

RM ROADMAP

Consensus Document for Country Community Türkiye

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

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RM ROADMAP

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

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landscape: National Networks and
Associations**

Co-Creation Session 1

Understanding the landscape: National Networks and Associations

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1. Introduction

The European Commission (EC), recognising the growing need for the professionalisation of science management at research performing and funding organisations, have initiated a pilot action across Europe. The aim is to better understand the current research management landscape and to further improve and strengthen the European R&I system across the entire Research Area (ERA), in alignment with ERA Action 17. The initial step in the Action Plan involved the establishment of an Ambassadors' Network as national or regional community builders and online moderators.

Research management includes a broad range of professionals supporting researchers to achieve excellence in research, from creation to commercial exploitation of outputs. For the purpose of this co-creation exercise, Research Managers (RMs) have been considered as broad as possible including: research policy advisers, research managers, financial support staff, data stewards, research infrastructure operators, knowledge transfer officers, project development and management professionals, business developers, knowledge brokers, innovation managers, etc. For simplicity, the term research management is being used, however the concept covers also other terms such as research support, research management and administration, professionals at the interface of science as well as those used as the norm in the national landscapes across Europe.

The expected outcome by the end of 2024 is *“the involvement of at least 100 participating public research performing and funding organisations and their research management staff in the training and networking programmes”*.

The RM Roadmap Knowledge and Community Platform (KCP) has been designed as a tool to serve this purpose. 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 focusing 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. 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 **First Co-Creation Session - Understanding the landscape: National Networks and Associations**. A short summary of the main outcomes from the co-creation exercise is included in Section 2, details of activities at national level and a brief overview of the landscape is provided in Section 3. Recommendations about the future of research management in the country are provided in Section 4.

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

2. Summary of Co-Creation Session 1

Turkish Research Manager Ambassadors have carried out a number of awareness and dissemination activities, since June 2023. The main theme of the activities has been inclusivity for all stakeholders of the Research Management ecosystem in Türkiye. Therefore, the coordination and facilitation were carried out by USIMP- University-Industry Collaboration Centres Platform of Türkiye, which is an internationally recognised NGO for the Turkish R&D&I ecosystem with over 140 institutional members.

As a kick-off, two internal meetings were held, on June 9th and July 24th 2023. These meetings resulted in the agreement on an action plan aimed at establishing a Research Management (RM) Network in TR and identifying crucial stakeholder institutions and individuals.

An online info day was held for the Turkish Community on September 12, 2023, with the participation of 61 professionals representing various stakeholders (75% universities, technoparks, and 25% industrial R&D Centres).

A specially tailored questionnaire was distributed among all the participants of the info-day as well as through the social media for larger participation to identify regional RM representatives.. Sixteen Research Mamnagement RM Regional representatives have been selected.

A hybrid workshop was organised on October 12th, 2023 in Ankara, to gather insights from a wider spectrum. Approximately 130 professionals participated and contributed, seeking answers to four main questions:

- Which organisations / Institutions are supporting and/or contributing to the Research Management processes in Türkiye?
- What skills and competencies are required for Research Management?
- Which organisations / Institutions are providing training programmes to support Research Managers in Türkiye?
- What are the strengths and weaknesses of the Turkish Research Management ecosystem? What recommendations do you propose for future improvements?

The report prepared including the views of the Scientific and Technological Research Council of Türkiye was circulated in the national ecosystem on a wider scale and was uploaded for consensus.

3. Discussion Outcomes of Co-Creation Session 1

i. RM Roadmap Activities in Türkiye:

Turkish Research Manager Ambassadors have carried out a number of awareness and dissemination activities, since June 2023. All the documents including the lists of participants, the presentations, and the photos have been uploaded to the Google drive link: https://drive.google.com/drive/folders/1hLWsOf-GE5xTlshbVoxjxQPxeW-DD_U. Additionally, all the relevant documentation was shared on the Knowledge and Community Platform.

The main theme of the activities has been inclusivity for all stakeholders of the Research Management ecosystem in Türkiye. Therefore, the coordination and facilitation were carried out by USIMP- University-Industry Collaboration Centres Platform of Türkiye. USIMP is an internationally recognised NGO for the Turkish R&D&I ecosystem with over 140 institutional members nationwide and the RM Roadmap initiative is in line with the main objectives of USIMP namely;

- To encourage and support university-industry collaboration activities in academia and industry and to improve the awareness of university-industry collaboration among all stakeholders,
- To assure faster and more focused information exchange between interface organizations at national and international levels and centrally coordinate the process of dissemination of knowledge and experiences,
- To advise and guide “University-Industry Interface Offices” (Knowledge Exchange/Technology Transfer Offices) at Turkish universities through their establishment processes to ensure standardized services for the benefit of both academia and industry,
- To establish processes for the standardization and recognition of existing and future Interface organizations and contribute to the quality and performance of human resources,
- To contribute to the designation of public policies and strategies and preparation of action plans for university-industry collaboration.

Kick-off Meetings

The two internal meetings were held, on June 9th and July 24th 2023, resulted in the agreement on an action plan aimed at establishing a Research Management (RM) Network in TR. The crucial stakeholder institutions and individuals were identified. It was decided that Regional Contact Points would be chosen to establish a robust interface with pertinent key players. Subsequently, the team participated in the training sessions organized by EARMA on September 18th and September 21st, designed for RM Roadmap partners and ambassadors.

Info-day

An online info day was held for the Turkish Community on September 12, 2023, with the participation of 61 professionals representing various stakeholders (75% universities, technoparks, and 25% industrial R&D Centres).

In this meeting, a summary of the Budapest Meeting was delivered, elucidating the Research Manager concept and the RM Roadmap project from the EU perspective. The link to the folder (<https://earma.app.box.com/s/ivyepdvfhkijtyqra7krs834xln4geps>) and the link to FAQ (<https://www.rmroadmap.eu/faqs>) were disseminated and the public RM Roadmap training scheduled for Sept 25th, 2023 was officially announced.

Selection of Regional RM Road Map Representatives

During the meeting, the plan to designate regional representatives for coverage across Türkiye was introduced. The purpose of this proposed “leaf and branch model” is to pinpoint existing individual competencies dispersed throughout the country and to establish a network to effectively disseminate best practices nationwide. This event marked the initial engagement with volunteers.

25 people volunteered by completing a specially tailored questionnaire and 14 have been selected as regional representatives. Additionally, a few expressed their interest in becoming regional representatives in the later stages, bringing the total count to 16. Their enthusiastic involvement in the national roadmap was encouraged and their insights on four main topics were gathered:

- Which organisations / Institutions are supporting and/or contributing to the Research Management processes in Türkiye?
- What skills and competencies are required for Research Management?
- Which organisations / Institutions are providing training programmes to support Research Managers in Türkiye?
- What are the strengths and weaknesses of the Turkish Research Management ecosystem? What recommendations do you propose for future improvements?

Hybrid workshop

To gather insights from a wider spectrum, a hybrid workshop took place on October 12th, 2023 in Ankara, hosted by the Middle East Technical University under the patronage of the Rector, with the participation of approximately 100 professionals on-site and 26 online attendees. (25% high level administrator from Universities, 42% TTO and Technoparks, 18% research centres and industrial companies, 15% academic personnel).

The Opening speech was delivered by the Advisor to the Rector followed by a presentation from Prof. Mandal, the president of Turkish Scientific and Technological Research Council of Türkiye (TUBITAK). His participation symbolized the national endorsement of this endeavour. Subsequently, Turkish Research Manager Ambassadors introduced the RM Roadmap Project, its objectives and its current status. Following this, Prof. Serbest, the President of USIMP, delivered a brief address emphasizing the alignment of USIMP's objectives with those of the RM Roadmap initiative and highlighting USIMP's commitment. Lastly, Mrs. Hande Alpaslan, the Director of TUBITAK Science, Technology & Innovation Policies provided an extensive insight into research management, with a particular focus on the functioning of TUBITAK's high technology platforms.

After the general informative session, discussion sessions were conducted to address the aforementioned four main questions.

Both events garnered significant engagement and achieved considerable traction on social media platforms *with Over 35 posts on LinkedIn and Twitter along with approximately 25 reposts.*

ii. The National Perspective

Pandemics, climate change, geopolitical shifts, and global economic crises along with their associated repercussions such as shortage of raw materials, and disruption in supply chains and procurement, is compelling nations worldwide to develop and execute progressively more Sustainable, Resilient, and Inclusive policies. These complex environmental, social, technological, geopolitical, and economic challenges are interlinked and require extensive, interdisciplinary collaboration for effective solutions.

Türkiye has embraced the “Quadruple Helix Innovation Model” wherein the four fundamental components of the innovation system comprise the university, industry, public and society. Addressing global challenges and resolution can be achieved through multifaceted, dynamic, and collaborative interactions among these stakeholders.

A holistic approach is implemented for the R&D processes facilitating the overall assessment and administration of the ecosystem tools, outlining the necessary R&D&I outputs to achieve the expected socio-economic impacts. For target oriented; high societal impact research, the management of research is regarded as important as the research itself.

Universities play a pivotal role in shaping the ecosystem, with the management of R&D processes now carrying greater significance than the processes themselves.

The Universities are gradually abandoning their practices of working in “silos” and adopting “co-creation / co-learning” approaches. TUBITAK is actively facilitating this transformation in Türkiye.

Efficient management of this transformation process requires effective research management and a long-term, coordinated, R&D and innovation-oriented perspective involving:

- Impact-oriented, innovation-based collaboration platforms
- Multi-disciplinary and Cross-disciplinary research
- Exploitation of emerging and converging technologies
- Supporting high risk-high gain research
- Academia-private sector joint research infrastructures
- Pre-competitive technological collaborations among industrial companies
- Digital competencies and recruitment

At the core of the existing Roadmap lies the identification of intended impact through national priorities, objectives, and societal effects. It involves creating program frameworks for effective project collaborations, leveraging available human and infrastructure resources, and managing R&D and innovation processes through governance and coordination.

Currently, in Türkiye, the national R&D&I Policy tools governing “Research Management” are:

- Strong guidance and coordination with mission-oriented R&D and Innovation
- Planning competencies and actors (HR, infrastructures, etc.) in the transformation management process
- Promotion of responsible and inclusive R&D and innovation practices.
- Assessment and monitoring of the research/researcher
- Promotion of open science including open innovation, open data, and open access within the framework of privacy and security principles
- Showcasing success models through international cooperation and community participation
- Efficient alignment between STI policies and other policy domains.

On the other hand, “Management of Research” in universities ideally requires:

- Qualified R&D and Innovation Human Resources to strengthen the talent pool
- Internationalization through integration into critical collaborative networks at a global level

- Coordination and management of research with “Platform-Based” Collaborations for high-quality research and effective societal impact
- Pioneering research in emerging technologies and transfer of strategic critical technologies to the private sector

TUBITAK's facilitating role in Research Management can be outlined within a "Plan-Do-Evaluate-Take Action" framework as follows:

- Strategizing Research and Policy Development including the design of R&D&I support programs and scholarship initiatives.
- Smart specialization and collaboration based on research management which initiates the advancement of pioneering research projects and harnesses collaboration prospects.
- Monitoring and evaluation of outcomes through evidence-based data systems and methodologies such as Field-Based Competency Analysis for Universities and Entrepreneurial and Innovative University Index
- Identifying needs and implementing adaptable and versatile mechanisms to continually enhance R&D management and guidance.

iii. A brief overview of the Turkish landscape

Organizations / Institutions are supporting and/or contributing to the Research Management processes in Türkiye

State Offices:

- TUBITAK: The Scientific and Technological Research Council of Türkiye
- YOK: Council of Higher Education
- Ministries: Ministry of Industry and Technology, Ministry of National Education, Ministry of Agriculture and Forestry, Under secretariat for Defence Industries, Ministry of Foreign Affairs Directorate for EU Affairs,
- KOSGEB: Small and Medium Enterprises Development Organisation
- Turkish National Agency (administering EU Structural Funds)
- State-Funded Research Institutes
- TPE: Turkish Patent Institute

Regional Authorities:

- Governorships
- Regional Development Agencies

Academia-affiliated Institutions:

- Technology Transfer Offices
- University Research Management Units,
- University Research And Application Centers,
- Research Infrastructures
- Technoparks, Technology Development Zones
- Incubation Centres

Industrial Units

- Chambers of Commerce and Industry
- Organised Industrial Zones
- Industrial R&D Centres
- Regional Technology Centers (TEKMER)

NGO's

- USIMP - University-Industry Cooperation Centres Platform of Turkey
- ARGEMİP – Association of Industrial R&D Centres

Skills and competencies required for Research Management

A set of skills and competencies are crucial at both institutional and individual levels to ensure the successful implementation of an efficient Research Management System.

At institutional level:

- A practical research management policy that articulates the corporate mission and vision, emphasizing institutional strategic priorities, objectives, actions, and performance indicators.
- A robust system for monitoring and evaluation of performance based on predetermined indicators
- A strong research infrastructure and skilled, competent human resources
- Clearly defined roles and responsibilities for all employees including the top management
- Engagement in national and international networks, programs and platforms.

At the individual level; (at least a Bachelor's Degree, preferably having nationally/internationally recognised certificates) and;

Ability to:

- identify problems, seizing opportunities and generating solutions.
- access accurate information.
- design, plan, develop and implement projects.
- utilize appropriate quantitative or qualitative methodologies and tools
- analyse issues with a multidisciplinary approach.
- efficiently manage resources, time, risk and budgets
- effectively maintaining work-time performance within determined budget,
- monitor and evaluate research outcomes.
- establish and implement institutional research policies

Knowledge and expertise in:

- regional and national needs and priorities
- approaches and incentives and support mechanisms for research and development.

- governance, regulations, and legal frameworks governing the R&D&I ecosystem from procurement to audits.
- project cycle management
- management of confidentiality, IPR management
- administration of human resources
- data management
- knowledge and technology transfer
- impact assessment and analysis
- engagement in relevant national and international networks
- ethics and GDPR issues
- entrepreneurship

Awareness of:

- emerging technologies, trends, and technical terminology or jargon
- open science
- gender equality and integration into research
- sustainability principles and integration into research practices
- institutional knowledge and expertise

Soft skills such as:

- effective written and oral communication skills, including scientific communication
- proficiency in foreign languages
- analytical thinking and problem-solving capabilities
- decision-making and Leadership
- adaptability and stress management
- collaboration and teamwork
- conflict resolution, negotiation skills

Organisations / Institutions providing training programmes to support Research Managers in Türkiye

State-Funded Structures

- TUBITAK - Scientific and Technological Research Council of Türkiye
- TUBITAK TÜSSİDE- Turkish Management Sciences Institute

NGO's:

- USIMP: University-Industry Collaboration Centres Platform of Türkiye
- TTGV - Technology Development Foundation of Türkiye
- ARGEMİP: R&D Centres Communication and Cooperation Platform

Universities:

- Continuing Education Centres,
- Technology Transfer Offices,
- Specialised Centres within Universities (ie.: METU TEKPOL- Science and Technology Policy Studies R&D Center; Hacettepe University Institution of Population Studies)
- Technoparks

Private Organisations:

- PMP: Project Management Institute
- RTTP Courses under the auspices of USIMP

Strengths and weaknesses of the Turkish Research Management ecosystem**Strengths**

- Competent and dedicated human resources within many institutions
- Strong resilience and adaptability of institutions and individuals coupled with exceptional abilities to swiftly implement mitigation strategies in response to changing circumstances.
- Nodes of high-quality expertise in isolated centres of excellence throughout the country
- Diversified R&D&I support funds and incentives.
- Intrinsic knowledge and expertise derived from the existing but limited proficiency in Research Management
- The existence and implementation of institutional performance measurement systems at the national level

Weaknesses

- Insufficient coordination among ecosystem partners both at the national and institutional level
- Ambiguity in defining research management parameters.
- Limited budgetary allocation for research management
- High turnover of research management personnel
- Insufficient availability of qualified experts in research management
- Immature collaborative culture within the ecosystem
- Limited experience in managing IPR
- Discrepancies between requirements and corresponding legislation
- Need for enhanced data quality and sustainable tracking system (e.g. alumni network tracking for collaboration development)
- Requirement for advancements in the assessment of institutional performance data at the national level
- Lack of awareness and limited expertise in valuation of research outputs

4. Recommendations

The following recommendations related to future improvements of Research Management in Türkiye have been consolidated as a result of discussion in the workshop and contributions from respective stakeholders from the R&D&I ecosystem:

- Defining “Research Management” through an inclusive discussion process involving all stakeholders
- Creating a standard glossary to ensure a global understanding of research management and the associated roles and responsibilities of research managers.
- Recognition of the “Research Manager” role by national funding agencies
- Integrating research management into institutional as well as national strategic plans and
- Developing Institutional Research Management Policies and improving the communication among research managers within institutions through in-house training and targeted events and leveraging the unifying roles of research managers
- Ensuring coordination and coherence between research activities and research management functions.
- Establishing a national network of Research Managers, fostering interactions with international counterparts to exchange best practices.
- Developing specialised training programs for diverse capabilities and skill sets required for research managers.
- Initiating endeavours to engage the private sector in recognizing the significance of research management and encouraging their involvement and support.
- Establishing comprehensive database to be utilised by research managers nationwide.

5. References

- 12th National Development Plan, Presidency of The Republic of Türkiye (<https://www.sbb.gov.tr/kalkinma-planlari/>)
- Presentation of TUBITAK President , Prof. Hasan Mandal (Oct 12, 2023, RM RoadMap Workshop, METU, ANKARA)

6. Acknowledgements

- TUBITAK, The Scientific and Technological Research Council of Türkiye (<https://www.tubitak.gov.tr/en>)
- USIMP, University-Industry Collaboration Centres Platform of Turkey (<https://www.usimp.org.tr/en>)
- Middle East Technical University Rectorate (<https://www.metu.edu.tr/>)



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