A wide-spread need for Research Managers at industrial companies have been repeatedly expressed. Therefore in addition to universities, dedicated training programmes targeting high-level research managers in industrial R&D centers, should also be considered.

Q2: What are the expected impacts of both initiatives on the professional development of the RM community? And how do you rate both initiatives in terms of priority?

In order to maximize the impact of professional development of research managers, both initiatives, individual and institutional, should be implemented together. An ecosystem should be created at institutional level to support research management, while individuals should be encouraged to develop their competencies within this framework.

Individual Supports (Group A) will increase personal competencies and motivation while Institutional Supports (Group B) will ensure operational sustainability and overall strategic alignment. The combination of the two approaches will create a win-win model.

Individual Impacts

- National and international schemes for supporting Research Management across universities, research institutions, industry R&D Centers will create awareness and strengthen the value proposition of the research management professional group. However the impacts of training and capacity building on career progression should be clarified and emphasized by the employing institutions on a broader scale.
- Incentive mechanisms will contribute to the career advancement of research managers and will increase the professional recognition of individuals at national and international platforms.
- Training and certification programs will allow research managers to improve their technical and soft skills, increase their employability, and enable them to take more active roles within their institutions within the context of national and international projects.
- Mobility opportunities facilitating involvement in international exchange programs and international rotations will allow individuals to gain new experiences, promoting personal development and increasing professional satisfaction.

Institutional Impacts

- Institutional involvement in international exchange programs will enable the institutions to be a part of global networks through their employees (Research Managers taking part in Mobility Programmes) , increasing the rates of knowledge sharing and assisting the institutions to follow current global trends, thus contributing to their competitiveness.
- Performance appraisal systems and individual rewards implemented in accordance with the Institutional Research Management Policies will increase the motivation of research managers, improving job satisfaction levels and encouraging individuals to stay in their jobs longer, contributing to institutional sustainability.
- Better equipped research managers will decrease the bureaucratic burden of researchers and positively contribute to the quality and quantity of research, leading to an increase in institutional performances and index ratings.
- Research managers with improved capacities will ensure standardization of processes and will contribute to the institutionalization of research management practices.

Professional Development and Career Path:

The Competence Framework for Research Managers initiated by CARDEA has been adjusted with the inputs from RM ROADMAP. The current version of the possible European Competence Framework for Research Managers (RM Comp) is being finalised and validated with stakeholders, including policy-makers, RPO leaders and Research Managers under the coordination of Action 17, the Research Management Initiative.

RM Comp aims to facilitate professional development by offering clear learning outcomes and progression models, encouraging Research Managers to enhance their skills and competences. The framework aims to standardize RM competencies, support career planning, and promote the recognition and value of RM roles across Europe.

Given the fluid and flexible nature of the profession, with constantly emerging roles and fields, the RM Comp also underlines several key aspects: entry into the profession can occur at various levels based on educational background and expertise; professional development should be possible both vertically and across specializations; leadership in research support services should be recognized as a specialized expertise, while leadership skills should be acknowledged across all competency areas; and RM Comp should remain a dynamic document that evolves with the profession.

Accordingly, the European Competence Framework for Research Manager defines 9 competence areas, 53 competences and 843 learning outcomes along 4 proficiency levels (foundational, intermediate, advanced, expert).



The inputs from RM ROADMAP includes the elaboration of the definition of research management, adding one additional competence area (soft skills/personal attributes) and the inclusion of several subject matter expertise, including Research Infrastructure Management; Research Ethics and Integrity; Research, Strategy and Policy Development; and Research Support Service Delivery, as well, as the separation of Pre-award and Post-award, and the related learning outcomes.

Q3.1: Once a Europe-wide professional development framework and career path is formulated, what actions would be necessary for the adoption or adaptation of this framework and career path for Research Managers to your national/ thematic community?

NATIONAL: What is needed to make the professional development framework recognised by law or by relevant regulations at country level so that it provides clear career path to research performing organisations when employing RMs overcoming the current situation when RMs are employed under some sub-categories of administrative staff, for instance?

There are a number of actions that need to be taken, regulations and incentives that need to be established to define a clear career path to research performing organisations and facilitate the employment of RMs. These can only be realised by improving the perception and creating an increased awareness for the contributions of the RMs to the quality of science & technology nationwide.

- The impact and scope of research management should be clarified within institutions and presented to senior management.
- A defined and publicly shared “**Institutional Research Management Policy**” should be made mandatory for access to research funding, similar to “Gender Policy” or “IPR Policy” documents and institutional strategic plans should include strategic goals that emphasize and promote the importance of research management.
- The framework for research management and the value of its managers should be well communicated to external stakeholders and supporting legislation should be structured accordingly.
- Involvement of senior management and support of policy makers should be secured through wide-spread awareness campaigns conducted on all media platforms including social media to promote the role and contributions of research managers to a wide audience.
- Surveys should be conducted to identify the perceptions and define the needs and expectations of internal and

external stakeholders receiving services from Research Managers in order to evaluate the quality of services from their perspectives

- Targeted workshops should be organized with the support of TÜBİTAK, YÖK and industrial NGOs to identify the perceptions and define the needs of internal and external stakeholders at national level. The attendees of these workshops should be individuals who have an understanding of RM processes such as high-level university managers, Vice Rectors responsible for Research and Development, CEOs of industrial companies active in research and innovation.
- Research management-based elective courses should be included at undergraduate/graduate levels in universities, to create an early awareness for future research managers.
- Guidance documents and digital tools that define the scope and value proposition of research management can help manage processes more effectively and to raise awareness of managers at the level of YÖK and TÜBİTAK.
- A National White Paper should be prepared based on the outputs of surveys, targeted workshops and ecosystem assessments, to create a national framework for research management for securing legislative support at national level. Thus the framework for research management should be well communicated to external stakeholders and legislation should be structured accordingly.
- Higher Education Council (YÖK) and Higher Education Quality Board (YÖKAK) evaluation criteria should include clauses for the existence of research management procedures in universities to raise awareness at university management level
- Extending the tax exemptions provided to R&D personnel under Laws 5746 and 4691 to include research managers will incentivize the employment of skilled RMs and contribute to the recognition of their value proposition

Q3.2: Are there any existing initiatives in your country/thematic community that could support the adoption and adaptation? For instance, are there any plans to change legislation related to the recognition of RMs?

NATIONAL: Or are there any discussions at national level to address the currently missing career framework for RMs? Please elaborate if you are aware of any initiatives.

ADOPTION: the decision to start using something – in our case the professional development framework is being recognised and used either at national or institutional level

ADAPTATION: the action or process of changing something, or of being changed, to suit a new purpose or situation – in our case the professional development framework is being tailor-made to the specific needs and assets at national or institutional level

- The title of Research Manager is a new concept and the specific definition of research manager is still not sufficiently clear and is mostly categorized as administrative staff in Türkiye. However, the concept of research management is implicitly emphasized in the “*Technology Transfer Specialist Occupational Standard Definition*” approved by National Vocational Qualifications Authority (VQA) in 2018. The concept of Research Manager overlaps to a great extent with the definition of TTO professional defined by VQA at the national level and Türkiye has a progressive characteristic on a global scale (**Fig. 1**).

According to this official definition, a “Technology Transfer Specialist (Level 6) is a qualified person who develops technology and innovation-oriented collaborations between institutions / organizations and / or disciplines / sectors; enables researchers and entrepreneurs to benefit from support mechanisms; conducts commercialization activities of the technology portfolio and provides support to entrepreneurs regarding incorporation and entrepreneurship. He/she

carries out his/her work within the framework of occupational health and safety, environmental protection, organizational procedures, legal legislation and quality requirements; provides the establishment and update management of information systems related to technology transfer processes; carries out studies for the promotion and awareness of technology transfer services and professional development.”

Therefore, to standardize and activate research management processes throughout Türkiye, the existing 'Training Curricula' can be extended and diversified with new modules in accordance with the needs of research managers at different levels.

- An internationally recognized competency /certification system can be established to increase the professional visibility of research managers and to define them as an integral part of research teams rather than routine administrative staff.
- Currently there are various structures within Turkish Universities such as 'Research Deanship,' 'Research Coordination Office,' and 'Research Directorship.' This approach should be expanded and standardized in a more structured way to address research management processes holistically and to enhance coordination and cooperation within universities.
- The relevant administrative units of a university should be gathered under an umbrella of a central coordinating body reporting directly to the Rector. This “Research Management Office” should be recognized by the Council of Higher Education to internalize research management in academia, to transform it from a routine administrative position into a function that academia will respect and include in the project team. This office should also initiate “digitalization in research management processes”.
- A separate set of support programmes targeting research managers can be designed and implemented similar to existing programmes for capacity building of human resources (eg. TÜBİTAK 1601 program for institutional capacity building in innovation and entrepreneurship, TÜBİTAK Scientist Support Programmes- BİDEB) or for the preparation of a “Research Management Policy” (similar to TÜBİTAK 1000 Programme- University R&D Strategy Preparation



Support).

- “Research management” should be a separate work package (not as an overhead) in high-budget, platform-based multidisciplinary projects with a large number of partners (eg. Programmes like TÜBİTAK -1004 Programme and R&D and innovation networks for industry – SAYEM Programme) in order to conduct the research management processes through a more holistic and coordinated model.
- The perspective and need of corporate companies for research management should be taken into consideration and a special support programme “Research Manager in Private Sector” should be designed. Additionally, legislation should be shaped to enable the employment of certified research managers in Industrial R&D Centers subject to Law No. 5746.

References

Meeting Notes of the three meetings as well as subsequent individual communications:

- **November 20, 2024** - 3rd Co-Creation Session First meeting of the “Career Development Framework” (Career Development Opportunities for Research Administrators) 60+ people (Online)
- **December 9, 2024** - Hybrid workshop on the questions to be answered in the national report titled “Career Development Opportunities for Research Managers” - hosted by Izmir Dokuz Eylül University Rectorate - with the participation of 42 people, (Hybrid)
- **January 10, 2025** - Panel on the questions to be answered in the national report titled “Career Development Opportunities for Research Administrators” - hosted by Özyeğin University Rectorate - with the participation of 60 people, (Hybrid)
- 12th Development Plan (2024-2028). Presidency of the Republic of Türkiye.
https://www.sbb.gov.tr/wp-content/uploads/2024/06/Twelfth-Development-Plan_2024-2028.pdf

4. Acknowledgements

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