ARMA-NL Conference 2026

The Next Interface of Research Management

Aligning AI-Enabled Practices, Professional Pathways, and Secure Knowledge Exchange

ARMA-NL



2 October 2026

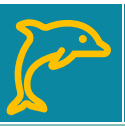
9:00-18.00 hours

Bar Beton Utrecht Rijnsweerd

Pythagoraslaan 101, 3584BB Utrecht

VIDATUM KALCIO HEALTHCARE DIGITAL science ELSEVIER

Overview program

Time	Plenary room 	Parallel room 1 	Parallel room 2 
9:30 – 9:45	Opening & Welcome Mari Murel - Ice breaker		
9:45 – 10:45	Keynote: Paul Boselie – Prof. of Public Administration & Organization Science *Room for every Research Manager in Academia*		
10:45 – 10:55	Simon Cullen - Co-Founder and Director of Vidatum *Building the Vidatum – ARMA-NL partnership for future-proofing the research innovation ecosystem*		
11:00 – 12:00	Ryan Henderson, Ellen Schenk and panel Panel discussion: *Is our funding system still fit for purpose in the age of AI?*		
12:00 – 13:00	Lunch		
13:00 – 13:50	Lex Bouter – Professor Emeritus of Methodology and Integrity *Research integrity, research security and open science*	Danielle Roordink, Georgian Nedelcu *Navigating the Research Management Ecosystem*	Dennis Janssen, Alma Erenstein *ARMA-NL new members session*
14:00 – 14:50	Hillary Cronin – Research and innovation leader *Practical Insights into the use of AI in Research proposal development*	Eugenia van Engelenhoven, Paul Merkus, Servaas Duterloo *Building Research Support Communities: Lessons and Practices from Dutch Universities*	Carmen Bratosin, Tessa de Roo, Harold Weffers *To Share or to Protect? Navigating Open Science, IP, and Knowledge Security in Research*
14:50 – 15:15	Coffee break		
15:15 – 16:00	Scott Hayes, Ryan Henderson *Beyond the prompt: AI adoption and the future of research management*	Lucy Kerstens, Brigette Connell *Empowering co-active leadership and diplomacy skills for RM*	Marlon Domingus – DPO Erasmus MC *Guarding the Gate, Not the Garden: Data Protection as Infrastructure for Open Science*
16:00 – 17:00	Keynote: Lennart Verhagen – Neuroscientist at Donners Institute *Ultrasound neurotech: building the science and the community for a new medical technology*		
17:00 – 18:00	Borrel		

Keynote - Room for every Research Manager in Academia

By Prof. dr. Paul Boselie

Time: 9:45 – 10:45

Room: Plenary room

Keynote speech on: 'Room for every Research Manager in Academia' -
ARMA-NL: The Next Interface of Research Management.

Global developments and grand challenges that lead to the ARMA-NL theme of the conference including AI, professional development and leadership, and implementing knowledge security AND open science.
The need for individual and organizational flexibility: the concept of agility.
Setting the open science stage with some background from UNL and Utrecht University.
Linking open science and the recognition & rewards transformation.
Open science lessons from Utrecht University on the basis of UU organizational learning since 2019: Underlying principles for effective open science transformation and implementation.
The relevance of leadership at all levels: hands-on and value driven.
Translating leadership to research managers: ambiguities, roles and diplomatic skills.
Joint leadership and team spirit.



Short biography
Paul Boselie (PhD, MSc) is a professor in governance and public administration at Utrecht University. His expertise covers human resource management (HRM), strategy, leadership and organizational change. He is the Chief Open Science (COS) at Utrecht University and former UU chair of recognition & rewards.

Building the Vidatum – ARMA-NL partnership for future-proofing the research innovation ecosystem

By Simon Cullen

Time: 10:45 – 10:55

Room: Plenary room

In this brief sponsor session, Simon Cullen highlights the strategic partnership between Vidatum and ARMA-NL. He will share how collaborating on innovative research management solutions helps future-proof the research ecosystem, streamline processes, and drive better outcomes for research-intensive organisations.



Short biography

Simon Cullen is Co-Founder and Director of Vidatum, a specialist research management software company that supports universities, research institutes, and research hospitals across Europe, the UK, and Australia. With a background in computer science and enterprise software development, Simon has played a leading role in shaping Vidatum's research administration platform since the company's founding in 2004. He is passionate about using technology to simplify complex research management processes, improve compliance and reporting, and support better research outcomes. Under his leadership, Vidatum has grown into a trusted partner for research-intensive organisations worldwide.

Is our funding system still fit for purpose in the age of AI?

By Ryan Henderson, Alicia Brandt, Alex Rushforth, Puck Wildschut, Ellen Schenk

Time: 11:00 – 12:00

Room: Plenary room

This 60-minute panel discussion explores how artificial intelligence is transforming research funding by changing how grant proposals are written and evaluated. As AI-supported proposal writing becomes standard, submission numbers are rising while proposals become increasingly polished and alike, making excellence harder to assess. The session brings together perspectives from a researcher, funder, university policy advisor, and pre-award research manager to discuss the impact on the funding ecosystem. Key topics include sustainability, fairness, evaluation quality, AI governance, and the evolving role of research management professionals (RMAs). Moderated by Ellen Schenk, the panel will include audience interaction and directly addresses the conference theme of AI in Research Management.



Short biography

Together, these five speakers bring perspectives from research management, policy, evaluation, funding, and AI governance. Ryan Henderson (TU/e) focuses on building research collaborations and advancing the responsible use of generative AI in research management, while Dr. Alicia Brandt (University of Groningen) explores how AI is reshaping research policy and university processes. Alex Rushforth (Leiden University/CWTS and RoRI) studies science reform, research assessment, and research culture change. From the funding perspective, Puck Wildschut (NWO) leads work on understanding the effects of research funding and has extensive experience in Open Science, AI, and responsible research assessment. Ellen Schenk, an independent research manager and co-lead of the EARMA AI in Research Management Thematic Group, contributes over two decades of experience in strategic research support and research management practice.

Integrity, research security and open science

By Professor Emeritus Lex Bouter

Time: 13:00 – 13:50

Room: Plenary room

Research managers and research administrators have an important role in assuring the quality, integrity and trustworthiness of scientific research. In recent years it has become clear that detrimental research practices are common, and the numbers of retractions are on the rise. Open science practices like open methods, open codes and open data are part of the solution. Unfortunately, considerations of research security might threaten these open science practices. The presentation will explore this set of problems and solutions and outline the important contributions research managers and research administrators can make.



Short biography

Lex Bouter is Professor Emeritus of Methodology and Integrity at the Department of Epidemiology and Data Science of the Amsterdam University Medical Centers and the Department of Philosophy of the Faculty of Humanities of the Vrije Universiteit. He is involved research and teaching on research integrity and open science topics. He was appointed as tenured Professor of Epidemiology in 1992 and served his university as its rector between 2006 and 2013. Professor Bouter has supervised 83 PhD students, of whom to date 17 were appointed as professor. He was the founding chair of the World Conferences on Research Integrity Foundation.

Practical Insights into the use of AI in Research proposal development

By Hillary Cronin

Time: 14:00 – 14:50

Room: Plenary room

Over the past year, our research office has been exploring how AI can support proposal development workflows. We started with curiosity (and a little fear), asking: What can AI actually do for us? What will our researcher think? What will the University say? What if we just bury our heads and hope it goes away? From there, we moved into practical territory testing tools, crafting prompts, and building a toolkit that research managers can use to make proposal development faster, smarter, and maybe even a little less painful.

This session shares our journey featuring real use cases. We'll show how AI can help with tasks like idea generation, finding the write funding topics, aligning with funder requirements without replacing the human insight that research managers bring.

We'll also reflect on the deeper impact:

What does it mean to introduce AI into a process built on trust, judgement, and experience?

How do we keep our core values while embracing new tools?

And how do we stop researchers from asking AI to write the whole thing?

We are developing a practical AI toolkit of Prompt examples that research managers can use immediately in their everyday work.

Additionally, we present a clear understanding that AI is a new tool but the rules are still the same, our integrity, our knowledge, experience and expertise is still the most important factor.



Short biography

I am a strategic research and innovation leader with over 20 years of experience spanning industry, academia, and consultancy. With a background in science and business, I specialise in building collaborations across disciplines, sectors, and countries to drive impactful research and innovation. My expertise covers life sciences, digital technologies, agriculture, and food systems, supported by a design thinking approach to innovation and ecosystem development. Currently, I support Munster Technological University's research strategy, helping researchers develop ambitious interdisciplinary collaborations. I also serve as an expert evaluator for Horizon Europe, contributing to the assessment and selection of high-impact research and innovation proposals.

Beyond the prompt: AI adoption and the future of research management

By Scott Hayes & Ryan Henderson

Time: 15:15 – 16:00

Room: Plenary room

This presentation explores how AI tools are rapidly becoming embedded in everyday research management practices, moving beyond experimentation into core workflows. Drawing on findings from the ARMA-NL Thematic Group on Generative AI, the session examines how RMAs in the Netherlands are currently using AI and which trends are emerging. The presenters discuss how AI is reshaping the profession by changing which RMA tasks become automated, commoditised, or increasingly valuable. The session also highlights institutional challenges around governance, skills development, and supporting RMAs in adapting to a fast-evolving AI landscape. The session combines practical insights, reflection on the future of research management, and audience Q&A, aligned with the conference theme on AI in Research Management.





Short biography

Ryan Henderson, PhD, is a Program Manager at Eindhoven University of Technology (TU/e), where he builds new research collaborations with researchers and partners across disciplines and organisations. Ryan regularly delivers workshops on generative AI and contributes to institutional initiatives and guidelines. As Chair of the ARMA-NL Thematic Group on AI, Ryan leads efforts to empower RMAs in the Netherlands and promote responsible adoption of generative AI in research management operations.

As a Grants Advisor at VU Amsterdam, Scott primarily supports researchers in securing personal grants, with a focus on NWO and ERC funding schemes. Drawing on a background in academia, he brings a researcher's perspective to his advisory work. Within his team he specialises in training researchers and implementing technical innovations.

Ultrasound neurotech: building the science and the community for a new medical technology

By Lennard Verhagen

Time: 16:00 – 17:00

Room: Plenary room

Ultrasound offers something previously out of reach in human neuroscience, and increasingly available to the clinic: it can change activity in deep brain structures with millimetre precision, safely from outside the skull, without surgery.

The first half of this talk is about the discovery. Two lines of our work take the first steps towards clinical translation. We have shown that ultrasound can slow down how fear is learned and speed up how it fades, a long-sought intervention points for anxiety and trauma-related disorders. We have also shown how ultrasound can change how people learn from reward, with direct relevance for addiction and compulsion disorders.
The second half is about the community. Moving responsibly from laboratory to clinic depends as much on shared standards as on new results, and no single laboratory, company or regulator can write those alone. ITRUSST started as an informal meeting in 2019 and now convenes an official Collaborative Community with the FDA, scientists, clinicians and industry. Its consensus documents on safety and reporting were written by volunteers, on almost no budget, and adopted because the field agreed to them, not because anyone was obliged to.

Taken together, this work and community position ultrasound as a reliable, non-invasive tool for reaching clinically relevant deep brain targets, and as an emerging addition to the neurotechnology landscape.



Short biography

Lennart Verhagen is a neuroscientist and head of the Cognitive Neuromodulation Lab at the Donders Institute for Brain, Cognition and Behaviour, Radboud University, Nijmegen. He also directs the Radboud Focused Ultrasound Centre and serves as President of ITRUSST, the international consortium responsible for developing safety and reporting standards for ultrasonic brain stimulation. Previously a fellow at the University of Oxford, he pioneered ultrasound neuromodulation in non-human primates and demonstrated that a single stimulation session can alter deep brain circuits for hours. His research focuses on developing non-invasive ultrasound methods to safely and precisely modulate deep brain structures, with the aim of translating these innovations into clinical applications.

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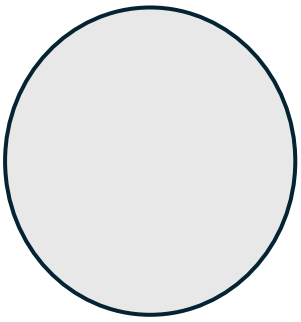
Navigating the Research Management Ecosystem

By Danielle Roordink, Georgian Nedelcu

Time: 13:00 – 13:50h

Room: Parallel room 1

The profession of Research management and administration is rapidly developing and is getting increasingly acknowledge in the research and innovation landscape. The role is offering many opportunities to learn, grow, professionalize, connect and contribute. But how do you navigate this landscape, identify what you need to develop, and find the networks, tools and opportunities that can help you move forward?
This interactive workshop takes you on a journey to Explore → Understand → Act and Connect. Who are you as a research manager? What gives you energy, where do you want to develop, and what do you need to take your next professional step? From there, we explore the wider Dutch and European research management ecosystem, introducing relevant networks, communities, competence frameworks, learning opportunities and other resources that can support your development. Participants will then translate these insights into action by identifying realistic next steps for the coming months. Finally, we explore how research managers can learn from one another and actively contribute to building a strong professional community, including through the ARMA-NL Academy. You will leave with greater insight into your own professional path, a clearer view of the research management ecosystem, concrete next steps, and new connections with fellow research managers.



Short biography
Danielle Roordink is Team Coordinator of the Funding & Support (RSO) post-award team and Senior Project Manager at UMC Utrecht. With over 15 years of experience in research project management, she leads international collaborations and manages externally funded research initiatives in close cooperation with UMCU's financial, legal, HR, and commercialization departments.



Georgian Nedelcu serves as Faculty Funding Officer and Nominations Coordinator for Science and Engineering at the University of Groningen, where he strengthens research funding portfolios and supports capacity building for researchers and RMAs. Previously (2022–2026), he was Funding and Policy Officer at the Zernike Institute, specializing in pre-award support and proposal development for Horizon Europe programs such as MSCA, ERC Synergy, and EIC Pathfinder.

Building Research Support Communities: Lessons and Practices from Dutch Universities

By Eugenia van Engelenhoven, Paul Merkus, Servaas Duterloo

Time: 14:00 – 14:50h

Room: Parallel room 1

Research Support Offices (RSOs) at universities operate through diverse models, from centralized teams to distributed experts across faculties. Regardless of structure, Research Managers and Administrators (RMAs) benefit from peer exchange and collaboration, encouraging many institutions to establish Research Support Communities (RSCs).

This 50-minute workshop presents a comparative study of Dutch universities, examining how Research Support Communities (RSCs) can be effectively implemented across diverse institutional contexts, while identifying best practices and addressing key challenges with practical strategies to tackle and manage them. Participants will also learn about the benefits of such communities, how to set them up, and what key factors need to be taken into consideration for sustainable success.

The workshop combines short inputs from each university with interactive exchange on best practices and challenges. Participants will gain practical insights into organizing local research support communities and activities, thereby fostering the professional development of RMAs.



Short biography

Eugenia van Engelenhoven (Leiden University) is the coordinator of the Leiden Research Support Network, facilitating collaboration and knowledge exchange among research support professionals to strengthen grant success and project delivery.

Paul Merkus (Eindhoven University of Technology) leads the Research Support Office at TU/e, guiding researchers in securing external funding and optimizing the development and execution of competitive research projects.

Servaas Duterloo (TU Delft) is Head of Unit for EU Research Funding & International Programmes at TU Delft, overseeing institutional strategy and support for participation in European research and innovation funding schemes.

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Empowering co-active leadership and diplomacy skills for RM

By Lucy Kerstens, Brigette Connell

Time: 15:15 – 16:00h

Room: Parallel room 1

As the global research ecosystem evolves, so too must the professionals who support it. Research managers are inherently adaptable, and our skillsets are not just confined to higher education institutions, specific projects or even our current function. This session is all about how to step into the role required in any particular project, situation, discussion at any particular level. We obviously learn from experience, but we can practice along the way how to deal with any given context and strengthen our authority and impact by adopting a flexible attitude and applying situational leadership skills.
Bridgette will elaborate on her hands-on experience from being a recipient of a Marie Skłodowska-Curie Fellowship to managing EU Research and Innovation Actions at Universities to managing EDCTP-funded clinical trials in a fragmented funding landscape under the umbrella of the European Commission. She will share lessons learned from her point of view navigating this extremely complex landscape.
Lucy will showcase how RMA can use the co-active leadership model to step into these types of situations, ensuring that relationships are valued whilst progress is guaranteed.

Take aways from this session include how core competencies, such as balancing governance procedures, stakeholder engagement, transparent decision making, donor compliance, and reporting all remain highly relevant, regardless of institutional setting, funding context or position, and how inclusive leadership and diplomacy plays a major role herein.



Short biography
Lucy Kerstens has over 20 years of experience in higher education, supporting researchers and research support professionals in their development and collaboration. An active contributor to the international RMA community, she serves on the ARMA-NL Board and is involved with EARMA. Her work focuses on professional identity, leadership, and empowering research managers to build confidence, authority, and impact in their roles.



Bridgette Connell is an experienced project manager with a background in HIV research and international research consortia management. With expertise in stakeholder engagement, strategic planning, and donor compliance, she has spent her career supporting large-scale global health research collaborations and helping translate scientific discoveries into public health impact.

ARMA-NL new members session

By Dennis Janssen & Alma Erenstein

Time: 13:00 – 13:50h

Room: Parallel room 2

This session is aimed at all delegates who have become a member of ARMA-NL in the last year. We will tell you more about the association, what it can offer you and how you can contribute to making it a thriving part of the ecosystem for research and innovation in the Netherlands. You will get to meet other new members and start building up new networks.



Short biography

Dennis Janssen is Director of Operations at Leiden Observatory, Leiden University. Since joining Leiden University in 2004, he has held various positions, including Research Project Manager, Department Manager at a research institute, and Programme Manager of the university-wide Leiden Research Support programme. He has served as Director of Operations at Leiden Observatory since December 2024. Dennis joined the ARMA-NL Board in November 2022 and was elected Chair in January 2025.



Alma Erenstein is the Secretary of ARMA-NL and serves as a Board Member since 2021. In her daily role as Faculty Funding Officer, her focus is helping researchers navigate the constantly changing maze of national and European funding—with a particular emphasis on grants and fellowships from NWO, the European Commission, and the European Research Council. Recognizing that external funding is a vital yet complex resource for academic research, Alma is dedicated to creating the right framework conditions to help researchers successfully secure funding for their work.

To Share or to Protect? Navigating Open Science, IP, and Knowledge Security in Research

By Carmen Bratosin, Tessa de Roo and Harold Weffers

Time: 14:00 – 14:50h

Room: Parallel room 2

Researchers are increasingly expected to make decisions about whether knowledge should be shared openly, protected, or commercialised. Open science encourages early and wide sharing to support collaboration and innovation, while universities and funders place growing emphasis on knowledge security and intellectual property protection. These expectations do not always align, and in practice decisions are often made under uncertainty about risk, value, and future use.

This session explores how these different logics shape those decisions.
From an open science perspective, knowledge creates value when it is shared and reused. Impact emerges through collaboration, reuse, and the development of shared infrastructure. The digital world illustrates this clearly: open-source software and digital platforms often generate major value not through exclusivity, but through ecosystems built on openly available code and infrastructure.
From a knowledge security and institutional perspective, the same knowledge may be treated differently. It may be restricted because it is considered sensitive, strategically important, or potentially valuable in the future. In many cases, however, these judgments rely on assumptions about future value that are difficult to test in advance.



Short biography
Carmen Bratosin – Programme Manager at TU/e, with extensive experience in public partnerships, where collaboration and open science play a central role.



Tessa de Roo – Digital Scholarship Librarian at Leiden University Libraries and Leiden University Medical Center, specialising in open publishing, scholarly communication, and research support.



Harold Weffers – Coordinator External Partnerships at TU/e and part of the TU/e knowledge security organisation, with a background in system and software engineering and cybersecurity.

Guarding the Gate, Not the Garden: Data Protection as Infrastructure for Open Science

By Marlon Domingus

Time: 15:15 – 16:00h

Room: Parallel room 2

AI is changing how researchers collaborate, share data, and build tools, often faster than the agreements and safeguards meant to support that work can keep up. A researcher training a model on shared data, a research group adopting a new AI platform, an international consortium negotiating what can move across borders: these are the situations where knowledge security and open science stop being abstract principles and become concrete decisions that someone has to make, usually under time pressure and with incomplete information.

This talk draws on recent cases from a university research environment to explore what those decisions actually look like in practice. It looks at how AI tools reshape questions of data ownership and reuse, what happens when a promising research platform turns out to have unclear terms around AI training on institutional data, and how research support offices can build agreements that protect knowledge without freezing collaboration. Rather than treating knowledge security as a constraint on open science, the session proposes it as part of the infrastructure that lets open science function responsibly, especially as AI raises the stakes.

The goal is a constructive one: not a checklist of risks to avoid, but a set of working questions and creative strategies that research managers can bring back to their own institutions, tailored to a landscape where the rules are still being written.



Short biography

Marlon Domingus is Data Protection Officer in residence for the Erasmus University Rotterdam (EUR), the EUR Holding and RSM BV. He is regularly tasked as chair of working groups on national level. He was responsible for the content of free online courses on data protection and the GDPR.

Marlon writes and speaks about privacy governance, (data) ethics, privacy by design & privacy engineering, risk management & privacy audits, and developments in EU data governance reform (AI Act, DMA, DSA, DGA, DA, ...). He has a background in philosophy.