Funded by the European Union

LUKE Linking Ukraine to the ERA

From Project Support to Institutional Capacity

LUKE Online-Workshop – 19 November 2026

RESEARCH MANAGEMENT IN PRACTICE: ROLES, SKILLS AND TOOLS ACROSS THE RESEARCH LIFECYCLE

Why Research Management Matters Beyond a Single Grant | National Research Foundation of Ukraine (NRFU) Perspective

"A good research manager does not simply help a project succeed. A mature research management function helps an institution learn to succeed repeatedly."

1. SHIFTING FROM ISOLATED GRANTS TO LASTING INSTITUTIONAL CAPABILITY

PROJECT CAPACITY *"We delivered this grant."*	INSTITUTIONAL CAPACITY *"The next project will be easier & stronger."*
Focuses on single-grant compliance, forms, and deadlines. Know-how often stays trapped with individual researchers or administrators and disappears when staff move on.	Converts every completed project into reusable institutional assets: funder knowledge, internal SOPs, contract & procurement templates, partner trust, and risk lessons.

2. WHY RESEARCH MANAGEMENT & ADMINISTRATION (RMA) MATTERS

The Funder's Perspective

- **Clear communication:** Transparent, proactive dialogue with funders.
- **Defined responsibilities:** Clear accountability across roles.
- **Anticipated risks:** Early foresight before bottlenecks escalate.
- **Effective adaptability:** Structured response when plans change.

Connector & Horizontal View

- **Bridges two languages:** Aligns scientific ambition with legal & financial sustainability.
- **Cross-unit hub:** Connects PI, Finance, Legal, HR, Procurement, Leadership & Partners.
- **Systemic foresight:** Sees how one change impacts budgets, contracts & reporting.

Continuity as Resilience

- **Institutional memory:** People change, teams move, and programmes evolve – knowledge must endure.
- **Critical for Ukraine:** Amid relocation and disrupted infrastructure, professional RMA sustains institutional stability and international commitments.

3. FOUR PRACTICAL CONDITIONS INSTITUTIONS MUST PUT IN PLACE

01 | RECOGNITION

Establish RMA as a dedicated, valued profession with clear mandates and career pathways—not accidental extra administrative work.

02 | EARLY INVOLVEMENT

Engage research managers before the grant is won, starting at idea development, budgeting, and consortium formation.

03 | ACCESS

Ensure direct access to leadership, decision-making, institutional data, and cross-departmental workflows.

04 | SYSTEMIC LEARNING

Embed post-grant reviews and shared templates so every completed project upgrades the whole organisation.

THE CAPACITY FLYWHEEL

Project Experience → Institutional Learning → Institutional Memory → Stronger Processes → Increased Capacity → Better Future Projects

Success means not only completing a project – it means being better prepared for the next grant.

NO RMA? WHAT FALLS ON THE RESEARCHER

Before you write a single word of your proposal, a research manager would already have handled the following. Without one, they are yours.

01 | CHECK ELIGIBILITY

Read the full Guide for Applicants. Confirm your institution is registered (PIC/CODE), your indirect cost rate is set, and your idea fits the call.

02 | BUILD THE BUDGET

Find the funder's budget template. Identify eligible costs. Calculate personnel rates. Getting this wrong risks rejection.

03 | PREPARE ADMIN DOCS

Draft or update the Administrative and Financial Statement. Coordinate with your finance office. Must be signed and current before submission.

04 | ASSEMBLE THE CONSORTIUM

Go beyond scientific fit. Ensure partners cover procurement, IP, dissemination, reporting. Without an RMA's network, you build this from scratch.

05 | FORMAT AND SUBMIT

Check page limits, font size, numbering, mandatory sections. Handle the portal, the signing, the confirmation. One formatting error means ineligibility.

WHAT TO DO WITH ALL THIS:

Every time you complete these steps, save what you did. The budget checklist. The PIC code email. The adapted template. These are your first institutional assets. Your future RMA inherits them instead of starting from zero.